

**COUNCIL, 12 JULY 2017**

**REPORTS OF COMMITTEES, SUB-COMMITTEES AND MEMBER CHAMPIONS**

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**Havering**  
LONDON BOROUGH



**Havering**  
LONDON BOROUGH

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

**APRIL 2017**

## **1. Introduction**

1.1 This report covers the period April 2016 to March 2017 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 Director of Finance (Section 151 Officer) 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 2017)**

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)

#### **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 (EY).

#### **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 Audit, Risk and Fraud Teams which were restructured during 2016/17 as part of the oneSource service integration and joining of a third partner, The London Borough of Bexley.

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

6.1 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 specific strategies and policies within the remit of the Committee, together with progress reports from the Council's external auditor.

6.2 Officers will continue to ensure all members on the Committee, and their nominated substitutes, are adequately trained.

**Annual Report of the Audit Committee, 2016/17**

- 6.3 The Committee will continue to oversee the effectiveness of the audit team and wider fraud resources in accordance with Public Sector Audit Standards Audit and Accounts Regulations 2015.
- 6.4 The Committee will focus on the embedding of the Risk Management arrangements agreed in the revised Risk Management Policy and Strategy.
- 6.5 Fraud prevention and detection will continue to be high on the Audit Committees agenda going forward.
- 6.6 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.
- 6.7 A draft forward plan and training plan are detailed in Appendix C.

**AUDIT COMMITTEE AGENDA ITEMS - FROM APRIL 2016 TO MARCH 2017**

**June 2016**

- Internal Audit Annual Report 2015/16
- Annual Governance Statement 2015/16
- Committee Forward Plan
- Member Training Plan
- Accounts Closure Update
- Treasury Management Annual Report

**September 2016**

- Approval of annual Statement of Accounts 2015/16 (with AGS)
- Report to those charged with Governance (External Audit)
- Response to Auditors' Report to those charged with Governance (Finance)
- Treasury Management Update Q1
- Internal Assurance Report Q1
- Governance update (6 months)
- Corporate Risk Register Update (6 months)

**November 2016**

- Annual Audit Letter
- Closure of Accounts Timetable
- Treasury Management Update Q2
- Internal Assurance Report Q2

**March 2017**

- 2015/16 Audit Report of Grant Claims and Returns
- External Audit Plan 2016/17
- Accounting Policies 2016/17
- Closure of Accounts Timetable 2016/17
- Internal Assurance Report Q3

**May 2017**

- LB Havering Audit Plan 2017/18
- Internal Audit Strategy and Charter 2017
- Annual Report of the Audit Committee

**AUDIT COMMITTEE SPECIFIC ASSURANCES**

The table below shows the reports submitted to Audit Committee during the year (up until the end of quarter three) and identifies the title of the audit and shows the audit opinion given. The audit opinion options are:

- **Substantial:** There is a robust framework of controls and appropriate actions are being taken to manage risks within the areas reviewed. Controls are applied consistently or with minor lapses that do not result in significant risks to the achievement of system objectives.
- **Moderate:** Whilst there is basically a sound system of control within the areas reviewed, a need was identified to enhance controls and/or their application and to improve the arrangements for managing risks.
- **Limited:** There are fundamental weaknesses in the internal control environment within the areas reviewed, and further action is required to manage risks to an acceptable level.

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:** *(Immediate Implementation):* Action is imperative to ensure that risks are managed to an acceptable level.
- **Medium:** *(Implementation within 1 – 3 months):* Requires action to further enhance controls and improve arrangements for managing risk.
- **Low:** *(Implementation within 6 months):* Action to enhance control or improve operational efficiency – merits attention.

Report	Assurance	Recommendations			
		High	Med	Low	Total
<b>Systems Audit</b>					
Direct Payments	Limited	5	9	0	14
Disaster Recovery	Substantial	6	8	0	14
Talent Link Application	Substantial	0	5	0	5
Service Manager Follow Up	Substantial	N/A	N/A	N/A	N/A
PARIS Follow Up	Substantial	N/A	N/A	N/A	N/A
Catering	Moderate	0	6	0	6
NEPRO	Moderate	0	4	0	4
Schools Capital	Moderate	1	0	0	1
SWIFT	Substantial	0	0	0	0
Cheque Processing	Moderate	0	2	0	2
Pool Car	Moderate	1	0	0	1
Troubled Families (Claim window 1)	Substantial	0	0	0	0
NNDR Valuation & Liability (oneSource audit covering LB Newham and LB Havering)	Moderate (overall)	3	3	0	6

**Annual Report of the Audit Committee, 2016/17**

<b>Report</b>	<b>Assurance</b>	<b>Recommendations</b>			
		<b>High</b>	<b>Med</b>	<b>Low</b>	<b>Total</b>
Deactivated ID Cards	Substantial	0	0	1	1
Payment in Error	Limited	5	3	0	8
<b>Schools Audit</b>					
Dame Tipping Primary	Moderate	2	5	5	12
Langtons Infants	Substantial	1	5	0	6
Marshalls Park	Moderate	2	8	1	11
Royal Liberty	Moderate	1	4	4	9
Newtons Primary	Moderate	3	7	1	11
Mead Primary	Limited	3	13	2	18
Parsonage Farm Primary	Moderate	1	5	9	15
Royal Liberty Secondary	Moderate	1	4	4	9
St Ursulas Junior	Moderate	0	4	3	7
Gaynes Secondary	Moderate	0	9	1	10
Sanders Secondary	Limited	6	17	2	25
Broadford Primary	Limited	2	7	1	10
Wykeham Primary	Limited	13	12	0	25

**AUDIT COMMITTEE E DRAFT FORWARD PLAN / TRAINING**

FORWARD PLAN	AGENDA ITEM	PLANNED TRAINING
June 2017	<ul style="list-style-type: none"> <li>• Internal Audit Annual report 2016/17</li> <li>• Assurance Progress Report Q4</li> <li>• Annual Governance Statement 2016/17</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 2017	<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 Q1</li> <li>• Treasury Management Update Q1</li> </ul>	Accounts
November 2017	<ul style="list-style-type: none"> <li>• Annual Audit Letter</li> <li>• Closure of Accounts Timetable</li> <li>• Assurance Progress Report Q2</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
February 2018	<ul style="list-style-type: none"> <li>• Audit Report of Grant Claims and Returns 2016/17</li> <li>• External Audit Plan 2018/2019</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 2017/18</li> <li>• Accounting policies 2017/18</li> </ul>	Procurement
April 2018	<ul style="list-style-type: none"> <li>• Treasury Management Update Q4</li> <li>• Outstanding Audit Recommendations</li> <li>• Annual Report of Audit Committee</li> </ul>	Risk Management



# Havering

LONDON BOROUGH

## **HAVERING PENSION FUND**

**BUSINESS PLAN/REPORT ON THE WORK  
OF THE  
PENSIONS COMMITTEE  
DURING  
2016/17**

## 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 2016 to 31 March 2017 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 39 employers, of which the London Borough of Havering is the largest. The other employers in the fund are made up of 31 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 2016/17 based on data as at 31 March 2016. The main purpose of the valuation is to calculate the funding position within the Fund and set employer contribution rates. The valuation is a planning exercise for the Fund, to assess the monies needed to meet the benefits owed to its members as they fall due. As part of the valuation process, the Fund reviews its funding and investment strategies to ensure that an appropriate contribution plan is in place.

The valuation prior to this date was undertaken at 31 March 2013 and a comparison of funding levels can be seen below:

### Summary

Valuation date	31 March 2013	31 March 2016
Total Liabilities	£752m	£857m
Market Value of Assets	£461m	£573m
Surplus/(deficit)	(£291m)	(£284m)
Funding Level	<b>61.2%</b>	<b>67.0%</b>

The improvement in funding position between 2013 and 2016 is mainly due to strong investment performance over the period. The liabilities have also increased due to a reduction in future expected investment returns, although this has been partially offset by lower than expected pay and benefit growth.

The Fund has seven fund managers (who have specific mandates) and performance is monitored against an agreed benchmark.

The Fund has adopted a strategic benchmark for the whole of the fund of Gilts (All Stocks Index Linked Gilts) + 1.8%. The main factor in meeting the strategic benchmark is market performance.

**Strategic Benchmark** - A strategic benchmark has been adopted for the overall Fund of Index Linked Gilts + 1.8% per annum. This is the expected return in excess of the fund's liabilities over the longer term. The strategic benchmark measures the extent to which the fund is meeting its longer term objective of reducing the funds deficit. The current shortfall is driven by the historically low level of real interest rates which drive up the value of index linked gilts (and consequently the level of the fund liabilities).

**Tactical Benchmark** - Each manager has been set a specific (tactical) benchmark as well as an outperformance target against which their performance will be measured. This benchmark is determined according to the type of investments being managed. This is not directly comparable to the strategic benchmark as the majority of the mandate benchmarks are different but contributes to the overall performance.

Having Pension Fund uses the services of State Street Global Services Performance Services PLC (formerly known as WM Company) to provide comparative statistics on the performance of this Fund for its quarterly monitoring.

Annual performance and comparisons to the Local Authority universe is provided by the Pensions & Investment Research Consultants Limited (PIRC).

The performance of the Fund is measured against a tactical and a strategic benchmark.

In 2016/17, the overall return on the Fund's investments was **17.1%** (2015/16 -1.2%). This represented an outperformance of **4.0%** against the tactical benchmark (2015/16 under performance of -2.8%) and an under performance of **-3.7%** against the strategic benchmark (2015/16 under performance of -7.7%).

Following the results of the 2016 Valuation and in line with regulations the Committee developed a new Investment Strategy Statement (ISS) which replaced the Statement of Investment Principles (SIP). During the last quarter of 2016/17 some fund rebalancing and short term changes as set out in the ISS was undertaken to bring the asset allocation closer to their benchmark.

The revised asset allocation targets are shown for comparisons against the SIP's target in the following table and reflect the asset allocation split and targets against their individual fund manager benchmarks:

Asset Class	Target Asset Allocation (SIP Nov 15)	Target Asset Allocation (ISS Jan 17)	Investment Manager/ product	Segregated / pooled	Active/ Passive	Benchmark and Target
UK/Global Equity	12.5%	15.0%	LCIV Baillie Gifford (Global Alpha Fund)	Pooled	Active	MSCI All Countries Index plus 2.5%
	6.25%	7.5%	State Street Global Asset	Pooled	Passive	FTSE All World Equity Index
	6.25%	7.5%	State Street Global Asset	Pooled	Passive	FTSE RAFI All World 3000 Index
Multi Asset Strategy	15%	12.5%	LCIV Baillie Gifford (Diversified Growth Fund)	Pooled	Active	Capital growth at lower risk than equity markets
	20%	15.0%	GMO Global Real return (UCITS)	Pooled	Active	OECD CPI g7 plus 3 - 5%
	15%	15%	LCIV Ruffer	Pooled	Active	Absolute Return
Property	5%	6%	UBS	Pooled	Active	IPD All balanced (property) Fund's median +
Gilt/Investment Bonds	17%	19%	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. Plus 1.25%*</li> </ul>
Infrastructure	3%	2.5%	State Street Global Assets – Sterling liquidity Fund			Invested in cash up until Feb 17 pending identification of an infrastructure project.

\*0.75% prior to 1 November 2015

During the year our mandate with Baillie Gifford (Global Alpha Fund) and the Ruffer Absolute Return Fund was transferred to the London CIV (Collective Investment Vehicle). The total value of assets with the LCIV is now £292m which represents 44% of assets under management. UBS, SSgA, Ruffer, GMO and Baillie Gifford manage the assets on a pooled basis. Royal London manages the assets on a segregated basis.

The Fund will have ongoing discussions with the London CIV to progress the transition of assets onto the London CIV platform in accordance with the Department of Communities and Local Government (DCLG) timelines.

Fund Managers are invited to present at the Pensions Committee Meeting every six months. On alternate dates, they meet with officers for an informal 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.

The (DCLG) Guidance on Preparing and Maintaining an Investment Strategy Statement (ISS) issued September 2016 relaxed the regulatory framework for scheme investments which also included the relaxation on reviewing investment manager performance.

In light of the above guidance the Committee has been asked to consider reviewing the current reporting arrangements and if agreed will be implemented during 2017/18.

## FUND GOVERNANCE STRUCTURE

Day to day management of the Fund is delegated to the Statutory Section 151 Officer (7 November 2016) and the Chief Executive prior to the appointment of the interim section 151 officer. 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 Jason Frost – Conservative Group  
 Cllr Nic Dodin – 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 (until 31 March 2017)

From May 2016 Cllr Nic Dodin replaced Cllr Ray Morgon - Residents Group and Cllr Jason Frost replaced Cllr Roger Westwood – Conservative Group

Fund Administrator	London Borough of Havering
Actuary	Hymans Robertson
Auditors	Ernst and Young LLP
Performance Measurement	State Street Global Services – Performance Services PLC (formerly WM Company)

Custodians	State Street Global Services
Investment Managers	Royal London Asset Management (Investment Bonds) UBS (Property) Ruffer LLP (Multi Asset) (transferred to London CIV 21 June 2016) State Street (Passive UK/Global Equities) Baillie Gifford (Global Equities) (transferred to London CIV 15 February 2016) Baillie Gifford Diversified Growth Fund (Multi Asset) (transferred to London CIV 11 April 2016) GMO Global Real Return (UCITS) from January 2015 London CIV Baillie Gifford Diversified Growth Fund (from 15 February 2015) London CIV Baillie Gifford Global Alpha (from 11 April 2016) London CIV RF Absolute Return (from 21 June 2016)
Investment Advisers	Hymans Robertson LLP
Legal Advisers	London Borough of Havering Legal Services provide legal advice as necessary (specialist advice is procured as necessary)
Chief Executive	Andrew Blake-Herbert
Section 151 Officer	Debbie Middleton (from 7 November 2016)
Pension Fund Accountant	Debbie Ford
Pensions Administration Management	Sarah Bryant Director of Exchequer & Transactional Services

## PENSION COMMITTEE MEETINGS 2016/17

The Committee met a number of times during 2016/17 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**

- **Annual Report**

The Pension Fund Annual Report 31 March 2016 was produced in line with the LGPS (Administration) regulations and agreed.

- **Funding Strategy Statement**

Agreed the Funding Strategy Statement

- **Investment Strategy Statement**

The first Investment Strategy Statement was agreed in line with the LGPS (Management and Investment of Funds) Regulations 2016.

- **2016 Draft Actuarial Valuation Report**

Noted

- **Business Plan**

The Pension Fund Business Plan for 2016/17 was agreed incorporating the work of the pension committee members.

- **Reviewed Fund Managers quarterly performance**

- **Fund Manager voting and Engagement Activity**

Noted the review of fund manager voting and engagement and agreed to receive this report annually.

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

- **LGPS Havering Employing Authority and Administering Discretions**

Noted the discretions policies

- **Collective Investment Vehicle (CIV)**

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

**PENSION COMMITTEE MEETINGS 2017/18 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:

- Admissions Policy
- TUPE Manual
- London CIV Pooling progression /updates with Continued transfer of assets to the London CIV
- DCLG Investment Regulation changes as applicable
- Continued training and development
- Topical issues discussed as appropriate
- MiFIDII implications
- Finalisation and execution of the investment strategy
- Local Authority Pension fund Forum (LAPFF) and Pensions and Lifetime Savings Associations (PLSA) membership consideration.

## INTERNAL & EXTERNAL RESOURCES

The Pensions Committee is supported by the Administrating Authority's 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 and then updated it in 2015 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.

	2015/16 Actual £000's	2016/17 Estimate £000's	2016/17 Actual £000's	2017/18 Estimate £000's	2018/19 Estimate £000's	2019/20 Estimate £000's
Administration & Processing	429	430	496	496	496	496
Other Fees	6	6	7	7	7	7
Other Costs	77	80	59	72	72	72
<b>TOTAL</b>	<b>512</b>	<b>516</b>	<b>562</b>	<b>575</b>	<b>575</b>	<b>575</b>

Estimates for 2017/18 onwards may be subject to change due to an impending service review of Pensions Administration.

### Investment Management expenses

These costs will include any expenses incurred in relation to the management of fund assets.

	2015/16 Actual £000's	2016/17 Estimate £000's	2016/17 Actual £000s	2017/18 Estimate £000's	2018/19 Estimate £000's	2019/20 Estimate £000's
Fund Manager Fees	2,743	2,700	2,958	2,958	2,958	2,958
Custodian Fees	40	40	34	34	40	40
Performance Measurement services	13	13	11	11	13	13
<b>TOTAL</b>	<b>2,796</b>	<b>2,753</b>	<b>3,003</b>	<b>3,003</b>	<b>3,011</b>	<b>3,011</b>

## Governance and Oversight

This category captures- all costs that fall outside the above 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.

	<b>2015/16 Actual</b>	<b>2016/17 Estimate £000's</b>	<b>2016/17 Actual £000's</b>	<b>2017/18 Estimate £000's</b>	<b>2018/19 Estimate £000's</b>	<b>2019/20 Estimate £000's</b>
Financial Services	142	142	142	142	142	142
Actuarial Fees	35	50	83	50	50	50
Audit Fees	21	21	24	21	21	21
Member training (inc. LPB)	0	10	5	10	10	10
Advisor Fees	50	50	42	50	50	50
CIV/SAB Levy	76	30	25	103	91	76
Local Pension Board	11	15	3	5	5	5
Pensions Committee	20	20	36	36	36	36
<b>TOTAL</b>	<b>355</b>	<b>338</b>	<b>360</b>	<b>417</b>	<b>405</b>	<b>390</b>
<b>OVERALL TOTAL</b>	<b>3,663</b>	<b>3,607</b>	<b>3,925</b>	<b>3,995</b>	<b>3,991</b>	<b>3,976</b>

Please note the following regarding the -figures in the above tables

- Ignores inflation
- Management and custody fees are charged according to the fund value; therefore an average figure has been applied for 2017/18 onwards.
- Based on 2016/17 fund and staffing structures.
- Local Pension Board budget has been reduced to show the training costs separately as this will be shared with the Committee.
- Fund Management fees takes no account of fee savings that are expected from joining the London CIV.
- Takes no account of a potential new service delivery for pensions administration

## TRAINING AND DEVELOPMENT STRATEGY

The Local Pension Board (LPB) was established by the London Borough of Havering on 25 March 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 2017/18 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.

The London CIV runs periodic seminars to aid Officer and committee member development.

Training and development took place during 2016/17 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 2016/17

ANNEX A

MONTH	TOPIC	ATTENDED BY
<b>14 June 2016</b>	<ul style="list-style-type: none"> <li>• Pension Fund Performance Monitoring for the quarter ending 31 March 2016, received presentations from Multi Asset managers GMO (Global Real Return)</li> <li>• Noted the Business Plan/Annual report on the work of the Pensions Committee during 2015/16.</li> <li>• Noted Pension Fund Audit Plan 2015/16</li> <li>• Agreed the Business Plan/Annual Report on the work of the Pensions Committee 2015/16</li> <li>• Noted LGPS: Havering Employing Authority Discretions and Administering Authority Discretions</li> <li>• AOB: discussed the response to DCLG on pooling</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson (vice chair) Cllr Steven Kelly (sub for Cllr Wallace) Cllr Jason Frost Cllr Nic Dodin Cllr Clarence Barrett Cllr Stephanie Nunn John Giles (UNISON) Heather Foster-Byron (employer representative)
<b>20 September 2016</b>	<ul style="list-style-type: none"> <li>• Pension Fund Performance Monitoring for the quarter ending 30 June 2016, received presentations from Royal London (Bonds Manager) and Ruffer (Multi Asset Manager).</li> <li>• Noted Pension Fund Accounts for the year ending 31 March 2016.</li> <li>• Agreed the Pension Fund Annual Report for the year ending 31 March 2016.</li> <li>• Noted the review of fund manager voting and engagement activity</li> <li>• Noted results of the GAD section 13 'dry run' report</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson (vice chair) Cllr Melvin Wallace Cllr Dilip Patel (sub for Cllr Jason Frost) Cllr John Mylod (sub for Cllr Stephanie Nunn) Cllr Clarence Barrett Cllr Nic Dodin John Giles (UNISON)
<b>22 November 2016</b>	<ul style="list-style-type: none"> <li>• Noted the views of officers on the performance of the Fund's Actuary for the period to September 2016.</li> <li>• Noted the views of officers on the performance of the Fund's Custodian for the period to September 2016.</li> <li>• Noted the views of officers on the performance of the Fund's Investment Advisor for the period to September 2016 and agreed contract extension for the Fund's Investment Advisor contract for one year.</li> <li>• Noted the results of the Whistle Blowing Annual review and that no breaches had been reported</li> <li>• Considered and agreed changes as necessary to the Governance Compliance Statement.</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson (vice chair) Cllr Jason Frost Cllr Clarence Barrett Cllr Stephanie Nunn Cllr Nic Dodin Andy Hampshire (GMB union Rep)

## PENSIONS COMMITTEE MEETINGS HELD DURING 2016/17

ANNEX A

MONTH	TOPIC	ATTENDED BY
<b>13 December 2016</b>	<ul style="list-style-type: none"> <li>Pension Fund Performance Monitoring for the quarter ending 30 September 2016, received presentations from State Street Global Assets (UK/Global Passive Manager, GMO Global Real Return (Multi Asset Manager) and the Fund's pooling operator London CIV.</li> <li>Considered changed to the investment strategy but deferred decisions for another meeting.</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson (vice chair) Cllr Melvin Wallace Cllr Clarence Barrett Cllr Stephanie Nunn Cllr Nic Dodin John Giles (UNISON)
<b>23 January 2017 (Special meeting)</b>	<ul style="list-style-type: none"> <li>Agreed some changes to the investment strategy and rebalancing proposals</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson (vice chair) Cllr Clarence Barrett Cllr Stephanie Nunn Cllr John Mylod (sub for Cllr Nic Dodin) John Giles (UNISON)
<b>14 March 2017</b>	<ul style="list-style-type: none"> <li>Pension Fund Performance Monitoring for the quarter ending 31 December 2016, received presentation from Royal London (Bonds Manager), UBS (Property Manager).</li> <li>Noted Pension Fund Audit Plan 2016/17</li> <li>Noted the Local Pension Board Annual Report for 2015/16</li> <li>Verbal update on LCIV funding and Governance.</li> </ul>	Cllr David Johnson (chair for the meeting) Cllr Robby Misir (sub for Cllr Crowder) Cllr Melvin Wallace Cllr Jason Frost Cllr Ron Ower (Sub for Cllr Clarence Barrett) Cllr Stephanie Nunn Cllr Nic Dodin John Giles (UNISON) Andy Hampshire (GMB)
<b>28 March 2017</b>	<ul style="list-style-type: none"> <li>Agreed Funding Strategy Statement</li> <li>Agreed Investment Strategy Statement</li> <li>Noted the Draft 2016 Actuarial Valuation Report</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson (vice chair) Cllr Melvin Wallace Cllr Dilip Patel (sub for Cllr Jason Frost) Cllr Ray Morgon (sub for Cllr Stephanie Nunn) Cllr Nic Dodin Cllr Clarence Barrett

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

INDICATIVE PENSIONS COMMITTEE CYCLICAL MEETINGS AND COVERAGE 2017/18					
					ANNEX B
	15 JUNE 2017	19 SEPTEMBER 2017	21 NOVEMBER 2017	12 DECEMBER 2017	13 MARCH 2018
<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>▪ Investment strategy Review</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>▪ Ruffer (Multi Asset Absolute Return)</li> <li>▪ London CIV (pooling manager)</li> <li>▪ Pension Fund Accounts 16/17</li> <li>▪ Pension Fund Annual Report</li> <li>▪ Stewardship/ LAPFF /PLSA membership</li> </ul> </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>▪ Annual review of Fund Managers voting &amp; Engagement</li> <li>▪ Review of Governance Policy</li> <li>▪ Whistleblowing Annual Assessment</li> <li>▪ Risk Register Review</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) (Passive Global Equity)</li> <li>b) Royal London (Bonds)</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) UBS (Property)</li> </ul> </li> </ul>
<b>Officer Meeting</b>	Meeting: 11 May 17 <ul style="list-style-type: none"> <li>▪ Royal London (Bonds)</li> <li>▪ SSGA (Passive Equity Manager)</li> </ul>	Meeting: 16 Aug 17 <ul style="list-style-type: none"> <li>▪ UBS (Property)</li> <li>▪ WM presentation Meeting</li> </ul> Advisor Review Custodian Review	No officer meeting	Meeting: 8 Nov 17 <ul style="list-style-type: none"> <li>▪ GMO (Multi Asset Manager)</li> </ul>	Meeting: 08 Feb 17 <ul style="list-style-type: none"> <li>▪ Ruffer (Multi Asset Absolute Return)</li> <li>▪ London CIV (pooling manager)</li> <li>▪ Royal London (Bonds)</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
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## 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 2016/17

## ANNEX D

DATE	TOPIC COVERED	LOCATION	KSF	COST	ATTENDED BY
20 September 2016	Officers – Pension Fund Accounts briefing covered: Overview of the pension fund accounts	Town Hall – prior to Committee meeting	KSF 2	Officer time	Cllr Crowder (chair) Cllr David Johnson (vice chair) Cllr Barrett Cllr Wallace Cllr Dodin John Giles (UNISON)
28 September 2016	DG Publishing “ Question Time” – Asset Pooling Demystified	Royal Society of Medicine, 1 Wimpole Street	KSF 1	Free	Cllr Nunn
13 December 2016	Hymans - Joint training with Pensions Board - Valuation 2016 Results covered: <ul style="list-style-type: none"> <li>• 2016 Valuation framework</li> <li>• Valuing liabilities</li> <li>• Actuarial assumptions</li> <li>• 2016 results</li> <li>• What changed since 2013</li> </ul>	Town Hall	KSF 6	£2,000	Cllr Crowder (Chair) Cllr Dodin Cllr Johnson Cllr Nunn

DATE	TOPIC COVERED	LOCATION	KSF	COST	ATTENDED BY
23 January 2017	Hymans - Joint Training with Pensions Board – Investment Strategy Training covered; <ul style="list-style-type: none"> <li>• New investment Regulation 2016</li> <li>• Overview of ISS/DCLG Guidance</li> <li>• What changed between SIP/ISS</li> <li>• Asset allocation rebalancing</li> <li>• Investment strategy evolution</li> <li>• Investment objectives</li> <li>• Overview of UK Stewardship code</li> <li>• Credit Strategies</li> </ul>	Town Hall	KSF 5	£2,100	Cllr Crowder (Chair) Cllr Johnson Cllr Barrett Cllr Nunn John Giles (UNISON)
1 March 2017	LCIV Annual conference including fund manager sessions	Crutched Friars, London	KSF 4	No fee	Cllr Barrett Cllr Johnson Mark Holder Cllr Nunn





**HAVING**  
**STANDING ADVISORY COUNCIL ON**  
**RELIGIOUS EDUCATION**



**ANNUAL REPORT 2017**



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## Foreword

2016 has been a productive year for SACRE. The arrival of two specialist advisers has been very welcome and useful. They have been tactfully expanding and updating our knowledge.

However the difficulty in finding people to represent Havering teachers on SACRE is most regrettable. At each meeting we have had one teacher representative – the same one each time. Had she been unable to make any of these meetings we should have been inquorate. We aim to have teachers from different types of school to give us feedback on how the current syllabus is working out in the schools, and to tell us of their current and future needs. Teachers all over the country are complaining of ever increasing workloads, and Havering seems to be no exception.

Meeting in buildings other than the Town Hall has been an improvement. Our bookings in the Town Hall were frequently changed at the last moment, making it difficult for members to attend. We are grateful for the hospitality we have received elsewhere in the borough.

Meanwhile our contribution towards community cohesion and mutual understanding of different groups within our society has never been more urgent. I should like to thank all the members of SACRE for giving their time and their best efforts towards this work.

Christine Seymour

Chair of SACRE

## 1. Introduction

Since 1988, each Local Authority (LA) has been required by law to have a Standing Advisory Council for Religious Education (SACRE).

The remit of a SACRE is principally to oversee the Religious Education (RE) and collective worship within the authority principally to:

- advise Havering Council upon matters connected with religious worship in community schools and in foundation schools which do not have a religious character. Religious education in these schools is to be given in accordance with the Agreed Syllabus;
- advise Havering Council on teaching methods, choice of materials and teacher training in religious education and collective worship;
- require Havering Council to review the locally agreed syllabus for religious education at least every five years.

It is also a requirement that each SACRE produces an annual report of its work. This report must be published and is to be sent to the LA, local schools and other interested parties.

## 2. Meetings

Havering SACRE has held a meeting in each academic term of 2016, all of which were quorate.

The following meetings were held during the reporting period:

Thursday, 10<sup>th</sup> March 2016 at Town Hall, Main Road, Romford

Tuesday, 28<sup>th</sup> June 2016 at St Edwards Primary School

Thursday, 20<sup>th</sup> October 2016 at Romford and District Synagogue

## 3. Membership

The table below shows the membership of Havering SACRE throughout 2016:

Name	Group	Representing	Joined	Number of Meetings Attended
VACANT	A	New Church Movement		
Mr Kevin Walsh	A	Roman Catholic	22/02/2007	2
Rabbi Lee Sunderland	A	Jewish Community	05/03/2009	1
Mrs Pamela Coles	A	Methodist	30/06/2004	3
VACANT	A	Baptist		
Mr Sansar Narwal	A	Sikh Community	Pre 2004	1
Pastor Aloysius Peter	A	Pentecostal Churches	24/09/2013	2
VACANT	A	Religious Society of Friends		
Mr Kamal Siddiqui	A	Muslim Community	05/03/2008	3
Mr Nasir Mubashar	A	Ahmadiyya Muslim	14/01/2014	1
Mr Tariq Mahmood	A	Muslim Community	11/03/2014	0
Mr Om Dhir	A	Hindu Community	06/06/2007	0
Mrs Jenny Fox	A	Salvation Army	24/09/2013	1
Mr Barry Smith	A	United Reformed Church	28/06/2016	2
Dr John Lester	A	Baha'i Faith	10/11/2004	2
Ms Christine Seymour	A	Humanist	07/07/2003	3
Saddhabhaya (David Weston)	A	Buddhist	09/05/2013	2
Mr John Smailes	A	Evangelical Free Church (shared)	01/12/2013	3
Mrs Dawn Ladbrook	A	Evangelical Free Church (shared)	01/12/2013	0
Mr Luthaneal Adams	A	Pagan Federation	03/03/2016	1
Mrs Stephanie Ellner	B	Church of England	01/12/2013	3
Mrs Susan Freeman	B	Church of England	05/03/2009	3

Mr Mike Dean	B	Church of England	03/03/2016	3
VACANT	B	Church of England		
Mrs Kirsty Fanning	C	ATL	26/03/2015	0
VACANT	C	NUT – Secondary		
Ms Linda Munday	C	NUT – Primary	11/03/2010	3
VACANT	C	PAT		
VACANT	C	NASUWT		
VACANT	C	ASCL		
Cllr Joshua Chapman	D	Local Authority	01/06/2015	0
Cllr Gillian Ford	D	Local Authority	11/07/2004	1
Cllr Jason Frost	D	Local Authority	10/07/2014	2
Cllr Dilip Patel	D	Local Authority	10/07/2014	1
Cllr Stephanie Nunn	<b>D</b>	<b>Local Authority</b>	01/06/2016	2
Cllr Wendy Brice-Thompson	D	Local Authority	11/10/2011	1

Also invited for professional and administrative support:

Julia Diamond-Conway – Professional Adviser (3 meetings attended)

Deborah Weston – Professional Adviser (3 meetings attended)

Grant Soderberg – Clerk to SACRE (2 meetings attended)

Anthony Clements – Clerk to SACRE (1 meeting attended)

#### **4. Religious Education**

##### Agreed Syllabus

4.1 Religious Education (RE) is not part of the national curriculum. Each Local Authority (LA) is required to produce an Agreed Syllabus for RE. Each LA is required to begin reviewing the current Agreed Syllabus within five years of its production.

4.2 Following the introduction of Havering’s new Agreed Syllabus in September 2015, LA schools spent the period up to the end of the 2015/16 academic year trialling and implementing the new syllabus and accompanying schemes of work. This was in order that they would be prepared to implement the new syllabus by September 2016 when it became statutory.

##### Teacher Training

4.3 Meetings of Primary RE Subject Leaders were held termly. Meetings were planned in response to Subject Leaders' requests and areas for development that have been identified by the adviser. They always included local and national updates alongside teaching ideas for RE lessons. In 2016, the main foci of each Primary Subject Leaders' meetings were as follows:

26<sup>th</sup> January 2016 – Implementation of the new Agreed Syllabus in schools and pupils as enquirers in the RE classroom.

27<sup>th</sup> April 2016 – High quality RE resources to support teaching of RE in line with the new Agreed Syllabus and assessment.

28<sup>th</sup> September 2016 – Teaching strategies in RE, including G-dly and Spirited play as methods of teaching stories.

Other support to schools

4.4 During the year, support to schools was generally provided through Primary Subject Leaders' Meetings. The associate advisor additionally helped with schools' queries about the new Agreed Syllabus, its units and how to access these documents.

4.5 SACRE was grateful to Helen Kunda from Caterham High School for hosting Teach Meets for Secondary RE teachers during the year. These were well-received by teachers and also attended by a number of teachers working in local schools outside Redbridge.

## **5. Collective Worship**

5.1 No applications were made for determinations (to alter the character of collective worship for some or all pupils in a school) in 2016.

5.2 Collective worship continued to be monitored through adviser quality assurance visits to all schools, including academies and all schools were found to comply with statutory requirements.

## 6. Provision For and Standards In Religious Education

(i) During the reporting period, schools' compliance in RE was monitored through HSIS quality assurance visits. All schools were found to comply with statutory requirements and there were no adverse comments in Ofsted inspection reports.

GCSE and A level results continued to be monitored as part of Havering's monitoring of standards. SACRE discussed the data below for examinations in the summer 2016 and advised the local authority of concerns about the level of provision at number of schools.

School name	School religious character	School type	Number of pupils at the end of Key Stage 4	Full course only	Short course only	Full and Short course	Total entries for any RS 2016	Total entries for any RS 2015	Total entries for any RS 2014	A*-C Full course only	A*-C Short course only	A*-C Total 2016	No entries for religious studies 2016(%)	No entries for religious studies 2015(%)	No entries for religious studies 2014(%)
Sanders School	None	FD	157	6.4	0	0	6.4	4.6	7.9	60	.	60	93.6	95.4	92.1
The Royal Liberty School	None	FD	96	96.9	0	0	96.9	97.2	99.1	26.9	.	26.9	3.1	2.8	x
Gaynes School	Does not apply	CY	110	98.2	0	0	98.2	97.3	97.0	65.7	.	65.7	1.8	2.7	3
Marshalls Park School	Does not apply	FD	163	9.2	0.6	0	9.8	14.0	10.6	93.3	0	87.5	90.2	86	89.4
Corbets Tey School	Does not apply	FDS	17	0	0	0	0.0	0.0	0.0	.	.	.	100	100	100
Ravensbourne School	Does not apply	CYS	4	X	X	X	X	x	0.0	x	X	x	x	x	100
Drapers' Academy	Does not apply	AC	117	0	0	0	0.0	0.0	0.0	.	.	.	100	100	100
The Brittons Academy Trust	None	ACC	152	98	0	0	98.0	98.0	96.8	51	.	51	2	2	3.2
The Coopers' Company and Coborn School	Christian	ACC	189	99.5	0	0	99.5	98.4	99.4	85.6	.	85.6	0.5	1.6	x
Abbs Cross Academy and Arts College	None	ACC	169	97.6	0	0	97.6	97.6	99.4	72.1	.	72.1	2.4	2.4	x
The Champion School	Roman Catholic	ACC	147	91.8	0	0	91.8	100.0	98.6	76.3	.	76.3	8.2	0	x

St Edward's Church of England School & Sixth Form College	Church of England	ACC	204	99.5	0	0	99.5	97.5	98.6	65	.	65	0.5	2.5	1.4
The Albany School	None	ACC	182	5.5	0	0	5.5	0.0	0.0	50	.	50	94.5	100	100
Hall Mead School	None	ACC	192	7.8	0	0	7.8	0.0	96.3	93.3	.	93.3	92.2	100	3.7
Sacred Heart of Mary Girls' School	Roman Catholic	ACC	125	97.6	0	0	97.6	99.2	99.2	95.1	.	95.1	2.4	x	x
Redden Court School	Does not apply	ACC	155	7.1	0	0	7.1	20.2	26.5	45.5	.	45.5	92.9	79.8	73.5
Emerson Park Academy	Does not apply	ACC	190	94.2	0	0	94.2	95.9	97.4	46.4	.	46.4	5.8	4.1	2.6
The Frances Bardsley Academy for Girls	None	ACC	220	99.1	0	0	99.1	95.9	99.1	77.1	.	77.1	0.9	4.1	x
Bower Park Academy	Does not apply	ACC	148	16.2	0	0	16.2	7.8	96.2	70.8	.	70.8	83.8	92.2	3.8
Dycorts School	Does not apply	ACS	7	0	0	0	0.0	#N/A	#N/A	.	.	.	100	#N/A	#N/A

**Key:**

**FD –Foundation**

**FDS -Foundation Special**

**ACC – Academy**

**ACS -Academy Special**

**CY - Community**

(ii) In addition, the table below was sourced from the School Workforce Data collected by the Department for Education. This lists the timetable time provided for RE according to the information each school submitted as part of the annual school census for the academic year 2014-2015.

			Percentage of timetable time spent on RE teaching						
School name:	Religious character:	School type:	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13
Emerson Park School		Community School	0.0	0.0	0.0	0.0	0.0	.	.
Redden Court School		Community School	0.0	0.0	3.9	3.1	1.3	.	.
The Albany, A Business and Enterprise College		Foundation School	0.6	2.1	3.5	1.6	1.1	.	.
Sanders School		Foundation School	2.4	2.4	5.2	4.2	2.9	.	.
Drapers' Academy		Academy Sponsor Led	3.4	3.3	2.5	0.0	0.0	0.0	0.0
Abbs Cross School and Arts College		Foundation School	3.6	3.7	3.2	5.1	5.2	.	.
Bower Park School		Community School	3.8	3.8	4.0	2.0	1.8	.	.
Brittons School and Technology College		Foundation School	3.8	3.8	3.9	5.7	3.3	.	.
Hall Mead School		Foundation School	3.8	3.8	3.8	1.0	1.0	.	.
The Chafford School, A Specialist Business and Enterprise College		Foundation School	3.9	4.7	3.5	3.3	5.1	.	.
Marshalls Park School		Foundation School	4.4	4.7	4.8	2.6	1.3	.	.
St Edward's Church of England School & Sixth Form College	Church of England	Voluntary Aided School	5.6	5.7	5.7	6.4	6.5	3.2	2.5
The Coopers' Company and Coborn School	Christian	Voluntary Aided School	5.9	5.9	4.5	7.9	9.2	3.7	3.7
The Frances Bardsley School for Girls		Foundation School	6.3	6.3	5.0	5.8	5.7	3.8	3.6
The Royal Liberty School		Foundation School	6.3	7.7	8.4	0.0	3.6	.	.

<b>Gaynes School</b>		Community School	6.4	5.8	5.7	6.4	6.4	.	.
<b>Sacred Heart of Mary Girls' School</b>	Roman Catholic	Voluntary Aided School	7.0	5.3	5.3	7.2	7.1	6.8	3.8
<b>The Campion School</b>	Roman Catholic	Voluntary Aided School	9.7	9.0	8.4	9.0	9.9	4.6	2.6

## **7. SACRE Initiatives**

### **Resource Guide**

7.1 At the summer term meeting, SACRE discussed the changes to the current Religious Studies GCSE and A levels. Work began on creating a guide of useful resources for teaching the new RS GCSE in the Autumn term. This guide is split into sections by religion. Websites, books and other useful resources are all included in the guide which will be made available to teachers in 2017.

### **Terms of Reference**

7.2 During the latter half of 2016, SACRE discussed its Terms of Reference. In order to bring these into line with legal requirements as well as SACRE's needs, suggestions about changes were made. It was agreed that a draft of the changes would be brought to SACRE in early 2017.



Autumn term meeting 2016,  
discussing the Terms of Reference.

## **8. SACRE Discussion of National Developments in RE**

### **Exam Reform**

8.1 Following the information shared about the new GCSE and A level at the summer meeting, SACRE decided to look at the content of the new GCSE. During the Autumn term meeting, SACRE members looked at the annexes published by the Department for Education (DfE) which show the subject knowledge that should be taught for each religion at GCSE level. This allowed members to begin the task of finding and suggesting suitable resources for teaching GCSE RS.

### **Commission on RE**

8.2 SACRE members were informed about the Commission on RE and its remit. If they so wish, SACRE members are able to give evidence to the commission and can do so via the website <http://www.commissiononre.org.uk/>.

### **NASACRE**

8.3 Havering SACRE continues to be a member of NASACRE. The NASACRE newsletters have informed some agenda items throughout this year. At the Autumn term meeting, Havering SACRE voted unanimously to accept the new NASACRE constitution.

## **OVERVIEW AND SCRUTINY BOARD ANNUAL REPORT 2016/17**

### **INTRODUCTION**

This report is the annual report of the Board, summarising the Board's activities during its year of operation ended May 2017.

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 Linda Trew  
Councillor Michael White  
Councillor Barbara Matthews  
Councillor Ray Morgon  
Councillor Barry Mugglestone  
Councillor Linda Hawthorn  
Councillor Ian de Wulverton  
Councillor Graham Williamson  
Councillor Keith Darvill

### **WORK UNDERTAKEN**

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

### **CORPORATE PERFORMANCE REPORT – ANNUAL 2015/16**

The report highlighted areas of strong performance and potential areas for improvement and included a Demand Pressure Dashboard that illustrated the growing demands on Council services and the context that the performance levels set out in the report have been achieved within.

Whilst the PIs currently included in the Corporate Performance report provided both Members and officers with vital performance information that could be used to

improve services, there were few PIs that focused on customer satisfaction. Various options were available to address this, from undertaking small surveys on a quarterly basis, to larger surveys on an annual basis, consulting focus groups to setting up consultation panels, as well as many other options in between. So that the Council may fully understand the options available and what the benefits and resource implications of each option may be, the Communications Service was currently seeking views from an external consultant to gain expert advice on how the Council could gauge residents' satisfaction in the most meaningful way.

In response to a question relating to the financial cost of employing a consultant, officers advised that a consultant had yet to be engaged.

Members also commented that there could be better engagement with the relevant Overview & Scrutiny Sub-Committees, an example of which had been the sheltered housing review which had taken place without any scrutiny.

During consideration of the report Members highlighted several areas of concern which included:

- Consideration of more relevant areas of work by the individual Overview & Scrutiny Sub-Committees.
- The possibility of developing a more robust new model of scrutiny.
- Collection of more data regarding how businesses felt about the Council.
- The need for information contained within the performance report to be shared by officers to the Sub-Committees and their topic groups.
- The need for previously agreed performance indicators to be included in the performance report e.g levels of corporate debt.
- Performance indicators that did not fall within the remit of the Sub-Committees to be reported to the Board and officers to attend meetings of the Board to discuss those indicators e.g collection of Council Tax and Business Rates, processing of benefit claims, payment of suppliers within 30 days, completion of complaints and Member enquiries within target timescale, and percentage of customers satisfied with the contact centre and online transactions.

Members also suggested that in future the report show the RAG ratings in three separate sections so that all the Red indicators were grouped together with the same applying to the amber and green.

It was noted that the graph depicting customer contact by channel, illustrated that the Council was failing in its policy of channel shift and Members questioned what steps were being taken to address the issue and what the budgetary impacts of such actions were.

## **REVIEW AND REFRESH OF THE VOLUNTARY SECTOR STRATEGY**

The Council's Head of Policy and Performance presented a report which detailed the end of Year 1 review of the Voluntary Sector Strategy and action plan. It had been agreed by Cabinet in June 2015 that the strategy and action plan would be reviewed by the Overview and Scrutiny Board on an annual basis.

The report set out the key achievements in delivering the Voluntary Sector Strategy and Action Plan 2015/16 and the joint working arrangements between the Council and the sector.

Members noted that the revised Havering Compact had been launched in November 2015 and that the Havering Compact Steering Group had also been established to continue to work with partners across Havering to address future training needs and develop partnership working.

The establishment of a Special Purpose Vehicle (SPV) (a consortium with a robust governance structure) was being explored with participation from a number of agencies.

The next step regarding the proposed initiative was final sign off from the Tapestry Board Meeting in August to establish a subsidiary to run the SPV.

The report also outlined steps being taken to improve communications, access to information, commissioning processes and market positioning.

The report also set out the voluntary sector infrastructure support which would be provided by additional staff resources were had been built into the internal Community Development Team.

The report concluded by setting out the financial savings that would be achieved by reducing the Council's spending within the voluntary and community sector.

During discussions Members commented on the number of times the Compact had been reviewed and re-launched. Officers confirmed that this had featured heavily as a priority in the feedback from the sector in response to the consultation on the original strategy and that this was being led by the sector itself, as was its prerogative.

Members also commented that the Council should be helping the sector to centralise its procurement, access support services etc. Officers advised that this support had been offered to the sector as part of the delivery of the year 1 action plan but that there had been no appetite from the sector to take up the assistance.

The Council needed to be much clearer on what it wanted to achieve and how it would measure its progress against this e.g. how many volunteers does the Council need to attract, across all services.

Members expressed concern about the amount of paperwork required to access the £1,000 grant available to “Friends of Parks” groups. Officers advised that one of the objectives of developing a new process for grant monitoring within the Voluntary and Community Sector (VCS) was to ensure that this was proportional, as well as to ensure that the Council was securing best value from these arrangements.

Members had concerns that volunteers’ attendance was not monitored. It was recognised that volunteering was not a compulsory activity, but that this meant volunteers could be unreliable and as such the Council couldn’t really be sure what value they were adding. With this in mind, some Members urged caution in putting volunteers into critical roles.

Members felt that the level of detail contained within the report was insufficient, especially around use of volunteers in libraries. It requested that a report go to a future meeting of the Towns and Communities OSC, and then regularly thereafter, detailing not just how many volunteers had been recruited, but how many were actively and regularly volunteering, what roles they were fulfilling and how many hours they had contributed.

In response to a question relating to whether a list of all relevant VCS groups commissioned by the Council could be provided to each O&S Committee. Officers advised that there was little point in doing this until the VCS review had been concluded and the £1.1m savings identified, as the groups commissioned now would not necessarily be the same groups commissioned going forward.

## **WASTE MINIMISATION TOPIC GROUP REPORT**

The report before Members contained the findings and recommendations that had emerged after the Topic Group scrutinised the subject selected by the Sub-Committee in June 2015.

The report had recommended that Cabinet noted the report of the topic group, agreed to the launch of the “low-cost” advertising and information campaign and to authorise officers to seek external funding to assist with the advertising and information campaign.

However, Members commented that the report in its current form was not seen to go far enough. Members felt that some of the “harder hitting” ideas that had been put forward by the topic group had not been included in the report. It was accepted that the report before the Board was the one signed off by the topic group and stated that the officers who had attended the topic group were in favour of the ideas put forward by Members, but they had subsequently been retracted from the report as more senior officers had stated that there was insufficient funding for them. Members commented that this was for Cabinet, rather than any officers, to determine.

It was **RESOLVED** that the report be withdrawn and the topic group would reconsider its position on it before recommendations went forward to Cabinet.

## **CORPORATE PERFORMANCE INDICATORS REVIEW**

Members noted, that following the addition of late additions to the report, 70% of the performance indicators (PIs) had a RAG status of Green and 30% had a RAG status of Red or Amber.

Whilst the PIs currently included in the Corporate Performance Report provided both Members and officers with vital performance information that could be used to improve services, they were currently not “outcomes focused”. They provided information about activities and actions, but not what impact these had on local residents and local communities.

During 2016/17 the approach to Corporate Performance Indicators and what was measured was being reviewed so that the indicators that were included for 2017/18 were more outcomes focused and therefore were more meaningful to both the organisation and Members.

This approach would also ensure that performance outcomes contributed towards determining the Council’s direction of travel and key policies and strategies.

The report also detailed the highlights and improvements required in each of the PIs that related to the Council’s Clean, Safe and Proud objectives.

## **SICKNESS ABSENCE - UPDATE**

Members noted that over the last year sickness levels had raised by 3% against a London average of 5% however this had been seen in a small number of services and not across the Council as a whole.

In the period between January 2015 and March 2016 forty-nine members of staff had been dismissed, retired or left the organisation as a result of sickness absence.

Members were advised that the Council was undertaking a six-month pilot of a Day

One absence service in partnership with its occupational health provider Medigold in three areas of the council: Streetcare, Catering and the Parks service.

Other organisations had seen a direct benefit to their employees from using the service. For instance, an employee had been diagnosed as suffering from a heart attack when they telephoned into the service and they were able to get direct advice and support and were taken immediately to hospital for treatment.

With other clients, Medigold had seen a 22.9% reduction in the number of days lost to absence through using the Day One absence service.

The Council had negotiated the cost of the service down to £3.17 per employee per month which for the Streetcare service would be an annual cost of £8254, absence currently costs the council approximately £2m in lost work days.

Trade union colleagues had been fully consulted and engaged during the development of the scheme.

The pilot would be closely monitored to ensure that the service was working well and that savings were being achieved.

During the debate, Members discussed the cost of the new sickness reporting scheme and questioned whether it offered value for money.

Members also questioned whether the return on investment/cost benefit analysis had been investigated thoroughly and highlighted concerns as to whether managers were carrying out their roles to the levels expected.

Officers responded by commenting that it was still the responsibility of managers to monitor sickness absence and deal with it in the appropriate way.

Members also expressed some concerns that staff may be harassed when they were genuinely ill.

Officers were asked to feedback to the Board as a number of concerns had been raised.

## **THE COUNCIL'S FINANCIAL STRATEGY 2017-18**

The report summarised the key elements of the Autumn Budget Statement, the implications for the corporate budget and the proposed financial strategy for the coming year. The report also included the latest in year financial monitor and the latest proposals for the capital programme.

Section four of the report detailed Havering's financial strategy which included provision for the reduction in Revenue Support Grant (RSG) over the next three years based upon the four-year financial settlement applicable from 2016/17 and those reductions are re-confirmed and will reduce from £20.89m in 2016/17 to £1.376m in 2019/20. The impact of the settlement on Business Rates and New Homes Bonus were still being evaluated although it was not expected to have a material impact on the 2017/18 forecast position as reflected in the Medium Term Financial Strategy (MTFS) model. A full analysis would be included in the February Council Tax setting report.

Local authorities would now be able to increase the Social Care Precept by up to 3% per annum in 2017/18 and 2018/19. The additional 1% compared to the increase allowed in 2016/17 would require the authority to set out how the money was being spent on improvements in adult social care. The total increase allowed for over the three-year period to 2019/20 was limited to 6%.

Section eight of the report detailed the Council's financial strategy for the three-year period commencing 2017/18.

Section nine of the report detailed a background to the current Capital Programme.

An indicative block programme of £4.9m for 2017/18 had been approved by Cabinet in October 2016 which represented a continuation of the strategy adopted in recent years.

The report summarised the Council's financial position showing the Council needed to raise income or make additional savings of approximately £13m in order to balance its financial strategy over the next three years. Of this sum £3.8m had to be found as part of the budget setting process for 2017/18.

During the debate Members sought and received clarification relating to several aspects of the report and its impact on the Council's service provision.

In relation to the future collection of Business Rates Members asked that consideration be given to investigating the use of alternative premises for small/start-up businesses to help attract/keep these businesses within the borough.

Officers confirmed that the possible introduction of a commercial vehicle tariff was a 2018/19 possible saving that would require prior consultation with stakeholders. Current figures suggested that nearly 12,000 commercial vehicles were regularly parked either on the streets or drives of the borough. The problem had been exacerbated with the main utility companies reducing their depot capacities where historically vehicles had been parked. To address the problem and to encourage companies to use their own facilities it was proposed to introduce a £500 annual permit charge for commercial vehicles that parked on the highway outside of work time. Companies that would be targeted with the possible tariff would be those that employed over 1,000 employees. It was also noted that although other local authorities were considering introducing similar schemes no such scheme existed and therefore there were risks associated with the deliverability.

Several Members commented that there were many un-liveried vehicles that also used the highway to park on and it was suggested that maybe the tariff could be levied against the gross vehicle weight rating of vehicles therefor not discriminating against certain employers.

Members also commented that the Council should be seen to keeping its own house in order by levying the charge against its own employees who took Council vehicles home and parked on the highway.

Officers responded by agreeing that all viable options would be explored and that the Cabinet report only asked for agreement to take the proposal forward for consultation.

Members also felt it was important going forward that developers wishing to build in the borough took more responsibility for including parking provision within developments and not rely on the Council approving schemes that were parking free.

Members also agreed that the introduction of a new Local Plan would assist in achieving this aim. Officers confirmed that a new Local Plan was currently being drafted and would be put before Members for their consideration in the near future.

Members also requested that the proposed swimming pool at the new Hornchurch Leisure Centre be a full size 50m competition pool which would attract additional users and provide revenue opportunities going forward.

## **ICT PROVISION**

The presentation highlighted the service's visions and objectives and Members noted that the prime focus for the service was to improve its core infrastructure so it could support the Council's ambitions to improve service delivery for residents.

The presentation detailed corporate ICT functions and gave a breakdown of the service's budgets and equipment used.

Members noted that service dealt with the strategic management of ICT including change and development, information governance & corporate systems, IT infrastructure support, programme management & business improvement and print services.

During a brief debate Members were advised plans were in place to develop a strategic ICT document and that corporate priorities determined future ICT priorities.

All parties felt it was important going forward that Member engagement was encouraged when trialing new software and improvements were carried out to the ICT provision.

Members noted that the Council's Director of Technology and Innovation already met regularly with several Members to discuss ICT provision.

Officers advised that Members had been involved in the re-design of the Council's website however Members take up on briefing sessions had been poorly attended.

Several Members commented that they had had problems with accessing software through their iPads which often needed passwords re-set and sometimes required a visit to the town hall to seek assistance.

Officers undertook to review the process and would seek to introduce procedures to make the process more streamlined.

The Council's Director of Technology and Innovation asked that if Members had specific queries relating to IT access that they contact their Group Leaders who would pass on any queries for resolving. Arrangements would also be made for drop-in sessions to be held when Members could bring their IT issues to the attention of officers.

Members were reminded that some IT access issues existed because of parameters placed on the Council because of the need to follow PSN (Public Services Network) guidelines.

In response to a question relating to the number of mobile phones that the Council supported, officers advised that in line with the Council's hot-desking policy more staff worked out in the field supporting residents and therefore due to health and safety measures needed to be contactable by mobile phone.

Members asked if an up to date telephone directory could be made available online to assist Members with contacting officers with queries relating to council services.

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

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.

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.

The Board also received updates on the work of the successful 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. The group had instigated a more robust process increasing debt recovery levels.

The Board established a Topic Group to review Procurement, focusing on penalty clauses being included with future procurement, the assurance of timely renegotiations of future contracts and contract monitoring.

## **CALL-INS**

During the year the Board considered two Requisitions on the following subjects:

Requisition of Executive Decision 16/48 – Preventing Damage and Injury in Parks and Open Spaces on 24<sup>th</sup> May, 2016.

Requisition of Cabinet Decision – Award of the Sport and Leisure contract - on 26<sup>th</sup> July, 2016.

Requisition of a Non-Key Executive Decision relating to the transfer of Newham's Council Tax and Benefits Service back to the council. Dated 8<sup>th</sup> May 2017

Requisition of a Non-Key Executive Decision relating to the Highways Capital Programme 2017/18. Dated 15<sup>th</sup> May 2017.

Under the Chairman's powers, the following call-ins were waived:

26.5.16	The acquisition of property 23 Briar Road Harold Hill leasehold flat for vacant possession to enable site assembly for the proposed Briar Road development scheme and grant of a shared ownership lease of 40 Halisham Road Romford und the Council's Home swap scheme	Cabinet: Councillor Damian White  Officer: Mike Gappy
26.5.16	The acquisition of property 35 Briar Road leasehold flat for vacant possession to enable site assembly for the proposed Briar Road development scheme.	Cabinet: Councillor Damian White  Officer:Mike Gappy
6.7.16	Implementation of the Expansion Proposals for Phase 3 whether to proceed	Cabinet:Councillor Robert Benham  Officer:Pooneeta Mahadeo
29.7.16	Decision to support revision to the GLA High Street Fund project, The Retailery	Cabinet:Councillor Osman Dervish  Officer:Sarah Moss
16.8.16	Managed service for temporary agency resources contract MSTAR2	Cabinet:Councillor Osman Dervish  Officer:David Pridmore
09.05.17	Avelon Road Centre	Cabinet: Councillor Robert Benham  Officer: Andy Skeggs

## **ANNUAL OMBUDSMAN LETTER**

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

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

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.

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.

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.

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.

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.

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.

## **CORPORATE PERFORMANCE INDICATORS**

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.

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.

## **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 2016/17.



**Havering**  
LONDON BOROUGH

## **Children and Learning Overview and Scrutiny Sub-Committee Summary of work undertaken 2016/17**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2017.

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 Meg Davis (Vice-Chair)  
Councillor Viddy Persaud  
Councillor Carol Smith  
Councillor Roger Westwood  
Councillor Ray Morgon  
Councillor Jody Ganly  
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:**

Julie Lamb, Special Schools  
Steven McCarthy, Parent Governors (Primary)

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:

## **PUPIL REFERRAL UNIT AND RECONFIGURATION**

The Sub-Committee received a report outlining the reconfiguration of the former Pupil Referral Service. It was noted that all local authorities had a statutory duty to provide alternative education for pupils who have been permanently excluded from school, or who could not attend school due to long term medical illness. Until 1 September 2016, the provision for such pupils within the London Borough of Havering was via the Manor Green College, Havering Pupil Referral Services (PRS). The College was composed of four elements, which dealt with 134 young people:

- Primary provision (James Oglethorpe campus)
- Green Vale Medical Needs Provision (based at the previous Birnam Wood site in Hornchurch)
- Birnam Wood key stage 3 site (based at the previous Birnam Wood site in Hornchurch)
- Manor Campus key stage 4 site (based at Albert Road, Romford)

In February 2015, Havering PRS was inspected and placed into Special Measures. The OFSTED judgement meant that the PRS needed to either close or be converted to an Alternative Provision (AP) Academy. The local authority had initiated discussions with the Department of Education (DfE) about potential academisation but subsequent to this inspection judgement, only one sponsor was identified by DfE, Olive Academies Trust. On 1<sup>st</sup> September 2016, the Olive AP Academy Havering launched, based at the former Birnam Wood site in Hornchurch. There were still challenges as the staff had remained but progress was already being seen.

It was agreed that the Primary PRU was closed as it was not felt relevant for young children be institutionalised and that this could be effectively dealt with within the mainstream school. The greatest number of exclusions was from Secondary schools, with persistent disruptive behaviour being the main reason.

It was noted that the Robert Beard PRU would be for Key Stage 4 (14-16 year olds) and Albert Road would be for Key Stage 3. The Albert Road building would have an annex to assist with vulnerable young people. Schools were supportive of the new PRU, and incentives were given to try to keep young people in mainstream education rather than to the PRU as this had a cost implication and a better outcome for the child. It was noted that to educate a child in mainstream school would be £4,500 whereas through the PRS it would cost £19,000.

The Sub-Committee noted that there had been 39 permanent exclusions in the last year, and the service was looking to reduce this figure.

The Chairman informed the Sub-Committee that she had signed off the waiver over the summer so that the PRS could open in September, and that plans were in the pipeline for the developments. Officers stated that it was anticipated that the new building would be open by September 2018, and tenders for the new buildings would be commencing soon.

Members asked why the PRU had been academised and why this could not be delivered internally. Officers stated that the only alternative to academisation would be to seek to commission places from outside the Borough. This would require all staff to be redeployed or offered redundancy and would lead to significantly increased costs, as costs of commissioning out of Borough placements, including transport, would be in excess of existing costs and would not necessarily be in the best interests of the young people. In addition, the closure of a failing PRS would mean significant reputational damage to the Borough.

## **HEALTHWATCH ANNUAL REPORT 2015/16**

Bev Markham from Healthwatch Havering presented the Healthwatch Annual Report. She explained that she was responsible for recruiting volunteers and had shadowed the Head of Learning Disabilities to understand the issues faced. They had attended Ravensbourne School to meet with parents to understand the challenges they faced. The main area was that there was no contact with NELFT.

Work had been centred on parents and carers in the community. Healthwatch continued to chair the quarterly meetings that bring together NELFT, the CCG, BHRUT, CAMHS, the local authority and Positive Parents, a representative group of parents of children who had learning disabilities, with 60 action points agreed at the start in 2014, and only 20 of these had been cleared as this was a very involved and complex subject.

It was noted that there was also a Learning Disability work group with Queens Hospital which included a Learning Disability Paediatric Nurse. This group had worked hard in getting children with learning disabilities accommodated in each specialist area, and there was a specialist Phlebotomy Nurse.

Members asked if there were other therapists that delivered services to children and adults with disabilities and whether this information was also provided to the Health Overview and Scrutiny Sub-Committee. Members were advised that there was a shortage of therapists in this area and this was a concern. The Chair advised this would be fed back to the Health and Wellbeing Board. The Chair suggested the action plan be RAG rated for ease of identifying priority areas and the promotion of "green prescription" for children with mental health conditions should be considered as there was evidence that physical activity and outside time was essential for the wellbeing of all.

## **SPECIAL EDUCATIONAL NEEDS (SEN) TRANSPORT**

SEN Transport was discussed at a number of Sub-Committee meetings due to member concerns with the service. Members were previously informed that Learning and Achievement commissioned the service and Asset Management Services operated the service. 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).

The Sub-Committee noted that a contract for travel training had been awarded to DABD for training across Havering, Barking and Dagenham and Redbridge. This

would promote more independent travel for young people and 98 young people identified as able to do travel training, of which 58 had agreed to work with DABD.

Update reports set out the progress on Sub-Committee concerns, where it was noted that there were 402 children and young people transported in the borough, and the cost of this was rising. The service was exploring alternative ways to help deliver the SEND Transport provision, to children that needed it. It was agreed that the policy was not being used robustly and differently. The demand on the service for 2016/17 was 389 young people needing travel assistance with, 319 on buses and 70 in taxis. The Passenger Travel Service operates 34 buses on a daily basis which was the same number as the previous year. There was an overall decrease of 3% on the number of young people being transported compared to 2015/16. However, there had been an increase to the number of taxis being provided compared to September 2015, and a 31% increase in cost. The increase in budget was due to the slight increase in demand for taxi's additional escorts as well as an increase in the number of young people accessing provision out of borough. It was noted that the total budget for 2016/17 was £2,248,610 for Home to School Transport, this included Post 16. It was forecast that there would be an overspend against the allocated budget of £303,976, equating to 13.5% over budget. The bulk of the overspend was in the post 16 transport provision.

Options were being discussed to encourage independent travel of high functioning children and a contract for travel training had been awarded to DABD for training across Havering, Barking and Dagenham and Redbridge. This would promote more independent travel for young people and 98 young people identified as able to do travel training, of which 58 had agreed to work with DABD. Travel training was being delivered to support young people and families, whilst reducing the cost and demand. This would be more efficient and the journey times would reduce. Independent travel was also an option for some individuals working with parents as well as the Heads of Special Schools and the college to get a greater investment in independence. It was appreciated this could be stressful and cause anxiety for some children and young people therefore not suitable for all and 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. The tender process was commencing for the travel training provider and Positive Parents were welcomed to join the panel in agreeing the way forward.

Improvements were made over the year with an increase in numbers of children using meeting points. It was noted that there were 12 pick-up points across the borough with 78 young people using them, 51 of which were under 16 years old. This had reduced journey times and demonstrated a more proactive approach to alternative options. The feedback from parents had been positive and had acknowledged the change, however, there were some that had concerns and were unable to commit to the change. There was also general support to the move to an

on-line application form however the special school representative suggested families did not fully support the online system due to the lack of IT literacy.

There were however continuing concerns over travel times with a bus consistently late arriving at Corbets Tey School. It was agreed that officers would look into this issue and feedback the findings to the Sub-Committee prior to the next meeting. It was also suggested that Officers review arrival times at the other special schools in the borough.

The Sub-Committee suggested that young people were encouraged to celebrate their successes once they become independent travellers as this was also welcomed by the families and the young person. Other areas to be discussed would be the success rates and trends of secondary pupils at pick up points, as well as peer work in independent travel as the encouragement of others may increase the likelihood of others becoming independent.

### **CHILDREN, ADULTS AND HOUSING: Annual Complaints Report**

The Sub-Committee considered the Children and Young People's Services Annual Complaints Report 2015/16. It was noted that there had been an increase in complaints of 6% in 2015/16 from 70 in 2014/15 to 74. Ombudsman enquiries had increased in 2015/16 from 5 compared to 3 in 2014/15. Of the total number of complaints received, 10 (14%) were made by children directly or via an advocate.

The Service were taking steps towards retention of staff through their "Face to Face" vision and an app for children to express their wishes/ views and concerns called MOMO (Mind of My Own) which will be monitored through 2016/17 in relation to concerns/ complaints raised by children. Members agreed that MOMO was welcomed by the Children in Care Council as they had spoken highly of the app. Other improvements needed included more links on the "landing pages" to Children in Care. It was noted that developments of an app for care leavers was in its early stages.

Complaints were now more complex which impacted upon response times, this was being monitored closely. It was noted that the increase in compliments could be attributed to a recent Family Interventions Survey which had included lots of compliments about the services received.

### **LEARNING AND ACHIEVEMENT COMPLAINT AND COMPLIMENTS ANNUAL REPORT**

It was noted that the increase in complaints had doubled, with the majority resulting from school expansions and the new Children and Families Act.

Enquiries, which were complaints about school related matters that were referred to the school/academy or college dropped by 27%. For enquiries that were referred back to either the school/ academy or college the main reason for complaint was "level of service" relating to bullying and how this had been dealt with. Some of the complaints were also linked to safeguarding however it was stated that this was

perceived risk to either an individual child or children's safety within the school/ academy or college rather than actual risk.

Response times were still at a high rate within Learning and Achievement with 97% corporate complaints being responded to within timescales. Responses to Members enquiries was 93% within timescales.

Members commented that the school expansion plans communications had been mismanaged. Schools were not being fully briefed and therefore once the information was reaching parents it was incorrect. Officers explained that the Lead Member was keen that communication was extended to local residents too. Members wished that information about any changes or why the expansions were necessary was also communicated.

## **CHILD SEXUAL EXPLOITATION COORDINATOR**

The new Child Sexual Exploitation Coordinator introduced herself to the Sub-Committee and explained that she had been working in the Tri-Borough before coming to Havering. The Sub-Committee was informed that the main functions of the CSE Coordinator were to maintain an overview of all cases open to social care where CSE and missing were a concern; provide consultation and advice for cases where CSE and missing was a concern; provide Quality assured decision making; maintain an operational overview of multi-agency partnership working and identify any gaps.

The CSE Coordinator would also be the Chairperson for the Operational CSE and Missing Panel.

The Sub-Committee was informed that there was prevalence across the borough with 34% of online CSE and 24% of boyfriend CSE. This linked in the gangs in the borough and would be a key focus for the CSE Coordinator. Common data sets would be established between the Police and social care and systems for recording, tracking and interventions with missing children would be reviewed.

It was noted that online CSE can change on an hourly basis and so it was essential that the service identified any possible perpetrators so that interventions could be put in place to disrupt that perpetrator and reduce the harm to the victim.

The Sub-Committee noted that all staff in Havering working with young people need to recognise CSE. Information on what action to take and where to seek advice would be provided as would how to intervene whilst respecting the roles and responsibilities of others.

The following Quality Assurance forms in the borough would be responsible for responding to CSE:

- Missing Children and CSE Working Group – own and monitor the CSE action plan.
- Havering Safeguarding Children's Board (HSCB) – Review the progress of the CSE action plan

- Health and Wellbeing Board – Receive updates on the CSE action plan.

Members asked how the relationship with schools would work and the plan they had in place. Officers explained that there was a small budget to ensure that there was a provision of CSE awareness in all schools by March 2017. It was noted that the MACE group had looked at how all sectors of the economy were linking and involved with CSE, including Taxi firms and hotels. Engagement was being made through the “Made Safe” Operation, where the actions of staff within these industries could be used to recognise patterns and intervention made.

Members enquired how the information would be provided to the young people, and whether this would be web-based, as this was where most young people search for information. Officers explained that they hoped to have a link on the website, but intervention in schools were being introduced and the CSE Coordinator informed the Sub-Committee that an information stall was held at the recent Havering Show. A “silent secret” app was being developed for the local area which would give young people a point of access.

It was noted that given the profile of Havering, the data was very quickly out of date and so live data needed to be analysed to provide a clearer picture of the current issues. Officers stated that Havering was one of the highest reporting borough, although the quality of reporting was poor.

Officers informed the Sub-Committee that they may need to work with young adults to understand where they go after leaving care and any risks they may be subjected to. It was noted that young children who were victims could then go on to be perpetrators. The Sub-Committee asked if the same assessments would be carried out for children with learning disabilities. Officers stated that assessments would be carried out and it was not on cognitive function but on consensual activity, so vulnerable adults could be included in this assessment.

The Chairman agreed that a briefing note on CSE and Missing children should be circulated to all members. It was also requested that information on CSE/ Missing be included in the Performance Indicator Information.

## **HAVERING SAFEGUARDING CHILDREN’S BOARD ANNUAL REPORT**

The Chair of the Local Safeguarding Board attended two meetings during the year. The Chairman of the Local Safeguarding Children’s Board presented a report reviewing the role and functions of Local Safeguarding Children Boards to the Sub-Committee.

The fundamental Wood review of the role and functions of Local Safeguarding Children Boards (LSCBs) within the context of local strategic multi-agency working by Alan Wood was discussed. This included consideration of the child death review process, and how the intended centralisation of serious case review (SCRs) would work effectively at local level. This had led to the Children and Social Work Bill going through the House of Lords, there would be major implications for the work of looked after children, care leavers, school mentors for looked after children, social work training and other provisions.

The Wood Review found agreements that the current system needed to change in favour of a new model that would ensure collective accountability across the system. It was agreed that the following would be put in place:

- Ensure engagement of the key partners in a better coordinated, more consistent framework for protecting children;
- Ensure that arrangements are multi-agency in approach;
- Existing statutory frameworks around multi-agency working would be strengthened and simplified.
- Local Areas would have robust arrangements in place for how the key sectors would work together;

Where cases locally did not work effectively the Secretary of State had the power to intervene. The Sub-Committee noted that the three key partners of the Board were the local authority, the police and the health service (CCG). It was noted that the restructuring of the Metropolitan Police could have an impact on safeguarding.

It was discussed that in the future the Child Death Overview Panels may be situated within Health (CCG) which would aid the working with neighbouring borough through the hospital. It was not essential to go through the LSCB but the review would have to be undertaken and this was very successful in Havering.

Officers agreed that the board was very effective in Havering and investigations would have to be carried out to look at health devolution and the ties with neighbouring boroughs. Members asked if the bill would propose better training for social workers. Officers explained that the standards of higher education would be assessed in practice with a central set of standards. An accreditation approach would be put in place and this was already being piloted by 31 boroughs. Over the next five years' nominations would be sought for staff to be accredited.

The Sub-Committee noted that currently Adults and Children's social work was not linked. It was agreed that DoLs were important to both when working with Adults with disabilities, and that the transition was in place.

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.

Changes in 2016 included the face to face programme initiated by the Director of Children's Services.

A restructure of the Metropolitan Police had sought to address inspection findings that the Force was failing in its safeguarding responsibilities, particularly of children. Police management was now different and the local Havering Police now worked closely with local social care agencies. Children's Police teams had been previously run from the centre but these were now overseen by the local Commander. Safeguarding teams were also now part of a local command process. Twelve extra officers were now available across the three local boroughs to deal with missing children and child sexual exploitation cases which it was felt allowed more flexibility.

The transition from children's to adult services had been highlighted as a problem in a recent serious case review and officers were currently looking at this. There was however an excellent relationship in Havering between children's and adult services.

Havering had received £2.4 million from the Department for Education innovations fund and officers would bring the programme of work related to this funding to a future meeting of the Sub-Committee. The Board Chairman felt that it was necessary to change approach from dealing with specific incidents to dealing with families and their complexities which would for example reduce the numbers of children going into custody etc.

The Local Safeguarding Children's Board had been inspected as part the recent OFSTED inspection and recommendations made covered areas including the correct operation of thresholds, ensuring accurate data went to the Board and strengthening oversight of private fostering arrangements, which was already under way in Havering.

The Board Chairman reported that the BHRUT Hospitals' Trust had improved its safeguarding work and now had a much bigger team for this area. It was however still difficult at times to access all GPs via the Clinical Commissioning Group. The Probation Service had good representation on the Safeguarding Board.

OFSTED had found there was good multi-agency working in Havering and this needed to continue. There were however risks posed by the impact of austerity measures and of the rising birth rate. The Board Chairman thanked the Council and in particular Lead Members Councillors Benham and Davis for their support of the Board.

The Council's Children's Services team had produced guidance on the use of thresholds but other agencies had to understand their responsibilities re safeguarding and that thresholds started from the early intervention stage. The Face to Face programme would allow use of an escalation policy. Escalation documents could also be used to reinforce threshold levels with new staff. The Director of Children's Services added that a professional judgement was made re the needs of a family. In his view, other agencies did have an understanding and awareness of thresholds. Previous problems with this had been due to a high turnover of staff.

MASH provision had been strengthened and an away day for all MASH partners had recently been held and better partnership working was now being seen at the MASH. It was necessary to understand the threshold of what each agency could do and look at a child's family as a complete unit, not just one incident. The Local Children's Safeguarding Board could start making agencies talk to each other and think about services.

Children's Services were looking to work in a more integrated way with regards to the transition to adulthood for children in care and early intervention for families with emotional and wellbeing issues. The latter service was being piloted in the north of the borough. Updates on this work would be brought to future meetings of the Sub-Committee.

The step down from child protection status was improving although the Board Chairman felt there was a need to ensure early intervention at children in need status as this would ensure only the most serious cases reached child protection level. The right support needed to be available at each stage of the process and assessment of the family was important. The Director of Children's Services added that most families eventually came out of child protection plans and the Council was moving towards undertaking its own interventions.

The Board Chairman felt that control of the process was achieved via identifying the right provision at a case conference and ensuring that this was delivered. It could however be very difficult to get families to engage at times. Members felt that, whilst it was expected that the Council, Police and health organisations would work together, schools were not so involved. The Director of Children's Services felt that there were strengths in Havering's partnership arrangements. There was also a new service leadership team in Children's Services. Whilst the service was moving in the right direction, the work involved would take at least two years to complete.

Members agreed that the quality of the case conference was key and it was important that the right people were at the conferences. Agencies involved were however also under pressure.

Safeguarding work had been very good in the previous year and the Board had held two safeguarding conferences for practitioners. It was noted that the rising population locally meant that an increasing number of more complex children's cases were being seen in Havering. The Board Chairman agreed that serious case reviews were now very complex and there was often an issue of a family having lived in a number of different boroughs.

## **IMPLEMENTATION OF SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) REFORMS UNDER 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 the voice of the child being central to any decisions, 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 and schools’ inconsistency with their approach and engagement to EHC plans. Other concerns were around trained and independent support 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.

## **CORPORATE PERFORMANCE INDICATORS**

The Sub-Committee received the Corporate Performance Indicators throughout the year relevant to the Children and Learning Overview and Scrutiny Sub-Committee.

There were initially 13 Corporate Performance indicators that fell under the remit of the Sub-Committee and related to Children’s Services and the Learning and Achievement service. Areas with a red or amber RAG rating at the beginning of the year were:

- Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family;
- Percentage of young people leaving care who are in education, employment or training at the age 19 and at age 21;
- Percentage of looked after children (LAC) placed in LBH foster care;
- Percentage of referrals to Children’s Social Care progressing to assessment, and
- Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years.

The Sub-Committee agreed that growth needed to be looked into. The suggestion of the number of active placements for foster carers was discussed included ensuring

that the right carers were in place for the children and agreement that there needed to be adjustments in how indicators were recorded and reported.

Novembers meeting considered 16 Corporate Indicators that fell under the remit of the Children and Learning Overview and Scrutiny Sub-Committee, noting It was there were 50% rated as Red/Amber and 50% were rated Green. The improvements required under the Safe goal were:

- number of in-house foster carers being below target and fewer than the last quarter
- the percentage of care proceedings concluding within 26 weeks was below target tolerance.

Officers explained that they were taking steps to engage with foster carers, as recruitment was difficult for young people aged 11-15 years old. A more targeted approach was being taken to deal with the change in cohorts and demographics. Investing in enhanced existing foster carers training would reduce costs in other areas.

Members asked that the recruitment campaign for new foster carers due to be launched, be circulated to members of the Sub-Committee.

There were 39 (66%) care proceedings cases that had been less than 26 weeks, the longest case had been 49 weeks. There was a new manager in the service who would be addressing this issue and a tracking meeting with the manager and head of service would take place weekly. Staffing was also stabilising.

The highlights under the Proud goal were:

- The percentage of young people leaving care who were in education, employment or training at ages 18 to 21 was at 64%, against a target of 60%.
- The percentage of Early Years providers judged to be Good or Outstanding by Ofsted was above target and had been steadily improving for the past 2 years.
- The number of free early years education offers extended to disadvantaged 2 year olds was significantly above target and better than at the same point last year.

It was noted that of the 71 inspections of Early Year providers carried out, 20 had increased from good to outstanding, 16 had improved to good and 4 had improved from inadequate to satisfactory.

At January's meeting discussions were had over the removal of tolerances and RAG ratings, requiring robust targets.

The percentage of children who left care at 18 but remained with their foster parents had risen although we were still behind the national average.

The number of recruited and retained in-house foster carers was still below target. Officers were looking to upskill current carers and recruit specialist carers to tackle the greatest need.

Following the OFSTED inspection there had been a decrease in the number of contacts referred to Early Help and a corresponding increase in the number of contacts becoming referrals to Children's Social Care. Officers advised that this represented a challenge for the teams to re-calibrate the way they work in MASH and Assessment to see if we have the right targets. The key question was what help we were providing after assessment.

The Sub-Committee asked if there was some way to differentiate between children with SEND and those who have no special needs. Officers were also asked for information on the numbers of children placed out-of- borough. Officers agreed to provide this information when the Performance Indicators for quarter 4 were presented.

## **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 school's budget. The rates for each category and allocation for Havering for 2016-17 were: primary pupils (4,068 pupils) £1320, secondary (702 pupils) £935, children adopted from care (100 pupils) and looked after children (203 pupils) £1900. 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 included quality assurance teams visiting the schools to explore the use of PPGs, actions, outcomes and impacts, albeit, often as a voluntary traded arrangement. 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.

## **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 including competition arising from schools to school trading support models, reductions in revenue resulting from Academisation, particularly when schools join medium or large chains of Multi Academy Trusts.

## **APPRENTICESHIPS 14-16 AND 16+**

The Sub-Committee received a presentation and considered apprenticeships available in Havering.

It was noted that apprenticeships had equivalent education levels which had led to a shift in what qualifications were taken.

Officers stated that apprenticeships were available in all sectors and industries throughout England, and there were more than 170 different types of

apprenticeships available offering over 1,500 job roles. The jobs available were from a range of industry sectors from engineering to boat building, veterinary nursing to accountancy.

The Sub-Committee noted that traineeships were also available which could last up to six months. Traineeships focused on giving young people the skills and experience that employers were looking for with work preparation, English and Maths at its core for those who needed it, and a high-quality work experience placement. In addition, the learner and the training provider could add flexible additional content to meet the needs of the business and the local labour market.

Officers informed the Sub-Committee that the Apprenticeship Levy would affect employers in all sectors. The levy would only apply to organisations that paid an annual paybill in excess of £3 million. The apprenticeship levy would be a levy on UK employers to fund new apprenticeships. Legislation would be introduced in Finance Bill 2016 which would provide for a levy to be charged on employer's paybills at a rate of 0.5%. The levy would be payable through Pay As You Earn (PAYE) and would be payable alongside income tax and National Insurance. Each employer would receive an annual allowance of £15,000 to offset against their levy payment.

The levy would help to deliver new apprenticeships and would support quality training by putting employers at the centre of the system; the control of apprenticeship funding would be in the hands of employers through the Digital Apprenticeship Service. It was noted that employers who were committed to training would be able to get back more than they put in by training sufficient numbers of apprentices.

The Sub-Committee was provided with an overview of the provisions available within Havering. It was noted that the Apprenticeship Provider Forum was working with its partners in promoting and supporting the development of Apprenticeship and Traineeship opportunities in Havering. The promotion was taking place across schools and colleges within the borough and was developing an awareness campaign that informed and supported employers who were thinking of employing an Apprentice or engaging with Traineeships. Work was also taking place with young people and adults developing them in preparation for these employment opportunities.

A list was tabled setting out the provider's details for apprenticeships and traineeships within Havering. These were across a number of sectors and industries. Prospects worked with providers to ensure that advice was given on all aspects.

The Sub-Committee was given details of the process and campaigns that had taken place to promote apprenticeships and traineeships. It was noted that to celebrate National Apprenticeship Week 2016, an event was hosted at Coopers' Company and Coborn School giving parents/ carers and learners a chance to understand exactly what an Apprenticeship involved together with the qualifications. Economic Development was working closely with officers to promote employment of Apprentices as part of contract procurement and s106 agreements together with working closely with local employers.

Members asked how the apprenticeship scheme worked with Children who had a Special Educational Need or Disabilities. Officers stated that there were very successful opportunities for learners at Quarles to undertake training in Customer Service Qualification, this could be extended to an Apprenticeship/ Traineeship where the build up of English and Math was needed.

Information on the take up of Apprenticeships in Havering was discussed. It was noted that Havering had a higher than national average of young people participating in Apprenticeships. The next steps would include working with local employers to get 100 pledges to take on apprenticeships in 100 days.

## **ENGLISH BACCLAUREATE**

The Sub-Committee received a briefing paper on The English Baccalaureate (EBacc). The EBacc was to address the fall in academic participation at Key Stage 4, in these “facilitating” subjects which would allow pupils better access to further education. In June 2015, it was announced that the DfE’s intention was all pupils who started in year 7 in September 2015 take the EBacc subjects when they reach their GCSE’s in 2020.

The EBacc was made up of the following subjects: English, Mathematics, History or Geography, The Sciences, a language.

Officers explained that in 2014/15 Havering schools were not aware that they were not on the EBacc list, this had now changed. The EBacc was to prepare Year 7 students for academic qualifications. This was to increase the uptake in A –level qualifications in the case of Mathematics, Computer Science as well as Humanities and Languages. The Sub-Committee noted that students would enter into the full EBacc upon starting in Year 7 and there was a pressure for all schools to carry out this process. It was noted that what was best for the child and the school would be different. The Sub-Committee noted the progress of the EBacc against out statistical neighbours, London and the national figures.

In October 2013, the government announced that a new secondary accountability system would be implemented from 2016. This included two new measures of school performance, Progress 8 showed progress from the end of primary school to the end of secondary school in eight qualifications; and Attainment 8 showed attainment in the same 8 subjects. The government had announced that Progress 8 would replace 5 A\*-C including English and Mathematics. Progress 8 rewards schools for the good reaching of all their pupils. The incentive to focus on particular groups of pupils are reduced, particularly those around the C/D grade boundary.

## **RECENT REPORT ON SCHOOL PERFORMANCE AND SCHOOL PERFORMANCE DATA**

HMCI had published his Annual Report of education, early years and skills for 2015/16 on 1 December 2016. The report highlighted the outcomes of a range of Ofsted performance measures in primary and secondary schools across the country. Each Regional Director had published a report covering performance in their geographical patch. The report concentrated on the regional data.

The Ofsted report referred, inter alia, to three specific measures in the secondary sector:

- i. Progress 8 (a new measure);
- ii. Attainment 8 (a new measure); and
- iii. Percentage of pupils in good or outstanding schools.

The extracts below from the London regional information pack set out Havering's position on these measures.

- In both the new Progress 8 and Attainment 8 measures, London was the strongest region nationally in 2016. London's overall Progress 8 score was 0.16 (national -0.03) and the Attainment 8 score was 51.7 (national 49.9). Only three local authorities in London achieved Progress 8 scores below the national average: Bexley, Havering and Lewisham.
- Progress 8 scores in Havering and Lewisham were the lowest of all London boroughs and well below the national figure, both at - 0.14. The proportion of pupils achieving five GCSEs at grades A\* to C, including English and mathematics, had also fallen in these two boroughs, compared with the provisional 2015 figures. On 31 August 2016, only 54% of secondary pupils in Lewisham were in a school graded good or outstanding; in Havering, only 57% of secondary pupils attended schools judged good or better.

Officers advised that the key issues were in Maths, Sciences and Modern Languages. Data showed that the brightest children from the most deprived areas do badly.

With regard to the primary sector in London, there was no direct reference to Havering. In the regional information pack the percentage of pupils in good or outstanding schools showed Havering at 132 out of 152 authorities (the lowest performer in London).

Officers advised that the problems in Secondary Schools were more systemic with schools failing to maintain the progress pupils had demonstrated in primary schools.

Rank	LA	% of pupils in good or outstanding schools 2016	Change from 2015 (% points)	Change from 2012 (% points)	% of pupils in academies 2016
139	Havering	57	1	-9	84

Prior to the publication of the report officers had requested a discussion with the Regional Schools Commissioner for the area about the development of a joint improvement strategy for tackling under-performance in the secondary sector. As a result of this discussion an independently chaired Improvement Board had been established to oversee the agreed improvement strategy. Dame Joan McVittie had been appointed Chair and the first meeting had received good attendance from Head Teachers and Chairs of Governors across the secondary sector with all 18 secondary schools being represented.

A draft action had just been received and was yet to be considered by officers. The Council had a key role to play to use our influence and provide support. The Regional Commissioner had indicated that funds would be available to fund school improvement and when further details were available a bid would be submitted.

Officers were also working with the primary sector looking to develop a more robust approach towards leadership and governance. Officers had already issued a formal notice to improve on one school.

Ofsted expect to see progress from previous years therefore a good performing school can struggle if progress is not made. The Council need to work with Primary Schools encouraging them to join the right MAT to ensure progress.

The Sub-Committee requested that the Improvement Plan and Outcomes be submitted to the next meeting together with details of progress in meeting the targets. An invitation should be extended to the Regional Schools Commissioner to attend a future meeting of the Sub-Committee prior to which a pre-meeting should be held to decide what questions to ask.

The Council would look to some MAT's applying for Improvement Funding on behalf of all schools.

The Sub-Committee were advised that the funding formula was changing and the Council would need to look for ways to lever in additional funding. Officers advised that Traded Services had made a small profit which had been reinvested in the service.

## **REPORT FROM OFSTED INSPECTION**

Officers had submitted a report detailing the recommendations contained in the Children's Social Care and LSCB – Ofsted SIF report and the Council's engagement on the action plan. Ofsted had awarded the Council an overall 'Requires Improvement to be good' grading to the Children's Social Care and LSCB services.

The 'Experiences and progress of care leavers' strand had received an 'inadequate' grading, as a result of which Ofsted would make a return visit towards the end of March 2017, to check progress on this area and scrutinise the action plan to improve this area of the service.

Ofsted had made 13 recommendations to the Council. These were:

1. Ensure that managers at all levels use management information effectively to oversee the work of their teams, and that performance reports include analysis, evaluation and commentary.
2. Ensure that partners understand thresholds, that they are applied consistently and that children referred to the MASH, or who require help out of hours, receive a timely and proportionate response.
3. Ensure that all assessments of children and care leavers consider all areas of need and risk, including equality and diversity issues and health needs.

4. Improve pathway plans, reviews of pathway plans and visits to care leavers to ensure that they meet statutory requirements. Ensure that all plans for children are specific, measurable and child focused and that copies are provided to parents and carers in a timely way.
5. Ensure that all care leavers are fully aware of their entitlements.
6. Ensure that all children and young people who go missing from home or care are offered prompt return home interviews and that the information obtained is used to support their safety plans.
7. Improve the sufficiency and availability of placements for care leavers, children looked after and children with a plan of adoption so that they are well matched according to their needs.
8. Insure robust tracking and decision making for children who are subject to pre-proceedings and permanence planning, to avoid drift and delay, and that independent reviewing officers and child protection chairs provide sufficient challenge to these plans.
9. Take steps to ensure sufficient independent visitors for all children looked after who would benefit from this.
10. Ensure that the support needs of children subject to adoption and special guardianship are comprehensively assessed and result in a plan that addresses children's individual needs.
11. Improve the regularity and scrutiny of management oversight and the quality of staff supervision at all levels, ensuring that staff are properly held to account for their practice in providing appropriate help and support for children and reducing drift.
12. Increase the influence of the corporate parenting board, ensuring that the direct involvement of children is central to the board's work and that the membership and workplan target priorities effectively. Properly celebrate the achievements of children and young people.
13. Expedite the development or re-commissioning of the electronic system to ensure that it is fit for purpose, that it adequately supports the planning and recording requirements of the care leavers' service, the provision of management information and enables proper storage of adopters' records.

The Sub-Committee agreed that officers should report back to the next meeting with the agreed Action Plan.

### **SPECIAL EDUCATIONAL NEEDS AND DISABILITY UPDATE - AVELON @ CORBETS TEY**

Officers explained that the unit had started in September 2016 with nine students and supported young people aged 16-19 who had learning disabilities or special needs. Learners worked on programmes to develop skills and learn as they progressed towards adulthood. It was planned that there would be 27 students enrolled from September 2017, showing the demand for this type of service.

The Committee was also joined by several young people who attended the unit and their families. They reported that they liked the facility, particularly enjoying areas such as maths, music, cooking and learning to travel and shop independently. Students' families added that, since attending the centre, the young people had acquired skills such as cooking breakfast and swimming. The families felt that, since

attending the centre, they had noticed a significant difference in their children who were now able to interact much better with groups of people, including attending this meeting.

Officers believed that the Avelon @ Corbets Tey provision had been a success. It provided an alternative and was cost effective as it reduced the need for students to be placed outside of Havering. This also reduced travelling time for children.

Officers explained that the phase 2 expansion of Avelon @ Corbets Tey was to have been covered by section 106 funding but this had not proved sufficient. Future budget plans would therefore be taken to the next available Cabinet meeting and a new procurement process would also have to take place. It was hoped, subject to Cabinet approval, to bring funding for the expansion project into this year's capital programme. The Council's asset management section was confident that the construction of phase 2 could still be achieved by September 2017 but it was accepted that a full timeline needed to be established.

A co-opted member stated she had been advised that phase 2 would not be completed by September and felt therefore that a contingency plan should be confirmed. Officers would discuss this with asset management and keep the school and the families of prospective students advised of the position. Members agreed that there needed to be good communication about the project. Planning for the new buildings had already been secured and officers would check on the decision making process that would be required.

All young people at the unit would be from Havering and aged 16-19 although it was planned to extend this to 25 years of age. There was a rising demand for the Avelon provision and some young people could move on to the Avelon adult centre.

Future plans included the use of roof space in the building to potentially increase capacity further although there would be a phased approach to any further expansion. Other boroughs had requested to purchase places at the facility but this would be kept for Havering young people. Not all pupils would be taught on the site at the same time in any case.

Staff at Avelon aspired for the young people to be more independent and employment was also a focus of the unit's work. The need for increased staffing would need to be addressed as part of any contingency planning.

## **SCHOOL EXPANSION PROGRAMME**

Officers advised that the higher birth rate in Havering was leading to increased demand for Early Years places. Provision for Early Years was therefore in the process of being increased in several wards such as Mawney, Harold Wood and Rainham & Wennington. Opportunities to meet this need were also being explored with the voluntary sector.

Expansion works were also in progress at a number of primary schools including Pyrigo, Mead and Hylands. A number of primary school expansions were also planned in the Rainham and South Hornchurch areas although it was possible these

could be deferred due to a delay in the Rainham Village development. A site for a 3 form entry school had been identified for this area. The school would be run by a Multi-Agency Trust and was currently expected to open in 2020.

Additional secondary school capacity had already been introduced and several schools' admission numbers had been rounded up which had allowed more first preferences to be offered. Nearly all secondary schools in the central area had been expanded and a new secondary school was also forecast to be needed by 2022. Site specifications for this would be included in the Local Plan.

As regards Special Needs, schools had been identified for three Primary Additionally Resourced Provisions (ARPs). In the longer term, a new 60 place Special School would also be needed and £5-6 million capital investment from central Government would be required for this. Targeted funding for existing Special Schools had also been announced with a focus on Special Educational Needs and Autistic Spectrum Disorders. Options for sponsors and a site for the new school had not been finalised as yet.

It was accepted that the Dycourts Special School building was currently in a poor condition. This school was now an Academy, operating under the Hornbeam Academy Trust. The Council could liaise with the School Commissioner over the condition of the building. The Sub-Committee agreed that it was unhappy with the quality and standard of provision at Dycourts School and the Director of Children's Services would report back on this after a planned visit to the school in June.

It was suggested that the National Autistic Society could be approached to be the sponsor of the new Special School which was likely to be a new build facility. The risk of any change in Government policy on funding of schools varied as some proposals were further forward than others. Capital funding for the next two years was however secured.

### **CORPORATE PARENTING PANEL**

The Corporate Parenting Panel had met on a monthly basis throughout the year, with a new model of working. Bi-monthly meetings are now 'Participation Meetings' with a variety of contributors, including Care leavers, Foster carers, Social workers, Police and Virtual head. The Panel considered a variety of topics, including policy, information, advice and support, service improvement, communication for the borough's children in care, those transitioning into adult services and leaving care. The bi-monthly 'Formal Meetings' focused on a number of areas including performance, outcomes, out of borough provision, improvement, CSE and missing, safeguarding, education, health, fostering and adoption, housing, leaving care, tracking of individual cases and statutory responsibilities.

### **SUB COMMITTEE'S VISIT TO CHILDREN'S SERVICES**

The Sub-Committee visited the Multi Agency Safeguarding Hub, speed-dating style around the unit hearing of the process of progress through the system from front door access, early help and care orders.

## **CRIME AND DISORDER SUB-COMMITTEE – ANNUAL REPORT, 2016/17**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising our activities during its year of operation ending May 2017. 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. Work in Partnership with the Police**

There had been concerns that hate crimes would increase following the vote to leave the EU. In Havering:

- Islamaphobia was down 1%;
- Race hate up by 41.3% (95 cases);
- Racially and Religiously motivated crime up by 43.5% (103 cases).

Whilst the percentages seemed high this was a reflection on the relatively low number of crimes, less than one a day.

Concern had been expressed at the possible increase in crime over Halloween and Bonfire night. Locally Operation Hercules had been a success with additional resources tasked to tackle any potential problems.

At the end of the year the possible merger of Havering, Barking and Dagenham and Redbridge forces in to one unit had been mooted. The Borough Commander had highlighted a number of advantages. By mid-January 2017 the tri-borough pathfinder was in place with Havering's Borough Commander named as interim BCU Commander. As part of the commitment to the pathfinder the Mayor of London had made a commitment to increase the number of Dedicated Neighbourhood Officers. Each ward would be allocated 2 PC's and 1 PCSO who could not be extracted. Additionally, Havering had been allocated 9 extra Neighbourhood Officers who would be allocated to those wards with the greatest need.

### **3. Havering Repeat Victim Strategy**

Havering had been successful in attracting £53,000 in additional funding from MOPAC to address repeat victimisation regarding scamming. The project was managed by Community Safety working closely with Trading Standards.

Since the beginning of the project thirty of the TrueCall secure boxes had been installed to filter and block certain phone calls. The TrueCall system blocked all calls except those from numbers programmed into the phone. When a box was installed a voice message was recorded advising callers to contact a family member if they need to talk to the home occupier/owner.

The phones would only be provided to those in greatest needs although a reduced cost for the system had been negotiated with TrueCall for any others who wish to buy the system.

A key driver for the project was to identify individual victims, identify trends in nuisance calls and to develop and implement a strategy to aid victims.

The Sub-Committee had noted the report and asked officers to liaise with the council's Social Isolation project.

### **4. Corporate Performance reporting.**

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

- Repeat Domestic Violence cases going through the MARAC;
- Number of antisocial behaviour incidents; and
- Number of Total Notifiable Offences.

During the first quarter there had been problems in recruiting and retaining Independent Domestic Violence Advocates. By the third quarter this problem had been resolved.

By the second quarter the number of ASB reports had increased significantly, this had been down to three specific problems caused by the appearance of a number of illegal traveller sites.

### **5. London Community Rehabilitation Company**

The Head of Stakeholders and Partnerships North London had advised the Sub-Committee of progress in embedding in the new cohort model. The Sub-Committee had questions about the Community Payback service which had been taken back in house once MTCNovo had won the contract to deliver probation services for low to medium risk clients.

## **6. London Fire Brigade**

The local Borough Commander had attended the Sub-Committee giving an update on the latest performance indicators. The main area of concern had been the increase in deliberate fires. Quarter 2 had seen an increase from a target of 51 to 88 actual incidents. In order to tackle this the Brigade was working with the Police tasking group to identify hotspots. Additionally, they would look to increase the number of cycle patrols.

Details of the innovative youth work undertaken by the brigade was provided for the Sub-Committee's information.

Across London the Fire Brigade was looking to work more collaboratively with both the police and ambulance service, this would include reviewing their property portfolio to explore options for all three services sharing one site.

The report had been noted.

## **7. National Probation Service**

The Sub-Committee had received a written report providing details of the work of the National Probation Service following the changes in the delivery of probation service across the UK.

NPS managed approximately 320 Havering offenders. Approximately 60% of the workload were custody cases and 40% either being supervised on post release Licence or as part of a Community Order.

The report was noted.

## **8. MOPAC Police and Crime Plan**

Back in January the Mayor of London had produced a draft Police and Crime Plan for London. The Mayor had identified two key themes in the Plan:

- A better police service for London;
- A better criminal justice service for London.

The plan then went on to identify three priorities:

- Keeping children and young people safe;
- Tackling violence against women and girls; and
- Standing together against extremism, hatred and intolerance.

The Sub-Committee agreed that councillors should submit their own individual responses to the draft.

## **9. Youth Offending Service**

The Sub-Committee received a presentation on the work of the Youth Offending Service in 2016/17.

In the year the service dealt with 152 offences over a third of which were violence against the person.

The cohort in 2016/17 was 100, 80 males and 20 females. Historically Havering has had a proportionately large percentage of female offenders, most of whom were guilty of minor offences, such as shop lifting. Our neighbouring borough Barking & Dagenham similarly had a relatively high proportion of female offenders.

From 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016 the Youth Service dealt with a cohort of 166 young people. Of these 30 committed a further offence between 1<sup>st</sup> April 2016 and 31<sup>st</sup> March 2017. Between them these young people had committed 67 re-offences. This represented a low level of re-offending.

Officers advised that historically the Council had been weak at delivering Restorative Justice. A Restorative Justice action plan for improvement had been drawn up and a Restorative Justice worker appointed on a fixed term contract. If successful, this post was likely to become permanent.

The Restorative Justice lead also oversaw reparation, Unpaid Work and the Junior Attendance Centre.

The concept of Restorative Justice was to involve and support victims and involve them in face to face meetings with the perpetrators.

Junior Attendance Centres had been designed to deal with young people between the ages of 10 and 17 years who had offended. Their aim was to support the reduction of reoffending as part of a court ordered sentence. The court could direct a young offender to report to a centre for between 12 and 36 hours over the duration of their Order.

In April 2015 the responsibility for running the Junior Attendance Centres (JAC) was transferred to the Local Authorities. As of April 2016 the JAC had been running from a purpose built training centre in Romford. This was now a registered AQA Centre, enabling accreditation of each of the YP's attendance. Both Barking & Dagenham and Redbridge use Havering's JAC.

88 accreditations for young people's work in the Junior Attendance Centre, Un Paid Work or reparation.

The Sub-Committee noted the report.

## **10. Other Areas covered**

The Sub-Committee had also received reports on:

- Reducing Reoffending Strategy,
- Serious Youth Violence Work Programme
- Violence Against Women and Girls Work Programme;
- Drug Misuse and Alcohol Strategies;
- The Annual Prevent Plan; and
- An update on the latest Strategic Assessment.

The work plan for 2017/18 would reflect the priorities identified in the Strategic Assessment and the new ways of working brought about by the Tri Borough Pathfinder.

## **11. Topic Groups**

### **How the Criminal Justice System deals with offenders with Mental Health Issues**

After a number of delays, the Topic Group had finally met representatives from another area to discuss how they deal with the issue. A report is being drawn up and will be submitted to August meeting of the Sub-Committee for a decision on what steps the Council could take to influence the process.

### **Increase in unlawful traveller Encampments**

A joint Topic Group had been set up and the first meeting held with officers taking forward action points. Since that meeting the problem seemed to have abated.



**Havering**  
LONDON BOROUGH

## **ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE ANNUAL REPORT 2016/17**

### **INTRODUCTION**

This report is the annual report of the Environment Overview & Scrutiny Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2017.

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

### **BOARD MEMBERSHIP**

Councillor Linda Hawthorn (Chairman)  
Councillor Carol Smith (Vice-Chair)  
Councillor Garry Pain  
Councillor Nic Dodin  
Councillor Patricia Rumble  
Councillor Keith Darvill

### **WORK UNDERTAKEN**

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

### **CORPORATE PERFORMANCE REPORT**

Officers presented the quarterly performance reports for the Sub-Committee's information.

The amount of residual household waste per household had remained in the green for both quarters, whilst a problem with missed waste collections in quarter 3 had been rectified by year end.

The areas showing a need to improve were the number of fly tipping incidents and the number of people killed or seriously injured on roads.

The Sub-Committee were informed that the amount of green waste being collected this year had increased, which was a reaction to the good weather.

Last year the Sub-Committee had focussed on waste minimisation due to the increased cost and future pressures. When the recommendations had been submitted to Cabinet it was clear that there was no appetite for limiting the amount of waste the authority would collect from each household or for moving to a fortnightly collection. The way forward was, therefore, to educate the public better to ensure containers were emptied before being placed in the bin and reducing the amount of food waste. Already this year we had seen an increase in the tonnage as population grows but no fall in the tonnage generated by each household.

Costs were on the rise with landfill tax hitting £87 per tonne and likely to rise each year.

The Sub-Committee was advised that the ELWA contract had many years to run and did not incentivise recycling as it would be the contractor who benefited not the Council. This would be difficult to change over the next 10 years.

It was projected that the cost of waste disposal would increase by between £500k and £1m per year over the life of the contract. The current costs were £14m per annum for disposal and £4m per year for collection.

The quarter 1 performance indicators were then presented. In accordance with the new arrangements agreed by Cabinet performance data will be presented to the Overview and Scrutiny Sub-Committees first, then to the Overview & Scrutiny Board before finally being reported to Cabinet.

Only 2 Corporate Performance Indicators fell under the remit of the Environment Overview & Scrutiny Sub-Committee, these were:

- Levy waste tonnage
- Avg. number of days taken to remove streetcare fly-tips.

Information regarding Levy waste tonnage was not yet available as this was provided by ELWA about 6 to 8 weeks after the period end. Figures for April and May were provided for information purposes. The levy waste tonnage PI also relates to the Corporate Plan critical success factor 'Keep the ELWA levy contribution within the budget allocation.'

The number of days taken to remove streetcare fly-tips was a new indicator and this currently related to reported fly-tips. With the introduction of in-cab technology later this year the number of fly-tips removed would increase significantly. It was estimated that the current cost to the Council of clearing reported fly-tips was at least £140,000, this could increase to approximately £1m per year with the introduction of in-cab technology.

Officers advised the Sub-Committee that the perception that much of the fly-tipping problem was created by people coming into the borough was incorrect; the bulk of fly-tipping came from local residents dumping domestic waste. If the Council failed

to challenge people's behaviour then the Council would see an increase in fly tipping.

The Council was experiencing an under reporting of fly-tipping but the new in-cab technology should address this problem.

The current green waste system was uneconomic and the Council did not have to provide it. An alternative would be to offer those who had taken up the service a home composter this would save the Council money.

## **OVERVIEW OF ENVIRONMENT SERVICE**

The Director of Neighbourhoods informed the Sub-Committee of the restructure he had undertaken. He was now responsible for Regeneration, Economic Development, Planning and the Environment, that was everything to do with place.

A new live database had been created following a physical walkabout of the entire borough; this would help highlight capacity problems in certain areas. A report would be submitted to members in September.

Enforcement and Safety had been combined, moving operational enforcement in to one area under the Head of Regulatory Services. Community Safety would commission enforcement based on intelligence.

The Sub-Committee expressed some concerns concerning the lack of action by the police last weekend in Harold Hill. The Director of Neighbourhoods advised the Sub-Committee that officers had worked closely with the Police to deal with the traveller problem across the borough and procedures were now in place to deal with these.

The second area of change was the combining of the Highways and Parking Team in to one team with a new interim Manager.

Parks, Open Spaces, Highway maintenance and StreetCare were being brought together in one team whilst Culture and Leisure would fall under the remit of the Chief Operating Officer.

The next stage would be a review of frontline operations. It was difficult to benchmark performance because of a lack of performance data this would be addressed. The review was about improving quality not savings.

The Director of Neighbourhoods agreed to come back to the Sub-Committee and keep them up dated on progress.

## **PARKING REVIEW**

The Sub-Committee received an overview on Parking issue and review within the borough.

**Moving Traffic Contraventions** – The council had been enforcing moving traffic contraventions since September 2015 via mobile CCTV vehicles. The Council was seeking to enhance the enforcement activity by introducing re-deployable cameras at various locations in the borough. 20 locations had been identified and priorities in order of road safety, improved traffic flow and non-compliance. The roll out would be in phases with the first to commence on 16 November 2016.

The locations would include:

- Straight Road/ Harold Hill Section 1 – Bus Lane
- Straight Road/ Harold Hill Section 2 – Bus Lane
- London Road – Eastbound Bus Lane
- Western Road into Asda Car Park – No Right Turn
- Western Road into Asda Loading Bay – No Right Turn
- North Street, Romford – Bus Lane
- Main Road (into and out of Havering Town Hall) – Banned Right Turns

Officers explained that redeployable cameras could be moved, and it was about changing the behaviours of motorist. Initially the enforcement would be relaxed, and all signage had been renewed to ensure that motorist were aware of the contraventions. Any money raised from the contraventions was ringfenced for parking and highways.

**Public Space Protection Orders (PSPO)** – Due to the number of parking complaints occurring in various locations around schools concerning dangerous driving activities it was decided to pursue the introduction of a PSPO to help increase the safety of children.

Four schools were part of the PSPO pilot, these were:

- Wykenham
- James Oglethorpe
- Parsonage Farm
- Engayne (January 2017)

The infrastructure was in place in preparation with the first school going live on 7 November 2016.

Officers explained that the PSPO would make it an offence to drop off or pick up children in the designated area. This would be monitored by cameras and there would be three checks of verification before any fine was issued. The fine would be a Fixed Penalty Notice of £100.

Members noted that the proposals that had been agreed had been more complex with residents having to get permits for carers and deliveries etc. Officer explained

that this was a simpler scheme with camera and enforcement officers checking that the PSPO was being adhered to. A letter had been sent to all residents in each of the PSPO areas, informing them of changes. It was felt this would be more customer-friendly.

Officers agreed to provide a copy of the letter to all members so they were also informed of the changes to the scheme.

**Obstructive Parking** – The blocking of dropped kerbs was an issue for many residents of the borough. The legislation allowed the Council to enforce, but only if requested by the resident, and this had always been the case in Havering. This was currently enforceable by the issue of a PCN.

Officers explained that the legislation allowed for vehicles to be immobilised or removed in certain circumstances, however the removal of a vehicle causing an obstruction had a financial risk (£40 per day storage). This could be costly for the borough as the vehicle has to be kept for up to 30 days before being scrapped or crushed.

A relocation service of a vehicle causing an obstruction was being explored by officers. There were no existing arrangements or contract in place for the relocation of vehicles causing obstruction. Officers stated that the current removal service of untaxed vehicles was shared with other boroughs, but if the new proposal was agreed the cost effectiveness of having a vehicles as part of the fleet would need to be considered.

Members asked for details of a direct line should residents need to report parking issues. Officers agreed to circulate this number, and explained that out of hours this number transferred direct to a mobile number held by the duty enforcement officer.

Officers explained that residents expectations of the service was very high, and given the size of the borough enforcement staff would have to travel to the location, however there were two based at the north and two based at the south of the borough so during evening hours, officer should be able to reach a location within 15 minutes.

**Parking at Queens Hospital** – Officers informed the Sub-Committee that conversations had taken place with the Chief Executive at Queens Hospital. It was noted that this was a high priority for the hospital and they were liaising with Transport for London.

With the growth of population in the borough and surrounding areas there were large demands on the hospital. Since the loss of the parking at the ice-rink the parking at the hospital was becoming an increasing issue. Officers stated that there was still a planning approval for the multi-storey car park to be extended to deal with the parking provision; however this would also have implications on the traffic light junction to accommodate the increase in traffic.

It was noted that half of the current allocated parking was used by staff. Officers had encouraged administrative staff to park off site, and there was the possibility for these staff to purchase a permit for the Angel Way car park, which would free up the hospital site. Officers reported that 90-100 spaces had been allocated for hospital staff, however to date only 15 people were using this car park.

Members raised concern that this had been raised as an issue at the original planning application stage of the hospital.

## **PRESENTATION ON FLY TIPPING**

Officers explained that the biggest issue in the Havering area was households leaving waste on the highway and clarified that this was still considered a flytip. These constituted 58% of all flytips and in the year from November 2015, there had been a total of 5,598 flytips in Havering. The worst affected wards were Heaton, Romford Town and Rainham & Wennington whilst the lowest number of flytips were recorded in Emerson Park and Hacton. It was noted that flytips in excess of a tipper load only constituted 3% of the total cleared. Large scale flytips were increasing in number however and officers felt that the Police should treat flytipping as a higher priority crime.

As regards enforcement action, some 4,835 investigations had been started and a total of 323 fixed penalty notices were issued. Reasons for flytipping varied but included there being a large transient population and people feeling there was a low chance of being caught, The correct disposal of waste was costly and complex for people and it was felt to be easy to flytip in the northern parts of the borough.

The Council had an enforcement team of 11 with officers covering two wards each. Leaflets re the correct disposal of waste were given to both households and businesses. A legal file would be compiled where sufficient evidence was available. Work was also undertaken with young people via Havering Sixth Form College and the Junior Citizen scheme.

Officers sought to undertake enforcement proactively with patrols at flytipping hotspots and the use of CCTV. It was hoped to introduce solar and wind powered CCTV and Havering would be the first Council in the UK to do this. Some 300-500 flytips were reported on the Council CRM system each month although not all of these were genuine flytips. The cost of clearing a large flytip of around 20 tonnes was around £500 and was paid from the Street Cleansing budget.

It was confirmed that it was planned to put cameras at the bottom of Sunnings Lane which was a known flytip location and also at Launderers Lane. Two enforcement officers had conducted an exercise in Little Gerpins Lane in December and caught four flytippers who were now in the process of being prosecuted.

Other boroughs had many more enforcement officers than Havering (approximately 80 in Newham and 150 in Westminster) but significant numbers of

flytipping prosecutions were now pending. Members felt it would be useful to publicise details of flytipping prosecutions although this could not be done until convictions had been obtained.

It was illegal to use CCTV to deal with the issue of dog fouling. Officers had powers under the Environmental Protection Act 1990 to tell residents where to put their waste. New legislation was also used by officers as far as possible and it was suggested that messages regarding flytipping could be put in Living and other local magazines.

It was emphasised that enforcement officers did not have Police powers but did as much as they could. Officers would ideally like to recruit further enforcement officers. Waste had to be kept inside a property until the day of collection but this was often difficult for people in flats without a communal waste collection facility.

Officers went through flytipped bags and, if name and address details were found, the people involved were invited for interview. Officers would send advisory letters in these instances. This could be followed up with a notice served under section 46 of the Environmental Protection Act 1990. A fixed penalty notice would then be issued. The Crime & Policing Act covering anti-social behaviour allowed £100 fixed penalty notices to be issued.

Only one prosecution and no fixed penalty notices had been given for dog mess but it was often difficult to identify the person committing the offence. The highest number of dog fouling incidents were in Gooshays, Mawneys and Romford Town wards. A new Cleaner Havering campaign focussing on dog fouling would be launched shortly. Reports of dog fouling could be made by phone as well as on line.

A list of officers in the enforcement team would be supplied to Members. It was felt it would be useful if updates on enforcement matters could be given at future meetings of the Sub-Committee.

## **PRESENTATION ON STREET LIGHTING IN HAVERING**

The report and presentation before Members detailed the current position regarding street lighting within the borough.

The report highlighted that there were approximately 20,000 street lights in the borough of which 99% were maintained to a fully working order at any time.

The aim was to repair any faulty lights within ten working days and a programme to implement LED bulbs was continuing borough wide.

Members were advised that a successful collaborative procurement process between Havering and the London Borough of Barking & Dagenham had taken place in 2016 that had appointed Volkens Street Lighting as the maintenance contractor.

Members noted that the life expectancy of a steel column was thirty years and an average of six hundred and seventy columns a year would require renewal.

Additional maintenance costs arose from cable failures, damage, vehicle knock downs, vandalism and routine maintenance.

Officers advised that faulty lights were notified by CRM and public reporting statistics. Volkers also carried out night time checks.

Going forward, lower energy costs would provide continuing financial savings and LED lighting would provide actual maintenance savings.

## **PRESENTATION ON AIR QUALITY IN HAVERING**

The report and presentation before Members gave a detailed explanation of the air quality levels in the borough and initiatives that were being used to improve them.

Members were advised that pollution levels were on the decrease and that Havering was one of the cleanest London boroughs.

The report highlighted the work of the Air Quality Working Group and how the Council helped to deliver the Clean Air Action Plan and co-ordinated the implementation LiP (Local Implementation Plan) funded projects for air quality.

The report also detailed initiatives that were in place such as greening projects, air quality education programmes, air quality championing and campaigns and possible future projects.

Members also noted that a business pack was available for businesses which provided information, advice and contacts on such things as smarter travel, electric vehicles, waste & recycling, cycling, low emission vehicles and air quality and air TEXT.

In response to a question relating to the use of diesel vehicles by the Council, officers advised that Fleet Management had trialled various different vehicles that used alternative power provision.

## **WASTE MINIMISATION TOPIC GROUP REPORT**

The report before Members contained the findings and recommendations that had emerged after the Topic Group scrutinised the subject selected by the Sub-Committee in June 2015.

The report had recommended that Cabinet noted the report of the topic group, agreed to the launch of the "low-cost" advertising and information campaign and to

authorise officers to seek external funding to assist with the advertising and information campaign.

However, Members commented that the report in its current form was not seen to go far enough. Members felt that some of the “harder hitting” ideas that had been put forward by the topic group had not been included in the report. It was accepted that the report before the Board was the one signed off by the topic group and stated that the officers who had attended the topic group were in favour of the ideas put forward by Members, but they had subsequently been retracted from the report as more senior officers had stated that there was insufficient funding for them. Members commented that this was for Cabinet, rather than any officers, to determine.

It was **RESOLVED** that the report be withdrawn and the topic group would reconsider its position on it before recommendations went forward to Cabinet.

I would like to conclude by thanking all officers for their time in coming to the meetings and preparing their presentations, and our Committee Clerk, Richard Cursons for servicing our meetings

Councillor Linda Hawthorn (Chairman)

## 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 the Environment Overview & Scrutiny Sub-Committee  
2016/17.

## **Health Overview and Scrutiny Sub-Committee Annual Report 2016/17**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2017.

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

### **SUB-COMMITTEE MEMBERSHIP**

Councillor Michael White (Chairman)  
Councillor Dilip Patel (Vice-Chair)  
Councillor June Alexander  
Councillor Alex Donald  
Councillor Denis O'Flynn  
Councillor Carol Smith

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

#### **1. Barking, Havering and Redbridge University Hospitals' NHS Trust (BHRUT) – Improvement Plan and Plan for Winter Pressures**

On two occasions during the year, the Sub-Committee held discussions with senior BHRUT officers concerning the Trust's improvement plan and how it proposed to deal with pressures during the winter peak demand period. Improvement work centred on areas such as workforce issues, service improvement and improving learning from incidents and mistakes.

The Sub-Committee also scrutinised the Trust's plans for dealing with winter pressures including assisting patients with transport difficulties to get to appointments. The Trust also explained how expected demand levels were calculated. At its January meeting, the Sub-Committee examined the current situation with winter pressures at the Trust. This included discussion of the reliance on agency and bank staff in the Emergency Department and how staff could be moved between different Trust sites as required. The methods for redirecting patients who did not require treatment in the Emergency Department were also discussed.

## **2. Care Bed Charges**

The Council's Director of Adult Services explained the charges levied by the Council for places in care homes, which were lower than the average rates in both London and Essex. It was noted that, if a care home resident was admitted to hospital, the full care rate was paid for the first four weeks, dropping to 60% of the rate thereafter. Members suggested that the length of time the full rate was being paid could be reviewed as a potential cost saving measure.

## **3. Integrated Care and Locality Working**

Throughout the year under review, the Sub-Committee was kept up to date with work to integrate health services locally as well as to establish a locality model in Havering. The Integrated Care Partnership (formerly Accountable Care Organisation) sought to address challenges of reduced funding for both the Council and Havering Clinical Commissioning Group. The rising population of and demand for health services in North East London also required a different way of working.

Localities would be set up, dividing Havering into three areas with key priorities for the different localities being children's health, referral to treatment issues and urgent care pathways. GPs had been involved in the design of the locality model but there remained workforce issues with many GPs approaching retirement age. At the Sub-Committee's April meeting, it was noted that an integrated rehabilitation and reablement service has recently been launched and it was hoped this service would reduce duplication and hence benefit Havering residents.

## **4. Corporate Performance Reporting**

Throughout the year, relevant performance information was scrutinised by the Sub-Committee. This included discussion of Council performance in areas such as the successful completion of drug treatments, HIV testing and targets for participation in the national child measurement programme. Meeting this latter target allowed the collation of a database of information relating to childhood obesity.

## **5. Health Tourism**

The Sub-Committee held discussions with senior BHRUT officers concerning fees for treatment for non-UK residents. The Sub-Committee scrutinised the amount of outstanding debts for treatment at the Trust and the number of patients this related to. Methods used to recover these debts were also discussed as was the support available for this issue from Havering Clinical Commissioning Group.

## **6. Public Health Service Performance Report**

At its April meeting, the Sub-Committee discussed with a senior Public Health officer the section's performance and priorities. This included scrutiny of the recommissioning of the Council's sexual health services and the increased representation of public health on safeguarding groups. The Council's strategy to deal with childhood obesity was also discussed.

## **7. Delays in Referral to Treatment**

Throughout the year under review, the Sub-Committee has been engaged in a joint, in-depth scrutiny review with Healthwatch Havering. This has covered an investigation of the reasons for delays in referral to treatment at BHRUT together with recommendations for how similar problems could be avoided in the future. This joint review with the local Healthwatch organisation is believed to be one of the first instances of such joint working in the UK and has proven a very positive experience for both sides. It is planned for the final report of the joint review to be published in June 2017.

## **8. Healthwatch Havering**

The Sub-Committee continued to enjoy a productive working relationship with Healthwatch Havering. A director of the organisation attended most meetings of the Sub-Committee and was allowed to ask questions of witnesses. The Healthwatch Havering annual report was presented at the July meeting of the Sub-Committee. The organisation which represented users of local health and care services had conducted a number of 'enter and view' visits to health and care facilities and published reports of these on its website. Healthwatch was also represented on organisations such as the Health and Wellbeing Board and the local Urgent Care Board.

Later in the year, the Sub-Committee was able to discuss in more detail the visits Healthwatch members had undertaken to local GP Practices. Issues discussed included a lack of knowledge of the out of hours GP service amongst local residents and instances of surgeries sharing the same premises but, in the view of Healthwatch, failing to work together. Healthwatch Havering had also recommended that Havering CCG should ask all its Practices to review their resilience plans following problems at one surgery caused by flash flooding in 2016.

## 9. Outer North East London Joint Health Overview and Scrutiny Committee

Throughout the year under review, the Sub-Committee was represented by Councillors White, Patel and Alexander on the Joint Health Overview and Scrutiny Committee covering Outer North East London. This Committee allows scrutiny of health service issues covering more than one Council area and, in addition to Havering, includes representation from Barking & Dagenham, Redbridge, Waltham Forest, Essex and Epping Forest Councils.

Among the issues scrutinised by the Joint Committee, which met on four occasions during the year, were the following:

**Improving Access to Psychological Therapies (IAPT)** – This service, run by the North East London NHS Foundation Trust (NELFT) aimed to improve access to psychological therapies at the primary care level. NELFT officers explained the services available which were mainly based on forms of cognitive behavioural therapy. Access to the service was via a person's GP or via self-referral.

**NELFT** – At the Joint Committee's October meeting, senior NELFT officers explained the issues facing the Trust. This included a nursing shortage leading to a reliance on bank and agency staff (this was a problem seen nationally) and the decision to close and refurbish the Brookside Unit for Child and Adolescent Mental Health, following concerns raised by the Care Quality Commission.

**Sustainability and Transformation Plan** – The Joint Committee received a detailed briefing on the Sustainability and Transformation Plan (now renamed the East London Health and Care Partnership). This included contributions from several members of the public who were allowed to address the Committee and raise concerns about the proposals. Discussion by the Committee included what services would be retained at King George Hospital, the impact on Queen's Hospital A & E if the department at King George was to close and the accessibility and format of public documents issued in relation to the plans.

**Open Dialogue** – The Joint Committee was briefed in January by the Associate Medical Director at NELFT on Open Dialogue – a new technique that allowed people with mental health issues to be seen with their family or friends network. Havering, along with Waltham Forest, had been chosen as pilot locations for the project and it was hoped that funding would be received to enable a large-scale trial of the technique to take place.

**London Ambulance Service** – The Joint Committee has also scrutinised the work of the London Ambulance Service during the year with the rising demand for ambulance services and recruitment issues facing the service being discussed with senior Trust officers. Work with partners such as GPs and NHS 111 was in progress to seek to reduce the level of demand for ambulances.

**BHRUT Care Quality Commission Inspection** - The recent reinspection of BHRUT by the Care Quality Commission had identified several areas of good practice such as children's services and services for dementia. The Committee was pleased that

the Trust had now exited special measures and agreed to take a further update on progress with the safety of services at the Trust.

## IMPLICATIONS AND RISKS

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

None – narrative report only.

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

None – narrative report only.

### **Human Resources implications and risks:**

None – narrative report only.

### **Equalities implications and risks:**

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

## BACKGROUND PAPERS

None not already in public domain.

## **Individuals Overview and Scrutiny Sub-Committee Annual Report 2016/17**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2017.

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

### **SUB-COMMITTEE MEMBERSHIP**

Councillor Linda Trew (Chairman)  
Councillor Ray Best (Vice-Chair)  
Councillor June Alexander  
Councillor Linda Hawthorn  
Councillor Keith Roberts  
Councillor Patricia Rumble  
Councillor Roger Westwood

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

#### **1. Family Mosaic**

At its July meeting, the Sub-Committee received details of the services provided by Family Mosaic – an independent organisation offering information on care and support services. This sought to advise local people on areas such as housing benefit, debt advice, employment and training. Family Mosaic also held drop in services at locations across Havering including Queen's Hospital and Romford Market.

#### **2. Corporate performance information**

Throughout the year, the Sub-Committee continued to scrutinise performance information covering services within its remit. The Sub-Committee scrutinised in some detail the relatively low take-up in Havering of direct payments for social care services and was advised that demographic issues such as the large percentage of elderly people in the borough may partly explain this.

Other areas scrutinised as regards performance included the rate of paid employment for adults in contact with secondary mental health services and the proportion of people in this group who were living independently.

### **3. Integration of Social Care**

On two occasions during the year, the Sub-Committee scrutinised work to integrate certain adult social care services. This aimed to eliminate duplication and streamline care pathways and sought to identify services that could support integrated working across health and social care.

The Sub-Committee also scrutinised the work of the Integrated Care Partnership which sought to bring forward further integration between the Council and the NHS. It was aimed to bring together a number of different services covering issues such as discharging a person from hospital and it was noted that some social care services had already begun to integrate around localities with those from the North East London NHS Foundation Trust. Other areas scrutinised included the priorities for integrated working in different localities with children's health and social care, urgent care and reablement being the focus in different localities.

### **4. Dementia Strategy**

At its January meeting, the Sub-Committee received details of Havering's proposed dementia strategy which was aligned with the Council's overarching Health and Wellbeing Strategy. The strategy set out the current service provision within Havering and also covered areas such as early onset dementia, end of life care and cultural issues associated with dementia.

Responses to dementia would be joined up under the strategy to cover social care, public health and the health sector. The Sub-Committee noted with approval proposals under the strategy for initiatives such as a named dementia practice coordinator for each person diagnosed and increased support for carers.

### **5. Support for Carers**

The Carers Strategy approved by Cabinet was also presented to the Sub-Committee in January. It was noted that the general financial climate remained challenging and increases in the national minimum wage had added to the care costs incurred by the Council.

The Sub-Committee discussed concerns about houses that were split into so-called supported living schemes and agreed that it was very difficult to regulate these types of providers. The Council did however engage with providers over quality and safeguarding issues.

## **6. Gold Standard Framework**

The Sub-Committee was also briefed during the year on the Gold Standard Framework which aimed to improve end of life care in care homes. This voluntary programme sought to address practices around end of life care. The issue of the time taken by GPs to verify deaths in care homes was discussed although this had not been found to be a major issue for Havering care homes.

## **7. Open Dialogue**

At its April meeting, the Sub-Committee was briefed on the Open Dialogue technique – a new model of mental health treatment that sought to treat a person by involving their family and friend networks. An associate director of the North East London NHS Foundation Trust explained that the Trust was piloting the technique nationally in Havering and Waltham Forest and that results in other countries where the technique had been used had been extremely positive.

Subject to funding being received, it was planned that a full trial of the system would commence and the Sub-Committee agreed that it should be kept apprised of further developments regarding Open Dialogue in Havering.

## **8. Healthwatch Havering**

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

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

## **9. Visit to Queen's Hospital**

In April 2017, members of the Sub-Committee held a successful visit to Queen's Hospital which concentrated on the discharge process and work to avoid admission or readmission to hospital. Discussions were held with a number of senior staff from the Hospitals' Trust and members were particularly impressed with the vision outlined to seek to avoid admission to hospital wherever possible. It is hoped that a briefing for all Members on these issues can be arranged in the coming months.

## IMPLICATIONS AND RISKS

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

None – narrative report only.

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

None – narrative report only.

### **Human Resources implications and risks:**

None – narrative report only.

### **Equalities implications and risks:**

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

## BACKGROUND PAPERS

None not already in public domain.



**Havering**  
LONDON BOROUGH

## **Towns and Communities Overview and Scrutiny Sub-Committee Summary of Work Undertaken 2016/17**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2017.

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 Robby 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. Volunteer Expansion Programme – Library Services**

The Sub-Committee received an update on the Library Service. It was noted that with the support of Members, all libraries had remained open, although opening hours had to be reduced.

As part of the recent Libraries restructure, which included the reduction in hours, the Library Service embarked on a partnership model involving staff and volunteers working alongside each other to a much greater degree than they had previously.

Libraries had an excellent history of working with members of the community and it now had approximately 300 signed up volunteers.

The roles volunteers covered were mainly as reading buddies, summer reading challenge (SRC) and ICT support. Volunteers would offer between one or two hours at a time and for SRC in the summer months.

The Sub-Committee noted that the aim of the new model was to increase the roles that volunteers were able to provide support with. This in turn would support libraries to remain open and for existing services and activities to continue to be provided by either staff or volunteers. There were 12 different task roles for volunteers.

Following an earlier recruitment campaign, the service had recruited an additional 120 volunteers from the community and a further 50 volunteers undergoing checks and training.

The Sub-Committee was informed that many of the volunteers were retired members of the community who also had other commitments and activities that they pursued; it was often difficult to encourage volunteers to sign up for more than one session per week of about two hours.

The Sub-Committee noted that another part of the restructure programme was for volunteers to undertake the Housebound Service (HBS). The new model entailed that the service would be provided by volunteers; including the choosing of books and delivering to customers' homes and returning books to the library. It was noted that the arrangement would require the biggest commitment as often customers do not see many people throughout the day or week.

The Sub-Committee was informed that the service had developed guidance and procedures for a Community Managed Library. It was envisaged that established community organisations or groups of volunteers would form Friends of Groups to open libraries beyond their core hours to provide a basic level of service and activity to the community.

So far, only one organisation had indicated an interest in such a service.

The Sub-Committee noted that a volunteer was able to outline a preference of which library they preferred to be engaged.

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

## **2. Update on Friends of the Parks**

At the a request of the Sub-Committee, a report on Friends of Parks groups who volunteer and work in partnership with the Public Realm service to assist with the improvement and development of public spaces was outlined.

It was mentioned that there were currently 18 Friends of Parks groups across the borough; nine of the groups had achieved official Friends Group status. These

included relatively new ones at Hall Lane Mini Golf Course and Upminster Hall Playing Field.

The Sub-Committee noted that the official Friend's status was a voluntary application that a group could achieve if the criteria were met and in return the Council would provide the group with additional support.

The report outlined that the work of a well-organised volunteer group could be extremely beneficial to both the volunteers and the park in which they work. Volunteers acquired new skills, met new people and gained a sense of achievement and ownership of the park. The park itself benefited through the work the group completed which may include practical tasks, receiving funding for improvement work, or holding events to increase public awareness and enjoyment of the park.

Since the first group was established in Havering around 2002 there were now many volunteer groups in existence working in the parks in Havering. Each group was different in the way it had been formed and the work it carried out, but they all are effective and make a real difference.

The Sub-Committee noted that many of the groups had been active in their parks and open spaces, working with the Parks department to help clear unwanted vegetation, remove rubbish, paint railings and raising money for capital works. Some groups periodically organised fun-days and other such events to help promote their sites.

A survey of all the groups was carried out in 2016 and the service identified that there were 174 active members of friends groups.

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

### **3. Houses in Multiple Occupation**

The Sub-Committee received a presentation on progress in tackling the issues presented by Houses in Multiple Occupation. All such premises of 3 storey or over were licensed. Additionally the Council had introduced Article 4 Directions under planning.

The next step was to seek approval for borough wide additional licensing plus selective licensing of up to 20% of the Borough's Private Rented Sector housing on a 'worst first' basis (subject to public consultation).

The Sub-Committee noted originally it was intended to target the three worse areas Gooshays, Heaton and Brooklands wards, but it was now proposed to target specific roads. A report was submitted to Cabinet in November 2016 before going out to consultation. The intention was to implement the policy by August 2017.

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

#### **4. Update on 2 metre high front walls and appeal decision**

At request of Council, the Sub-Committee reviewed the issue of a two metre front wall which had been erected at the front of a property in the borough to consider any action that could be taken as a consequence. The Sub-Committee was informed that following the decision to refuse a lawful use certificate the owner of the premises had lodged an appeal. The inspector appointed to hear the appeal had upheld the council's position.

The Sub-Committee noted that all attempt to open negotiation with the owners to reach an equitable solution to date had proved impossible as the owners had not engaged.

The Sub-Committee indicated to officers that a deadline should be set for the owners to engage, and once this passed to proceed with enforcement action that required the reduction of the wall to no more than 1 metre in height.

#### **5. Romford Market Transformation Programme**

At its meeting in July 2016, the Sub-Committee was briefed on the current position of the Market Transformation programme as the issue was a standing item on its agenda.

It was noted that an assessment of designs was carried out on the programme. This involved an independent review by market management and food and beverage experts to support part of the initiatives for the Market Place. Key stakeholders such as St Edwards Church, Historic England, retailers and traders were also consulted during the review.

The following key dates for the programme were outlined:

- September 2016 – stakeholder engagement including an all Member briefing, trader and retailer meetings and public consultation
- October 2016 – submission of planning application
- November/December 2016 – appointment of a contractor
- January 2017 - initiate construction

The Sub-Committee was informed that the next steps included undertaking further 'customer' market research and the creation of an annual calendar of events, promotions and activities for Romford Market. Other plans included updates on the council website re the Market and exploring funding and delivery of a new Market App with the GLA.

In October 2016, Members were briefed on the plans for proposed Market House. The planned design was a timber clad building and it was hoped that this would be an

attraction which would bring more people into the market and the shopping centres. The building would be capable of serving 70 covers at one sitting.

As part of the promotion of the market, planning permission was also sought for a temporary ice rink over the Christmas and New Year period to attract more visitors. The Ice Rink was regarded as a very successful activity with over 12,300 people using the rink.

The Retailery - a creative playground for makers, thinkers and doers was launched by the Mayor in November 2016. The Retailery provided a dedicated space for inexpensive retail, catering and office units to start-up.

The provisional programme for the market works had been submitted and it was anticipated that everything would be completed by the week commencing 25 June 2018.

The Sub-Committee had concerns at the overall programme for improvement encompassing the East End, Market House and West End, car parking and public realm. It was noted that the Cabinet meeting on 18 November had given an approval to the proposals. This decision had been called in and referred back to Cabinet for reconsideration.

The Sub-Committee requested the Overview & Scrutiny Board to carry out an in depth review of the proposals with officers providing full details of all approvals showing clearly what proposals had been approved and by whom, a detailed Business Plan supporting the proposals and a detailed budget indicating clearly where funding had already been approved. The review was to be undertaken before any tender was let for the building of the Market House.

## **6. 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:

- **Rainham Compass**
- **Article 4**
- **Recommendations relating to the consultation on Youth service proposals**
- **Housing Revenue Account Development Programme**
- **Establishment of Council owned Housing Company to deliver market rent and market sale home**
- **Havering Local Plan**
- **Socialbuy**
- **Attestation of Parks Protection Officers**
- **Literacy Strategy for Havering**

## 7. Topic Group Update

The Sub-Committee currently had a Topic Group running and another about to commence scrutiny:

- **Housing Repairs Topic Group**  
The Chairman has asked for interested Members to indicate participation of the review group to undertake a forensic look at Housing Repair.
- **Green Belt Topic Group**  
The aim of the Topic Group was to scrutinise and better understand the process involved in Green Belt land designation within the Local Plan system. 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.

- **Anti-Social Behaviour in Council Tenancy Topic Group**  
The Topic Group completed its review and submitted a report to the Sub-Committee.

The Group was opportune to participate in the review of the Tenancy Agreement for council tenants.

The Sub-Committee had agreed that the following recommendation of the Topic Group be submitted to Cabinet:

- The Topic Group supported the Housing Services and Public Protection operating a joint service dealing with statutory noise nuisance consistently. This would be via a shared Nuisance Information Pack advising residents of the new procedure. There were various legal remedies that could be used such as Section 80 of the Environmental Protection Act 1990 and the Crime & Policing Act 2015; additionally, the Housing Service could also use Tenancy Terms & Conditions to deal with some issues relating to noise nuisance.
- It was also recommended that a Policy and Procedure be produced and implemented defining the new joint service. The document would demonstrate how the Council was dealing with noise nuisance in a consistent and as far as was possible tenure neutral manner for all residents.

The Topic Group had agreed that in regular communication with all tenants there would be a notice added highlighting any evictions for ASB and a gentle reminder of tenants own obligations.'

The Sub-Committee were particular keen that every effort be made to communicate to tenants the actions which the Council have taken to deal with ASB in Council Tenancies.

The Sub-Committee agreed that the report and recommendations be submitted to Cabinet for consideration.

## **8. Any other Business**

At a recent meeting of the Individuals Overview and Scrutiny Sub-Committee, it was suggested that a joint meeting between Individuals and Towns & Communities Overview and Scrutiny Sub-Committees be arranged in order to scrutinise the issues of homelessness strategies in Havering and the services available from hostels locally.

A meeting date was to be organised with the two Chairmen and appropriate officers.

### **Performance Indicators**

At its meeting in July 2016, the Sub-Committee received a report of the Performance Indicators within its remit for Quarter 3 and 4 of 2015/16. The report detailed Corporate Performance Indicators under the remit of the Sub-Committee. These related to Regulatory Services, Policy and Performance, Culture & Leisure, Housing, and Economic Development. It was noted that each indicator was given a red, amber or green (RAG) rating.

The Sub-Committee noted that the following indicators ended the year with a red or amber RAG status:

- The percentage of major applications processed within 13 weeks and minor applications processed within 8 weeks were below target and lower than during both the previous quarters and the previous year.
- The third indicator related to the percentage of appeals allowed against refusal of planning permission.

### **Quarter 1**

The Sub-Committee noted the areas that required improvements under the Clean goal. The planning application process; to ensure planning applications were processed in the required times. These included the promotion of the pre-application advice offer, quick turn-round of the validation process when application was received, neighbour notification, officer visit/report and better timing of the committee date. The Sub-Committee was informed that in the case of major planning applications, better pre-planning was now taking place.

It was also noted that there were proposals being considered regarding outsourcing of the initial part of the planning application process that would streamline the process with the potential to improve overall performance.

The Sub-Committee was made aware of the improvement areas required under the Proud goal that related to the number of potential start-up businesses accessing advice via the Business Start-up Programme that was below target. This was attributed to a gap in service provision whilst a new contractor was procured. The provider started in May 2016 and was confident that performance would improve throughout the year.

### **Quarter 2**

At its meeting in October 2016, the Sub-Committee noted that eleven of the indicators had a RAG status of Green, 2 a RAG status of Amber and just 1 a RAG status of Red.

The red indicator related to the Percentage of other applications processed within 8 weeks which had a target of 80%, but the service achieved 66%. The 2 amber indicators related to the percentage of major applications processed within 13 weeks and the percentage of minor applications processed within 8 weeks.

### **Quarter 3**

At its meeting in January 2017, the Sub-Committee received the Quarter 3 Performance Indicators that detailed eleven of the indicators (78.6%) had a RAG status of Green while three indicators (21.4%) had a RAG status of Red.

The Sub-Committee noted that the red indicators related to the percentage of major applications processed within 13 weeks. The Major applications often required a legal agreement which could take the application beyond the target 13 week period. Various activities were now taking place to process planning applications in the required times. These included:

- increased promotion of Planning Performance Agreements for significant major applications
- promotion of the pre-application advice offer
- quick turn-round of the validation process when application is received

## **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.

## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR ARMED FORCES 2016/17**



### **Armed Forces Day Parade**

On Saturday, 25 June 2016 Shoppers and residents packed Romford Market Place and South Street to give a rousing welcome to the Armed Forces Day Parade, led by the Royal British Legion Band and Corps of Drums Romford.

The Mayor of Havering, Councillor Philippa Crowder, and the Deputy Lieutenant for Havering, Colonel Markham P Bryant DL, took the salute as Army Reservists from Romford-based B Company, 4th Battalion The Parachute Regiment, veterans from all Armed Services, along with Army and Air Force Cadets, Metropolitan Police Volunteer Cadets and Brownies marched along South Street and through Romford Market to Havering Town Hall

## **World War 1 Commemoration Events**

As mentioned within my report to Council last year, the Council continue to commemorate the Centenary of the First World War, focusing on the 6 key commemoration dates identified by the Government.

The key event within the time period covered by this report was the Centenary of the Battle of the Somme. Havering marked this event participating within the Imperial War Museum's project of film screening of the UNESCO listed film 'The Battle of the Somme' which was shot and screened in 1916. The Council hosted three screenings of this film in the Romford, Hornchurch and Rainham Libraries throughout the battles centenary.

The Mayor attended a service organised by the Elm Park Royal British Legion to mark the start of the battles centenary and special regard was also made to the Battle of the Somme at the Remembrance Sunday service on 13 November, approximately one week before the centenary of the battles end.

In addition to the marking of significant dates within the centenary, long term projects such as improvements to the borough's main war memorials and the Council's online diary, published by Havering Local Studies Library continue. The diary, updated regularly with local stories from the First World War, can be viewed following this link: <https://arena.yourlondonlibrary.net/web/havering/world-war-one-diary>.

## **Armed Forces Covenant**

During the period covered by the report, four families were helped under the Armed Forces Covenant. Currently there are fourteen ex-service personnel who have applied for housing and are on the housing register, waiting for a property. They have all been awarded the Community Contribution (CC1) priority in line with the Housing Allocation policy. This is a high priority in recognition of the contribution that they have made to the community through their service.

## **Havering Show**

The 151 Transport regiment were present at the Havering Show 2016, they were actively promoting reservist recruitment and had various Army vehicles on show.

The Mayor of Havering attended a launch event at Romford Army Reserve Centre, 312 London Road, Romford, on Saturday 9 April 2016.

Potential recruits had the opportunity to explore all the latest kit including VR powered by Oculus Rift, Crew Served Weapons Systems, parachutes and state of the art new issue equipment unique to 16 Air Assault Brigade. Serving Soldiers from the Parachute Regiment were also on hand to answer questions about the opportunities and benefits available in the Army Reserve.



### **Armistice Day Parade and Service**

More than 6,000 people attended Remembrance Sunday commemorations, services and parades across the borough on Sunday, 13 November 2016 to honour the nation's servicemen and women.

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

Councillor Philippa Crowder, the Mayor of Havering, laid a wreath on behalf of Councillors and staff at Romford's War Memorial in Coronation Gardens.

### **Councillor John Crowder**

## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR EQUALITIES & DIVERSITY 2016/17**

I am pleased to report on my third year as Council Champion for Equalities and Diversity. I have continued to assist with raising the profile of groups that I visit, encouraging them to network with each other and helping to publicize what they offer to the community. Please find attached an appendix to this report provided by Havering council's Corporate Equalities and Diversity Team, for which I am grateful.

The role of Council champions complements the responsibilities of portfolio holders, and other Councillors with designated responsibilities.

Council champions focus on their area of responsibility by:

- raising the profile and demonstrating the Council's commitment to the issue
- promoting effective communication and positive working relationships both within the Council and amongst partners, stakeholders and community groups
- providing positive support, and on occasions constructive challenge, to officers in driving forward the Council's agenda on the issue

### ***Equality***

*This means treating everyone with fairness and respect and recognising the needs of individuals. It is about addressing existing disadvantages affecting how people participate in society.*

*Equality is about ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific 'protected characteristic', including their age, race, gender, disability, religion or belief, or sexual orientation.*

### ***Diversity***

*This means recognising, valuing and taking account of people's different backgrounds, knowledge, skills, needs and experiences*

*Diversity is about human differences and similarities in respect of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is important to see our diversity as an asset and use it to improve our services for everyone living in Havering.*

An equal society protects and promotes equality and freedom for people to live as they choose. This will enable greater community cohesion and allow everyone to flourish in line with their personal aspirations.

"An equal society also removes the barriers that limit what people can do and be."

Thinking about diversity in addition to equality helps to take a broader view of disadvantage to include groups and sub-groups not specifically named in the law, and helps us to understand when disadvantage may be related to something other than the factors identified in law.

## **Funding**

One of the consequences of diminishing Central Government grants for local authorities is that funding for community groups will have to be sought in different ways. Ensemble Community Solutions was established to provide community based charities with an opportunity to join together and bid for grants on a more equal footing with larger national or regional charities and agencies. It is a Special Purpose Vehicle or SPV, a legal entity which can apply for funding on behalf of its member organisations. Any funding obtained is then allocated by the SPV to the appropriate members. At present the SPV is a trading arm of Tapestry Care UK Limited.

There are now 15 groups which have joined the SPV include HAD, HASWA, Havering CAB, Havering Mind and Havering Volunteer Centre.

I have always found that any groups I have visited have given me a warm welcome and have been most appreciative of a Havering councillor showing an interest in them. I think it is very important that this part of our role, engaging and supporting groups is undertaken fully.

I have accepted as many invitations as possible from a variety of groups, for example, First Step, Havering Mind, the Global School of Ministry, HAD and HASWA, but give further details of just two groups (see below). I was also pleased to be invited to the launch of the Over Fifties LGBT Group last year. All the attendees were happy that their need for a social group had been identified. The monthly Havering Over Fifties Forum – HOFF – is the most well informed group in London, or that's what the Chairman always says! I can certainly say I know a lot more about what goes on in Havering since I joined this group, and it was because of HOFF that I first came to visit HAD. Currently HOFF have a project group looking at accessibility issues at Romford Station and an Intergenerational Group which I am a member of.



*Councillor Nunn meeting with members of HAD on Crossrail accessibility*

### **Havering Association for People with Disabilities – HAD**

HAD provides a broad range of high quality services to people over the age of 18 years with physical and sensory disabilities and carers living in Havering and where appropriate, in the surrounding area. They work in partnership with individuals and other organisations and offer strong support to members and their carers. I have been fortunate to attend many of the monthly meetings when a guest speaker is invited. The meetings have covered a wide range of subjects such as Crossrail, Blue Badges and local History. All meetings have promoted interesting discussion.



*Tai Chi Group at HAD*

Also, once a month a special carers' event is held and the last one I attended gave the opportunity to try Tai Chi followed by lunch. Prior to this, on 26<sup>th</sup> April the group went to visit HASWA for lunch and social activities and it was a thoroughly enjoyable afternoon for all. I was pleased to be involved in this and am very keen to bring groups together to learn about each other. Recent workshops at HAD have included British Sign Language and photography. I have taken a keen interest in supporting this group and their events and am pleased that I am now their representative on Havering Council.

### **Havering Asian and Social Welfare Association – HASWA**

I have had a strong link with HASWA for some time now as the group is based in Greenfields in Elm Park, the ward I have the privilege to represent. HASWA provides social and welfare advice, education, healthy living and supports social and cultural needs of Asian communities in Havering. They also cater for all sections of the community, with a specific emphasis on the isolated, disadvantaged and vulnerable Asian individuals. I have attended both health events and celebratory events here including: the Vaisakhi Celebrations in April, The Teeyan Festival in July, Diwali in November and the Christmas lunch in December. I have also tried yoga, a traditional dance class and fitness fusion. All of these classes are truly international.



*HASWA Christmas Party*

Last year I was concerned that HASWA had no involvement in the Havering Show. On making enquiries to the Events Team in the Town Hall, this oversight was rectified and I am pleased to say that HASWA were invited to the show on both days. They had an information/health stall in the marquee which I helped on and a slot each day at one of the performance stages where the general public were invited to watch and participate in traditional and Bollywood dancing.



*HASWA stall at the Havering Show 2016*

I have also introduced Queens Theatre community team to HASWA who described them as a “Little Jewel” tucked away in Havering, I can only concur. As a result of this connection I have attended a meeting with HASWA, Queens Theatre and the National Theatre and there is a possibility of a two year project to be involved in. HASWA have been very appreciative of the interest and support I have given them on behalf of Havering Council, and have named me their ambassador.

All these splendid groups have committed volunteers and could not carry out such a wide range of services without them. I was pleased to see so many people at the Volunteer Awards Event last week being recognised for their volunteering.

Havering Council strives to understand the needs of its diverse communities, focusing on the vulnerable and newer communities. It is envisaged that the proposed Community Diversity Forum will promote consultation and inclusion with all community groups in the future and I will be pleased to play my part in this along with staff and all members of Havering Council.

**Councillor Stephanie Nunn**

## APPENDIX FROM EQUALITIES & DIVERSITY OFFICER

The Council's commitment to Equality & Diversity (E&D) is set out in Fair to All Equality Policy, the Single Equality Scheme Action Plan, Departmental Service Plans, and the soon to be rolled out Equality Framework for Local Government. Related activities are monitored throughout the year by the Corporate Diversity Advisor. This report highlights the main achievements in 2016 – 2017, and sets out some of our plans for the year ahead.

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

The London Borough of Havering comprises of different individuals, families, community groups and lifestyles, but we are one Havering. The Council remains committed to engaging all local communities in its decision-making processes and will endeavour to ensure that everyone experiences a genuine sense of belonging, optimism, dignity and pride. Our burgeoning diversity is a key strength, and this will be reflected in the forthcoming Social Cohesion Strategy (2017 – 2022), which acknowledges our differences, but quite deliberately, acknowledges and celebrates our many similarities and the fact that there's much more that unites than divides us as a borough and community. Once agreed, the principal objective of the Strategy will be:

**'To nurture and promote a unified, caring, healthy and happy borough, where every individual (woman, man and young person) experiences equal life chances, and where neighbours interact, respect, and value each other; regardless of age, disability, ethnicity, colour, gender, marital status, health status, nationality, religion, sexuality, education, or socio-economic status.'**

The objective will be achieved through active partnership working with community and faith leaders, voluntary and statutory services, businesses, the police, schools and colleges, pubs and clubs, and others. Local residents will be integral stakeholders and be invited to directly help to inform and grow the strategy as a living document.

The soon to be established Community Engagement Forum will facilitate effective consultation and involvement, and ensure local residents have the opportunity to fully engage in developing the strategy, influence decisions, and be the driver rather than a passenger towards a better, greater Havering.

The Council continues to develop and refine its demographic data and this will ultimately be held and accessed via the new Data Hub, which is managed by the Policy and Community Development Unit. Accurate data is essential in helping us to

understand the needs of our increasingly diverse borough, and the men, women and young people who make it their home. When fully functional, the Data Hub will be accessible by a range of authorised services; our goal is joined-up data collection and provision.

A series of internal conversations have been held with different departments with a view to improving the information that we collect and use in respect of the people we serve. The Housing department is key to these conversations, especially in respect of future major regeneration projects. We are particularly conscious of gaps in our current data pertaining to newer and 'hidden' communities; such as African, Asian, Faith and LGBT communities. Once launched, the recently proposed Community Diversity Forum will facilitate robust engagement and consultation with these community groups in the future.

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

Carrying out Equality Impact Analysis (EIA) is an important way to ensure public services are provided in a manner that is non-discriminatory, improves equality, and promotes equal life chances for all. This is now an embedded practice across all Council services. The purpose is to examine our plans, services and activities to see whether they are inclusive or not. If they are found to exclude any particular group, then service providers must show what they will do to mitigate the problem. The current paper-based EIA system will in the future become electronic but no less frugal. Robust consultation and data collection will remain integral to the process.

An analysis through the annual service planning process has been carried out and the following suggested EIAs have been identified. Their completion will help the Council in its ambition to attain 'Excellent' status in respect of the Equality Standard for Local Government.

### **Key Suggested EIAs (Equality Impact Analysis) by service include:**

#### Adult Social Care

- Better Care Fund
- Joint Commissioning Strategy
- Care and Support Policy
- Workforce Development Strategy
- Integrated Care Partnership initiative
- Adult Social Care Care Policy
- Commissioning guidance/policy/strategy

#### Children's and Education

- Disability Register
- Children's Centres
- Eligibility for free early years child care
- Procedure for 'Leaving Care; Children in Care; Edge of Care
  
- Complaints procedure
- Social Care Academy
- Unaccompanied children policy
- Commissioning policy
- Fair Access procedures

- Child exclusion policy
- Obesity strategy
- NEET strategy

#### Communications

- Council's Safety Advisory Group
- Communications strategy
- Community events calendar

#### Culture & Customer Access

- Health and Wellbeing Service
- Customer Contact Centre
- The Library Service
- Havering Music School
- The Youth Services Team

#### Development

- Havering Community Infrastructure Levy
- Master Plan for Havering
- Building Control Service
- Housing Zone plans

#### Environment Service Plans

- All existing and planned provision should be assessed, especially in respect of ensuring disability access to public buildings, shopping, leisure, toilet/convenience, nappy changing etc.
- Regeneration and area development plans
- Highways Traffic and Parking

#### Housing Service Plan

- Housing Strategy
- Eligibility/allocation policy and criteria for housing, including sheltered housing
- Estate regeneration plans
- Response and repairs service
- Tree maintenance charging policy (if and when it comes to fruition)
- Homelessness pathway strategy/policy
- Annual Rent and Service Charge review policy

#### Joint Commissioning

- Havering Clinical Commissioning Group
- Joint Commissioning Strategy
- Performance Management Framework

## Policy, Performance and Community

- Community Safety Plan
- Voluntary Sector Strategy
  
- Corporate Policy and Strategy
- VAWG (Violence Against Women and Girls) Strategy
- Prevent Strategy
- ASB Policy
- Major Emergency Plan

## Public Health Community Service Plan

- Commissioning policy and guidance re drug and alcohol misuse, HIV prevention, smoking, obesity, teenage pregnancy, etc
- Integrated sexual health services
- Sexual health promotion
- Obesity Strategy
- Suicide Strategy
- Diabetes prevention
- Havering Health Champion Network
- Drug and alcohol strategy
- Health Impact Assessment template

Registration and Bereavement: all functions of Bereavement and Registration services to ensure diversity and equality principles are intrinsic and visible.

The Learning and Achievement: the service continues to provide support to families of children with SENs. The service addresses SENs in local mainstream provision and supports schools in making provision for a range of needs, including but not limited to, visual impairment, hearing impairment and language difficulties.

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

- **The Domestic Violence Advocacy Project** provides advice and support to domestic violence victims and their families living and working in Havering. 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 Domestic Violence Support Group Service** provides four eight week support groups for female victims of domestic violence living or working in Havering.
  
- **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.

We continue to support **Junior Citizens** by building upon our success of previous years. More than 1600 pupils from year six classes across the borough learn 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. The scheme has run for the past three years and is funded by MOPAC. It has proved very successful, based on student feedback.

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

The translation and interpreting service remains in place and will do so for the foreseeable future. The related policy was refreshed in 2015 to reflect demographic changes and the Council entered into a new partnership arrangement with the Language Shop accordingly. There is a pan-London meeting concerned with the Language Shop which is attended by the Corporate Diversity Advisor who is responsible for monitoring the agreement. A related video conferencing service is currently being developed.

The Unconscious Bias training being rolled out by the Council will lead to improved access to people who may have previously been excluded.

### **Objective 4. Promoting Community Relations and Civic Pride**

The development of the new Community Engagement Forum is intended to enhance community relations. There are also a series of community-facing projects that, if agreed, will do the same. Suggested projects include:

Pride in Havering Campaign; 100 Diverse Lives; Meet My Neighbour; Mentoring for Success; Skill Swap; Good Citizen Programme; Report It!; Havering Voices Choir; Creative Havering; Sporting Buddies; and the You and Me Diversity Challenge. Each project will have clear outcomes and success criteria and appropriate approval will be sought before they are actioned. g a. These projects will promote a united, cohesive community and give visibility and a voice to the borough's 'hidden' communities, including African, Asian, Disabled, LGBTQ, and minority communities of faith. It is envisaged that the projects will largely be developed within existing resources.

As with the planned Engagement Forum, the existing consultation 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.

As previously reported, 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 Havering LGBT+ Forum, which is now established. Its purpose is to:

- a) 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 reported last year that the Havering Compact and Tapestry, the leading charity, were looking at new ways of working to benefit the communities we serve. This has come to fruition as fifteen voluntary and community sector organisations, large and small, have joined together to form a limited company to make funding applications and tender for services that will benefit Havering.

The Compact Forum hosted an event in the spring of 2017 for voluntary sector organisations in which a presentation was given by Steve Moore, Director of Neighbourhoods, on the Havering 'Making London Greater' vision.

Two separate events were held looking at domestic violence and gangs, respectively. These were aimed at professionals in both the public and voluntary sector and were an opportunity to share experiences and good practice.

Havering's Repeat Victim Project goes from strength to strength. Its purpose is to protect the most vulnerable members of our community from telephone scam calls. Over 70 residents now have call minder/protection equipment.

350 staff received 'Prevent' awareness (counter-terrorism) training.

An multi-faith conference was held in May 2017 which looked at how communities can remain inclusive and cohesive in are of the terror threat.

Taxi marshalls, street pastors, and well-trained supervisors continue to offer protection to people enjoying the borough's night-time economy.

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

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

One Source (Human Resources) has agreed to work with the Corporate Diversity Advisor to incorporate equality in the staff induction programme. All revised and new HR policies and procedures will continue to be subject to scrutiny by the Corporate Leadership Team (CLT) Policy Group. There is a proposal under consideration for the development of a Staff Diversity Forum, which, if formed, will play a useful role in helping to look at how we can better respond to the diverse needs of our customers.

The PPC unit will offer training to enable managers and staff to incorporate E&D considerations in their work practices. Special training will also continue to be provided to give staff confidence in how to successfully complete EIAs. Further, the unit will develop an external community engagement forum which will give a

voice to 'hidden' communities. A comprehensive Data Hub is currently being developed and will reflect all the 'Protected (Equality) Characteristics' and much more. All departments will be required to collect and populate data systems,

overseen by the unit. All Council roles will be looked at to see how E&D considerations can be better integrated.

Well trained staff is key to offering fair, inclusive services. The suite of e-learning and face-to-face training offered to staff includes:

- Equality Essentials (everything to do what equality and diversity means in a public service and community setting)
- Unconscious Bias (being aware of how our own biases affect decisions)
- Disability Aware (understanding everything disability)
- Challenging Behaviour (this training includes counter-terrorism learning)
- Equality Impact Assessments (how to complete them successfully)

Once trained, staff will be able to offer a better quality service to residents of the borough.

### **Objective 6. Embedding equalities into business as usual**

Every manager and staff member is encouraged to see themselves as E&D champions. However, formal responsibility for the E&D agenda lies with the Community Safety and Development team and Corporate Diversity Advisor. She/he 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 service development, policies, and key decisions are now subject to an EIA. Cabinet and committee reports also consider relevant Equality and Social Inclusion implications. The EIA template, which is used to inform decision-making, has been improved to include socio-economics and health implications.

## In conclusion

LB Havering is making good progress with its equality and diversity agenda, and the Council's commitment to this important policy will become much more visible in the months and years ahead. The proposal to seek to attain 'Excellence' status of the Equality Framework for Local Government is ambitious and welcome. This will involve the Council, its partners, and the whole community of Havering working together. Havering's work on equality and diversity is integral to making London greater.

## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR HISTORIC ENVIRONMENT 2016/17**

### **Introduction**

I am pleased to be able to present my third heritage champion report - as before, I will not make it too long, in case it deters people from reading it, but will try to include the salient points of matters which have happened over the past year. My thanks must go to Jacqui Barr, for overseeing this report, to Patrick Keyes and the Historic Buildings & Landscape Officer, who I have seen on a regular basis for up-dates on heritage matters, and all the officers, especially the Local History Librarian, for making the heritage of Havering easily accessible to all.

### **Listed Buildings**

Every year, Heritage England publishes a “Heritage at Risk” list of all listed buildings where condition is causing concern. . Last year, we had 10 structures on the list - this year I am pleased to report it has dropped to 8. Of these, three are owned by the Local Authority. They are Upminster Windmill, the Bridge at the Grove and Bretons Tudor Barn/wall. There are three freestanding walls that are always a problem due to lack of maintenance and poor repairs.

The two which were removed from the register are the Stable block at Rainham Hall, now being used as a café, and Parklands Bridge.



*Parklands Bridge (above) and Rainham Hall (right) after restoration*



## Upminster Windmill

Progress on the repair of the mill is on-going, and will continue until Summer next year. Work will take a long time to carry out as there are a large number of repairs to undertake. The Dutch millwright who has been commissioned to undertake restoration is Willem Dijkstra. The Project Team overseeing the repairs includes the Council's Historic Buildings & Landscape Officer, the Chair of the Friends of Upminster Windmill, the Project Manager, the Millwright Consultant and the Conservation Architect. Some members of the team have visited the Millwrights workshop in Holland. They were very impressed with the high standard of the work.



The Visitor Centre is due to open officially in the near future. Completion has been delayed owing to a few snagging problems that are now just about resolved.

## Bretons



The Bretons buildings and open space have been a cause for concern for many years. Recently a consultant has been appointed and a feasibility study has now been carried out. The plans include some imaginative ideas for using the house and barns for weddings, events and other occasions and the stables as a café. It is proposed that the recreation facilities should be moved to the south of the site, which will include a new building for community sports, football pitches and changing facilities. The area along the railway, together with the existing pond, will form a nature reserve. Hopefully this will become a valuable asset to the community.

*Bretons house photographed in the late nineteenth century. Image: Havering Libraries- Local Studies*

## Dury Falls

This 17th century house was previously in use as a nursing home, but after it became vacant the house remained empty for some time and became a cause for concern. Plans have now been passed for the building to be converted into 9 flats, with no real structural alterations.

*Early twentieth century view of Dury Falls*  
Image: Havering Libraries-Local Studies





## Local List

As is the case with all London Boroughs, we have a local list of buildings, compiled so that buildings of local, but not of national, interest can be listed for protection. At present, Havering's list is under review and public consultation regarding the criteria for inclusion will take place later this year. Sadly one building on the list did not survive the old Towers

cinema, which has been demolished to make way for a new Lidl supermarket, much to the dismay of local residents

*Towers Cinema, Image: Havering Libraries-Local Studies*

## Conservation Areas

The idea of having conservation areas is 50 years old this year - I have tried to arrange a special heritage forum meeting involving Historic England to meet all the volunteers who help manage these areas, but so far, it has not been possible .

At present we have 11 conservation areas. I hope to add Noak Hill to this list, to give us the round dozen. Things are not fairing too well with some of our areas, but there is more positive news on others. I must thanks all the civic societies, friends groups and individuals who help to look after our conservation areas for us - without them our job would be so much harder

## Corbets Tey

New pavements outside the shops have been laid, flower beds outside the local pub re-planted and plans for a village sign on the village green. These additions have greatly improved the public space in the area.



Ockendon Road  
Shops before  
Regeneration



Ockendon Road Shops  
after Regeneration



## North Ockendon



The route announcement about for the proposed Lower Thames Crossing is a concern because the proposed route would adversely impact on the natural, local and heritage environment especially the Conservation Area focussed on North Ockendon and the Thames Chase Land of the Fanns. We will take the opportunity to engage with Highways England to explore the scope to make sure the route's adverse impacts are mitigated as far as possible.

St Mary Magdalene Church, North Ockendon. Postcard view,  
Image:Havering Libraries-Local Studies

## Gidea Park



*Early postcard view of Meadway, Gidea Park.  
Image- Havering Libraries-Local Studies*

Still covered by article 4 direction, the Gidea Park Civic Society is flourishing, and take an active interest in their area

## Rainham



Plans for what initially seemed an inappropriate development on the old library site, and social services building have been dropped - we await a new application.

*The old Rainham Branch Library in Broadway  
photographed shortly after it opened as a library.  
Image Havering Libraries-Local Studies*

## **Romford**

Funding has been received for the restoration of our market space, and talks are on-going as to how to spend this money. The Romford Civic society is very active in this debate.



*St Edward's Church Romford*

## **Ancient monuments**

There are three in Havering, these include Dagnam Park Moated Site - pleasingly the plans to have a solar farm in Dagnam Park have been shelved, this would have been most out of keeping. One of our other monuments, the Tithe Barn in Upminster is in a poor state of repair, and might be added to the at risk list next year. The third one is the section of Roman road on Gidea Park golf course.



*Tithe Barn ,Upminster*

## **Historic Gardens**

As you are aware Raphael Park has been refurbished in the past few years, and last year, Langton's was completed - the standard is exceptionally high, with a mock bridge at the end of the lake, and a cafeteria area - it is very well worth a visit. Another one of our historic parks is Clockhouse Gardens and this is still awaiting attention, but hopefully some funding can be put aside for it this year.



*The Lake at Langtons*

## **Historical Societies**

At the Annual General Meeting of the Romford and District Historical Society in April 2017 , after 61 years promoting interest and research into the district's history, the membership made the decision to close the society. The society, through its annual publication Romford Record, leaves a record of Romford's history for future researchers and has played a significant role in support of the historical collection of the Library Service and was instrumental in campaigning for a museum in the town, finally achieved with the opening of the Havering Museum. The Society and its members



have made a significant contribution to civic life in Havering and have fostered an interest and enthusiasm for local history.

The Hornchurch and District Historical Society is facing similar difficulties and is currently seeking a volunteers to continue the work of the organisation.

## **Information**

There is little point in paying attention to our heritage if people cannot access our sites, but Havering Museum continues to be the lynch pin for our heritage, with its many events and talks. The Old Chapel has talks on the second Wednesday of the month and our libraries and our local studies continue with their sterling work.

## **Open House**

Most people have heard of the open house event, normally the 3rd weekend in September. This attracts numerous visitors to many venues in London, including our borough, It provides a fantastic opportunity to visit places which are normally shut to the public, or attend walks to hear about the places which you think you know well, then realise that perhaps you do not.

## **Archaeology**

With the repair ongoing to Upminster Windmill, our local archaeology group have now had opportunity to concentrate on planting up the Victorian garden, which will be part of its restoration. A family day is planned for mid-July to promote interest in this activity.

## **Plaques**

Havering is one of a few London Boroughs without a Blue Plaque. Several possible candidates including the transport entrepreneur Edward Hillman, the seventeenth and eighteenth century scientist Rev William Derham and the suffragette Henria Williams have not met the criteria of English Heritage. The London Blue Plaque system is awarded posthumously on "buildings humble and grand" honouring "the notable men and women who have lived or worked in them". I should be pleased to receive any suggestions for consideration.

## **Miscellaneous**

Every year RIBA give awards for outstanding work in architecture, and I am putting the refurbishment of Upminster Convent forward for the appropriate award. Romford war memorial and Coronation Gardens are due to be refurbished. Plans look interesting, so I am looking forward to reporting on this further next year.



We are still without a proper Heritage Officer for our Planning Department, but are using a service called Place Services - this seems to be going well, and can I please ask all my fellow members on plans to bear their advice in mind, when making their decisions.

**Councillor Linda Hawthorn**

## Havering Libraries Local Studies and Family History Centre 2016-2017

From April 2016 the Local Studies and Family History Centre opening hours changed. The service is now open to the public 21 hours per week and an additional 6 hours on the second Saturday of each month.

Local Studies continues to support individuals and organisations in their local and family history research, with 1,458 visitors and more than 1,000 enquiries via visit, email, letter and telephone between April 2016 and March 2017. The service has also supported work in other Council departments, supplying images and information for *Living* magazine, Parks and South Essex Crematorium as well as assisting researchers preparing plans for redevelopment in the Borough.

### Staffing

There is one full time member of staff in Local Studies. The Local History Librarian is assisted by volunteers. Existing volunteers have continued to help sort, repackage, digitise and catalogue images in our collection to make them available online.

New volunteers have been recruited to assist visitors to Local Studies and they are helping with family history and local history enquiries. Volunteers are also carrying out research to enhance catalogue information and in preparation for exhibitions and other projects. All new volunteers have attended three two hour Local Studies training sessions and have completed a set of questions designed to build on the information and skills in the training sessions.

### Digitisation

Digitisation of images and other material in the collection continues. The images are available to view in the Havering Libraries' catalogue available online through the Libraries' webpages <https://arena.yourlondonlibrary.net/web/havering/welcome>.

### Talks, exhibitions and visits

The Local History Librarian has given a number of talks about the collection including ***Raphael Park 1901-1905- the Making of Havering's First Public Park*** at the park and to the London & Essex Heritage Club and a presentation to the AGM of the Havering-atte-Bower Conservation Society showing unique views of the village donated to the collection during 2015/2016. Four classes from Mawney Foundation School visited for sessions exploring Havering in the Second World War.

A range of small scale displays have been shown in the Local Studies display area including the touring exhibition for Upminster Windmill, a re-display of the ***Upminster Windmill Bi-Centenary*** exhibition and ***Images from Glass-Victorian and Edwardian photographs of Havering from glass plates and lantern slides***.

Raphael Park 1901-1905  
The Making of Havering's first Public Park



Free illustrated talk by  
Simon Donoghue, Havering Libraries' Local History Librarian

Wednesday 20<sup>th</sup> July 2016 @ 2.00pm  
In Community Room next to Raphael Park Lodge

Space is limited, please book your space by ringing Havering Parks and Open Spaces on 01708 434743 or e-mailing [Parks@havering.gov.uk](mailto:Parks@havering.gov.uk)

 

## Additions to the collection

There have been 32 donations of items or collections made to the collection during the 2016/17 Council year. Highlights include **2016/11 Romford Brewery Company - Ian Peaty Collection** which includes photographs of the Brewery and public houses owned by the brewery particularly between the 1950s and 1980s.



View of the new development at Romford Brewery in 1960. Waterloo Road is on the left

**2016/21 Don Poole Collection** The family of former Rainham councillor Don Poole also donated a collection of photographs and other material relating to his role as a councillor and involvement with Rainham Carnival.



Broadway, Rainham 1960s

**2016/28 Hornchurch photograph albums** this set of photographs and photographic copies of postcards has enhanced the views of Hornchurch available to researchers. **2016/29 Havering Council Photographs** - a significant collection of Havering Council photographs primarily covering the 1990s and early 2000s has also been transferred to the collection.

## Online

**Home Front Havering**, our online diary of life in Havering during the First World War has continued to be updated monthly. <https://arena.yourlondonlibrary.net/web/havering/world-war-one-diary>. The diary covered William Leefe Robinson's shooting down of an airship flying from Hornchurch for which he was awarded a VC, the explosion at a munitions factory in Rainham in September 1916 and details the loss of local men fighting on the Somme.

**13<sup>th</sup> October** Wulstan Tempest awarded the DSO for his actions flying from Hornchurch on 1<sup>st</sup> October 1916

**14<sup>th</sup> October** Presentations were made at the Grey Towers Camp, Hornchurch to Captain William Leefe Robinson VC, Lieutenant Frederick Sowrey DSO and Lieutenant Wulstan J. Tempest DSO *"in recognition of their gallantry in destroying Zeppelins and in grateful appreciation of their splendid services to the country"*.

The presentations were in the form of silver cups. The presentations were made by W.J. Legg Chairman of the Parish Council and Mr Thomas Gardiner JP CC presided and during his speech remarked *"that everybody in Hornchurch desired to have a part in making the gift to Captain Robinson and something between 2,000 and 3,000 individual subscriptions had been received"*. After Lieutenant Sowrey had shot down a second airship from Hornchurch, Captain Robinson had written a letter suggesting that he should share in the gift, which the Committee agreed to. When they learned of Lieutenant Tempest's actions they wished to present him with a gift too. Though Lieutenant Tempest was unable to attend as he was on duty, his comrades were enthusiastically received by the large gathering to honour them received.

War Office,  
13<sup>th</sup> October, 1916.

His Majesty the KING has been graciously pleased to appoint Second Lieutenant Wulstan Joseph Tempest, General List and Royal Flying Corps, a Companion of the Distinguished Service Order, in recognition of conspicuous gallantry and devotion to duty in connection with the destruction of an Enemy Airship.

London Gazette 13<sup>th</sup> October 1916



Captain Leefe Robinson receiving his cup from W.J. Legg of the Hornchurch Parish Council. Mr Gardiner, JP CC is in the photograph alongside Lieutenant Sowrey.



Another view from the presentation at Grey Towers. The New Zealand flag is clearly visible below the three silver cups and Lieutenant Sowrey.

A typical page from **Home Front Havering** from October 1916

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

## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR OVER 50's – 2016/17**

The London Borough of Havering has the highest proportion of residents over the age of 65 in London estimated at 45,859 people, which is approximately 18.4 per cent of the total Havering population (249,085). It is vital that this age group stays as active and independent for as long as possible.

### **Social Isolation Project**

The Social Isolation Project concluded in November 2016. The project took a Community Navigator (CN) approach to supporting socially isolated Older Adults in the community.

The CN's supported clients to set their own goals relating to social inclusion. Key to the approach was the CN ability to provide information and advice to the clients, helping them overcome the barriers which had previously prevented them from independently accessing social networks. Additionally, the CN's were able to provide practical support to attend social activities with clients, to increase their confidence and sustain the networks.

The project was able to provide evidence in line with each of the Project Outcomes using data collected through the client outcome measure and spread sheet data analysis.

The project exceeded the original goal for number of client seen, with 138 assessment carried out. Full intervention was undertaken with 50 clients. Some clients only requested initial advice and information, these clients were monitored as a control to assist with understanding this client groups needs.

These clients provided key data on the process, approach and client needs;

- This project was able to evidence that a personalised approach with layers of support can reengage Older Adults with their community and report positive outcomes as a result.
- To be effective CNs need to be knowledgeable about their local community, be skilled in motivating others and have the capacity to provide Older Adults with time needed to support appropriately.
- The comparison between the cohort and control groups evidenced the significant impact mobility and condition management can have on Older Adults motivation to engage.

- This approach is dependent on a diverse and accessible range of community activities, affordable transport options and a personal assistant offer that can support Older Adults varied needs.

This is valuable data to enable intelligent commissioning when developing new services to meet our community's needs and the evidence from this project has informed key pieces of work going forward;

- Social Reablement Pilot – the Community Navigators are working alongside the new Reablement Service to provide support to client as part of their reablement service post discharge. The focus of this approach is to help clients regain confidence to maintain, or engage in new, social networks. This project will run from April 2017 to April 2018.
- Support Planning Pilot– the Community Navigators are working with Older Adults who have an eligible need under the Care Act for social inclusion. This approach focuses on using a Direct Payment and Personal Assistant to enable the Older Adult to go into the community to develop and sustain social network relevant to their interests.

These projects will continue to provide valuable information to inform service development. If you would like any further information on the Social Isolation Project or the current projects, please contact Samantha Saunders, Senior Projects and Commissioning Manager.

I had the privilege of sitting on the Project Board throughout the project and was impressed with the thoroughness of the methodology employed which has enabled the outcomes to be measurable and inform future work.

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

Mayor's Office for Policing and Crime (MOPAC) funding was used once again 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 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. These sessions are very popular and regarded by the audience as very worthwhile.

This third tour of **School for Scammers**, was delivered from December 2016 through to January 2017. Primarily the focus was those aged 60+ as can be seen below and people who could be especially vulnerable.

<b>Date</b>	<b>Group</b>	<b>Audience</b>	<b>Participants</b>
8 <sup>th</sup> December 2016	Garrick House, Sheltered Housing, Hornchurch, RM12	Mixed Aged 65+	25
10 <sup>th</sup> January 2017	Thomas Sims Court Sheltered Housing, Hornchurch RM12	Mixed Age 70+	15
11 <sup>th</sup> January 2017	Ardleigh House, Community Association, Hornchurch RM11	Mixed Age 60+	82
12 <sup>th</sup> January 2017	Holsworthy House Sheltered Accommodation, Harold Hill, RM3	Mixed Age 65+	11
18 <sup>th</sup> January 2017	St Peter's Church, Good Companions Luncheon Group, Harold Wood RM3	Mixed Age 60+	58
Total 5 Performances			191

A total of five performances presenting to 191 adults took place around the Borough:

A bid for five further sessions has been made for 2017/18 and the Safer Neighbourhood Board is awaiting approval.

## **Visbuzz**

Visbuzz is a video calling tablet provided to Older Adults living in the community. This project was carried out across 5 London boroughs and was part funded by London Councils. The objective of the project was to reduce social isolation for Older Adults, by providing them with a video calling tablet so they could have easy contact with friends and relatives. LBH provided 35 tablets to Older Adults known to Adult Social Care. As this was a pilot project there was a number of technical issues that were worked through to enable clients to have effective use of the system. The clients experience was recorded in a self-reporting questionnaire. These questionnaires have been submitted to London Councils for evaluation and we are currently awaiting the results. The project concludes at the end of June 2017.

## **Free Swimming for Over 50's**

The scheme is still flourishing and user statistics for all pools across the Borough showed that there were a total of 11,813 free swim visits between April 2016 and March 2017. There were 8,081 free swims at Hornchurch Sports Centre; 3,419 at Central Park Leisure Centre and 313 at Chafford Sports Complex. There were 227 free swims undertaken by residents over 80 years of age.

## **Havering Over 50's Forum**

I have attended meetings of the Havering Over 50's Forum regularly over the past year and the Forum continues to be well supported and an important means of communication and information sharing.

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 Healthwatch, Open Locksmith, the Police and Fire Services as well as various bodies offering advice on how to access services. Senior Council Officers, including the Chief Executive, the Chief Operating Officer, the Director for Adult Health Services and Planning Officers came to meet with the group to inform them of initiatives taking place across the Borough

There were also opportunities to socialise and the Forum enjoyed a canal boat trip around the Olympic Park, a Garden Party attended by the Mayor of Havering and Chelsea Pensioners and an evening at Romford Greyhound Stadium.

## **“Techy Buddies”**

Nine of our ten libraries have volunteers offering IT support to residents. These range from drop in sessions, appointments, to short courses. They are either weekly or monthly. Residents are offered support by accessing the library PCs or by bringing along their own device e.g. Laptop, tablet, Smart phone.

## **Casework**

A significant, ongoing issue during the course of the year was Council communication with the over 50's regarding the renewal of green waste bins. Many of the people affected by the switch to online renewals felt that changes had been made without prior consultation. I requested that both the Chief Executive and the Chief Operating Officer came to speak to the Havering Over -Fifties Forum to hear residents' concerns. As a result of these discussions, significant modifications have been made to the service. The green waste bin renewals now take place over a phased period of time on a postcode basis and do not all have to be completed by 1<sup>st</sup> April. The option remains to renew waste bin subscriptions online, but in addition, there is a dedicated telephone number whereby residents can pay using credit or debit cards. Although the telephone line is only available for a limited period of time, it represents a considerable and successful shift in policy and an example of how meaningful dialogue with residents can improve and inform Council services. So far, 19,854 have renewed (out of approx. 25,000 customers). Of this, 54% (10724) have renewed online, 18.8% (3732) renewed via the automated payment line, and 25.9% (5145) have renewed via the dedicated telephone line. The remaining 0.1% renewed in the PASC (20) & 1.2% (233) renewed via the online request for change in service form.

I was invited as Champion to attend one of the Sheltered Housing quarterly meetings, called "SHOUT". The representatives from each Sheltered Housing unit are elected by the residents. I was there to talk about being the role of Champion and the Havering Over Fifties Forum.

### **LGBT Group for the Over 50's**

An exciting innovation over the past twelve months has been the introduction of an LGBT Group for the Over 50's, a group that may have felt particularly isolated. The introductory meeting included Councillor Donald who facilitated this group, Councillor Nunn, the Champion for Equalities and Diversity and myself. The group meets monthly and has enjoyed social events and an outing to the Tate Modern Gallery and I have no doubt that membership will increase in the future.

### **Inter-Generational Project**

I, together with Councillor Donald, the Champion for Younger Persons and Cliff Reynolds, Chairman of the Havering over Fifties Forum and with significant support from officers, have established an Inter-Generational Project. Still in its early stages, we are working with representatives of these groups for mutually beneficial discussions.



So far, there have been two meetings between 6 and 11 young people and up to 12 older people.. Feedback analysis from the first two sessions has been extremely positive. It has been agreed that the group will meet every six weeks and a list of topics has been suggested for discussion (free time, mobile phones, comedy and the Press). It is an exciting new venture and I hope it will continue to grow and prove very popular in the Borough.

**Councillor Linda Van den Hende**

## ANNUAL REPORT FOR THE MEMBER CHAMPION FOR THE VOLUNTARY SECTOR COMPACT 2016/17

### Funding

The following external funding was successfully secured for the following organisations through the Community Development Team:

Awards for All: Start up, stationary & marketing costs	£5,926.94	Havering Volunteer Centre	April 2016
Big Lottery – Big Celebration programme: Volunteers Recognition Event during Volunteers Week	£9,599.00	Havering Volunteer Centre	August 2016
Veolia Trust - Hall toilet & kitchen refurbishment	£31,000.00	ArdleighHouse Community Assoc.	January 2017
Awards for All – Fire doors	£6004.00	Ardleigh House Community Assoc.	November 2016
Awards for All – Electrical works throughout Centre	£9750.00	Harold Hill Community Assoc.	December 2016
Awards for All – Kitchen replacement	£8950.00	ROYALs Centre	December 2016
Veolia Trust Toilet refurbishment	£15,584.00	South Hornchurch Community Assoc	March 2017

### Community clean ups

As part of the Cleaner Havering campaign during April 2016 – March 2017, 58 registered community clean ups took place across the Borough involving 465 volunteers.

These community clean ups involved participants from the following:

**Churches:** The Good Shepherd Church, RCCG Testimony Assembly Church, Arise Metropolitan Assembly Church;

**Uniformed Groups:** 6<sup>th</sup> Squirrels Heath Beaver Scouts, 2<sup>nd</sup> Collier Row Beavers, 5<sup>th</sup> Hornchurch Guides & 14<sup>th</sup> Hornchurch Brownies,

**Schools:** Crownfield Infant School, Wennington Residents Assoc., Sanders School,

**Businesses:** Tesco Roneo Corner, Network Rail, Interserve

**Community organisations:** New Windmill Hall Community Association, Ardleigh House Community Association, Havering Volunteer Centre – the Secret Garden project;

**Community Groups:** various Friends of Parks

**Residents:** congregation members of St. Andrews Church (Hornchurch) and Wennington Residents Assoc.

### National Make a Difference Day - 22<sup>nd</sup> October, 2016

As part of this national volunteering day, volunteers from the New Windmill Hall Community Association undertook a community clean up at the Hall to clear the front garden bed and the surrounding grounds around the Hall from weeds, leaves, litter and cut back overgrown reed plants. With 10 volunteers taking part, they cut back and weeded the front garden bed and 4 smaller beds along the side of the hall. Leaves were raked from the 2 grass areas at the front of the building and around the perimeter of the building. Litter was picked up and 30 bags of waste collected.



**Photo: Volunteers from the New Windmill Hall Committee & Horticultural Group and the Havering Volunteer Centre**

## **Employers Supported Volunteer Scheme**

In September 2016, Network Rail staff approached the Havering Volunteer Centre looking for a staff team volunteering opportunity. Havering Volunteer Centre were able to place them at the Garden for the Blind (Secret Garden), Harrow Lodge Park, Hornchurch. This communal garden had been previously cared for and maintained by volunteers. Unfortunately, when the lead volunteer moved to another area there was no one to oversee the weekly maintenance programme for both the garden and the volunteers and maintenance to the garden stopped and the garden was closed to the public for a number of years.

On Friday 7<sup>th</sup> October 2016 the Network Rail team, Volunteers from Havering Volunteer Centre and LBH Parks Team worked to rejuvenate the sensory Garden for the Blind (locally known as the Secret Garden) in Harrow Lodge Park, Hornchurch, through weeding the beds, cutting back shrubbery and replanting the beds with sensory plants. On Saturday 8<sup>th</sup> October the garden was re-opened for all to enjoy and remains open. This project has encouraged volunteers to come forward to maintain the garden. Network Rail staff have adopted this garden as part of their employers supported volunteer scheme and revisited the garden on Friday 21<sup>st</sup> April 2017 to undertake further work in the garden. The volunteers repainted raised plant beds, weeded, cut and cleared shrubbery.



**Photo: The Mayor Phillipa Crowder, Network Rail Team, and Havering Volunteer Centre CEO Shelley Hart & volunteers on Friday 7<sup>th</sup> October 2016.**



**Photo: Friday 21<sup>st</sup> April, 2017, Network Rail Staff revisit to further rejuvenate the Garden**

### **Compact**

Havering Compact Steering Group held its first Annual General Meeting on 22<sup>nd</sup> November 2016 during this time the Compact Steering group has continued to meet on a regular basis, has helped raise the profile of London Borough of Havering procurement events and training events and is endeavouring to ensure that the voluntary and community sector is aware of the London Borough of Havering strategic developments around service delivery.

A key initiative that the steering group were instrumental in supporting and facilitating consultation is the formation of a Special Purpose Vehicle (SPV) for Havering Charities to join. This initiative has been promoted by the charity Tapestry and has successfully been established with fifteen Havering Charities joining Ensemble Community Solutions Ltd. At the latter half of 2016 quarterly Compact Forum meetings were introduced to engage, open up dialogue and participation with the wider voluntary and community sector. This

creates opportunity for all charities to have a voice and for them to have an input into the steering group. It also helps the steering group hear directly from charities.

The Compact is beneficial to both sectors, and is helping to establish a framework for good partnership working. There has been a monthly e-newsletter, this is a two way vehicle to exchange information, training opportunities, detail information on collaborative working, and good news stories and case studies. The number of subscribers stands at 1724 and continues to increase.

### **Ensemble Community Solutions Ltd**

Ensemble is a company created as a Special Purpose Vehicle (SPV) championed by Tapestry and supported by Havering Compact.

The SPV is designed to provide community based charities with an opportunity to come together in order to bid for grants and tenders and to be able to compete with larger, national or regional charities and agencies. It is a wholly owned subsidiary of Tapestry Care UK with the aim to secure funding and investment on behalf of local charities delivering services to local people.

In 2016 a series of consultation meetings were held with the third sector and a meeting with City and Hackney who have established a successful SPV.

Fifteen Havering charities have joined as members and have formed the Advisory Group which has met regularly to prepare a social care tender application which was submitted in Spring 2017. In addition Ensemble has partnered with London Borough of Havering to submit an application to a large external funder. Outcomes on these are awaited.

### **Active Living e-newsletter**

The Active Living email update continues to be produced on a monthly basis and provides information on events, activities, groups and clubs, services, volunteering 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.

### **Community Directory**

A new source of information in the form of an online directory providing two access levels, a secure area for education professionals and an open area which the general public are able to search for community and voluntary organisations details. All members of the VCS database were migrated to the new system and encouraged to set up an account which allows full ownership rights to view their organisation profile and for updating the organisation details and information. The directory went live in March 2017.

### **Voluntary Sector Survey 2017**

The Voluntary Sector Survey has been sent to 140 voluntary and community organisations in mid-May 2017. The deadline for this is June 30<sup>th</sup> with a possible extension to 14<sup>th</sup> July to align with the School Summer Holidays to achieve the best possible response rate.

The 2017 survey will include sections on finance, training needs, volunteering and resources amongst other things.

### **Voluntary and Community Website Section**

Since January 2017, the Voluntary and Community Section (VCS) of the website has seen 4772 visitors, 3258 of which are unique visitors. The most popular section of the VCS website is the volunteering section, with 1800 visitors in 5 months.

The second most popular page is the Grants and External Funding section, which has seen a 72% increase compared with the previous 6 months, which is likely as a result of the new funding insight updates that are posted weekly.

### **Available Grant Funding**

Since November 2017, a weekly update is posted on [havering.gov.uk](http://havering.gov.uk) of new and open grant funding opportunities. There are currently over 100 available grants for organisations in Havering. Whilst the criteria for these grants are often specific, organisations known to us who may benefit from an open grant are informed of opportunities as they become available.

### **Grantnav research**

Grantnav is an online database which allows us to search and explore UK grant data from 28 different funders on a borough by borough basis. This database will expand in the future to include more funders, giving us a greater picture of grant funding invested in the borough since 2010.

Analysis of the data for Havering has demonstrated that between 2005 & 2010 Havering received £3,326,967 from 132 grants. The biggest funder has been the Big Lottery Fund which has given 118 grants to the total of £2,809,616.

### **Library Volunteers**

The library service has continued to recruit volunteers to support and assist the service and exceeded the target of recruiting 380 volunteers.

The range of volunteers is very diverse including all ages from 13yrs upwards.

Volunteers cover a range of roles for example;

Shelving

Meeter & Greeter

Reading Buddies

IT support

Housebound Heroes

The latter is one of the most demanding as volunteers are required to deliver books to customers who cannot visit the library themselves. The volunteer might often be the only person the customer sees in a day.

As part of the National Volunteers week a number of Library volunteers were recognised for their outstanding achievements and the difference they make to the lives of so many in Havering.

The Library Service also has an annual Thank You event to acknowledge the contribution and commitment of all its volunteers as well as starting to arrange events for the volunteers to socialise together.

### **Events and Networking**

During the course of the year, I have attended several events in the Borough and met with many organisations, including the Chief Executive of the Havering Citizens Advice Bureau, the Scheme Manager from Home Start Havering who I assisted with funding applications, the Trustees of Havering Sight Action Team, who explained the work they do in hospitals and who asked for support and suggestions with networking and members of the Rush Green Community Centre.

I attended events with the Carers' trust in the YMCA building and a launch day for the Family Mosaic. In May, there was an event held in Romford Market place to raise

awareness of Mental Health where I met with several volunteers from HUBB, Havering Shared Lives and Havering Association for People with Disabilities.

In closing, I would also like to acknowledge the work of the Lennox Children's Cancer Fund, a local charity who are celebrating 25 years' of service to the Borough this year.



*Photos from Mental Health Awareness Event in Romford Market Place, May 2017*



**Councillor Viddy Persaud**

## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR YOUNG PEOPLE 2016/17**

Top 5 priorities of young people in Havering:

- 1. PSHE curriculum to prepare for life**
- 2. Better public transport**
- 3. Lowering the voting age to 16**
- 4. Tackling racism**
- 5. First Aid education for all young people**



*Havering's democratically elected Victor Sarpong MYP making the case for a "Curriculum for Life" at the Prime Minister's dispatch box in the House of Commons*

## **Introduction**

As Havering's demographics become younger and more diverse, this report attempts to reflect the positive contribution of young people in Havering over the last year.

I am exceedingly pleased to have met so many our Borough's talented young people and learned so much about their lives and the challenges they face in an ever-changing part of north-east London.

I am also very privileged to have led and facilitated some of the projects highlighted, including those of Havering Youth Council and Havering LGBT+ Forum.

The Vision of Havering as part of a Greater London must recognise, and be driven by, the priorities, skills, and desires of our Borough's youth.

With new developments across the Borough, including in Romford and Rainham, and with Havering College of Further and Higher Education's new "Vision for 2020", the opportunities exist for us to work closely with youth and educational organisations to transform Havering into a campus of learning and a cultural hub where young people can thrive, contribute to, and benefit from our local economy.

**Cllr Alex Donald, Member Champion for Young People**

## Youth Council/Youth Parliament



Havering Youth Council (HYC) and Havering Youth Parliament (HYP) attended Conventions in London organised with the British Youth Council (BYC) for Make Your Mark (MYM) Campaign 2016/17.

MYM is a UK-wide ballot which gives young people aged 11-18 the chance to decide what Members of Youth Parliament (MYPs) should debate and vote on. Most secondary schools participated including 2 Special Educational Needs schools, Home Educated and Youth Centres. In 2016 Havering achieved just under 6,000 votes.

Havering's democratically-elected MYP Victor Sarpong was also elected by his peers at BYC as Debate Lead to represent London at the House of Commons. Victor made the summary speech at the dispatch box for a PSHE curriculum to prepare all young people for life.

Both Victor and Eddie O'Sullivan – also MYP for Havering – made a powerful case to lower the voting age to 16 with Chris Skidmore MP, Minister for the Constitution, Andrew Rosindell, MP for Romford, and with Havering Over 50s Forum.

Both HYC and HYP met with young people from the Children in Care Council to work on a project with the Local Safeguarding Children Board (LSCB) on online safety. The views of HYC and HYP were incorporated into a video shown at the LSCB Conference in October 2016.

## UN Youth Day

On 12<sup>th</sup> August, young people across the world marked the United Nations' International Youth Day. The theme was "*The Road to 2030: Eradicating Poverty and Achieving Sustainable Consumption and Production*".

Liaising with Cllr Donald, representatives from HYC, HYP and Havering College of Further and Higher Education gave a presentation to the Mayor of Havering, Councillors and officers on the direction Havering should pursue in taking on the environmental challenge.



**Lucy Mason, President of Havering College of Further and Higher Education Students' Union (far left), joins Eddie O'Sullivan MYP, Cllr Donald, and Victor Sarpong MYP to bury the time capsule at the front of Town Hall.**

A time capsule was buried at the front of the Town Hall containing items relevant to food waste, sustainable transport, and messages to the future. The capsule is due to be reopened on 12<sup>th</sup> August 2030.

## Musicians of the Year

Two exceptional musicians from Havering Music School played their way through the finals to be awarded at the Young Musician of the Year Awards. Keenan Ngo, 18, won Havering Young Musician 2017 with Chopin's *Fantaisie-Improvisation Op. 66* on piano. Caitlin Chan, 9, from Engayne Primary School won Havering Junior Musician 2017 with Cassado's *Requiebros* on the cello.



**Keenan Ngo (right) and Caitlin Chan (centre) with the Mayor of Havering**

## Sport

Para Active Multi Sport free sessions for young people with learning, sensory and physical disabilities run weekly at the YMCA Romford over a 30 week period. Young people can get involved in archery, dance, wheelchair basketball, football, tennis, and boccia.



**Paralympian Swimming World Champion and Hornchurch resident Amy Marren has inspired young people in Havering to take part in sport**

Young women are encouraged to get involved in sport with the Us Girls programme. This summer's programme includes basketball and mother/daughter yoga.

Game play and involvement are the focus for "at risk" young people age 13 and over where the barriers of time and travel distance are reduced. Football and dodgeball activities are delivered to Harold Hill and Rainham.

## Young Professionals Network



**Young professionals mingle at The Retailery, Romford Market**

A new networking group for young talent aged 18-35 was launched to help develop further business growth in our Borough and pave the way for the wealth of young talent in the area.

Havering Young Professionals Network (HYPN) was founded by local businesses Haines Watts, Evans Insurance, and Mullis & Peake LLP. It meets monthly and brings together local young professionals in an informal social setting where skills are built and contacts are made.

## Youth Theatre



**'Our House' cast where QYouth members took leading roles**

QYouth is the Queen's Theatre youth group where young residents are given the tools to gain confidence, meet new friends and develop communication skills. This year, the project celebrated its 25<sup>th</sup> anniversary with a reunion where members caught up with old friends and shared memories.

Over the last 25 years, QYouth has created over 95,000 engagement opportunities for young people.

Terry Abbott, youth theatre tutor and founder, said: *"We began youth theatre in 1992 with seven members. I wouldn't have believed that 25 years later it would have grown to become part of the core work of the theatre consisting of over 150 members a year."*

## EU Intercultural Sport

A group of young people in Havering have been given the opportunity of a lifetime to participate in the 2017 European Street Festival in Denmark at the end of June 2017.

The festival sees more than 25,000 entrants with the theme "social inclusion". The purpose is to promote solidarity, tolerance, and mutual understanding using street sport as a tool, as well as share and produce knowledge of



young people's role in EU democracy.

## Miss London City



**Rebecca Smith (centre)  
raising money for good**

Rebecca Smith, 23, from Romford won the title of Miss London City 2016 and has gone on to represent our city across the UK. At a Live Glittering National Crowning Ceremony at The Hilton London Tower Bridge on 27<sup>th</sup> August 2016, Rebecca also won the title of Miss Charity 2016. Rebecca continues to raise money for children's charities Great Ormond Street, Brainwave, and Cancer Research UK.

## LGBT+ Youth Group

Havering Council, Havering LGBT+ Forum and Eastside Youth launched a new monthly youth group for lesbian, gay, bisexual, and trans (LGBT+) young people, including those questioning their sexuality and gender, aged 13 to 19 who live, work, or study in Havering.

This follows the closure of the MyPlace Centre-based LGBT+ youth group IMIX in 2016 which led HYC to commission a questionnaire from the group's members.

The results found that 100% of respondents agreed IMIX was a safe space where *"they could be themselves"*, and 71% said it had increased their confidence. Alarming, 100% also said that they *"do not feel safe to 'come out' in Havering"*,



**Members of Havering LGBT+ Forum, Eastside Youth, Metropolitan Police, NHS, and Havering Council at the launch of the new youth group.**

while 57% said they have been physically attacked through homophobia (all of whom did not report this to the police).

With the launch of the new youth group, our Borough is sending out a strong message that Havering values equality and LGBT+ young people are welcome and are encouraged to be proud of who they are.

## Intergenerational Dialogue

HYC and Havering Over-50s Forum have brought together our Borough's young and older people. Working in collaboration with Cllr (now Mayor) Linda Van Den Hende, Member Champion for the Over 50s, and with the help and support of our Borough's elected local youth representatives Victor Sarpong MYP and Eddie O'Sullivan MYP, and Cliff Reynolds who chairs Havering Over-50s Forum, this new forum encourages members to share ideas, talk about their differences, and learn from each other's experiences growing up in very different, yet surprisingly similar eras.



**Members of Havering Youth Council and Havering Over-50s Forum stand united in shared values**

## US-UK Relations



**Joseph Howes will fly to Chicago this summer to represent the UK**

Joseph Howes, 17, from Hornchurch was selected from hundreds of young people across the UK to be an ambassador in the USA for the Hummer Tuttle Foundation and Windsor Fellowship' UK-US Youth Dialogue Programme. As part of the programme, he will stay in Chicago this summer with an American family and will give a presentation in front of the UK Ambassador.

Joseph is a member of HYC who went to Sanders School, and is currently studying at Havering Sixth Form College with the aim of going to Oxford University next year.

## **MYP Achievements**

Eddie O'Sullivan MYP attended UK Youth Parliament Youth Voice Leadership weekend in Kent organised by BYC. As a returning MYP, Eddie attended workshops and made links/contacts with new MYP's from other boroughs over London and the Country.

Eddie is also a member of the Safer Neighbourhood Board and contributes to meetings.

Both Eddie and Victor Sarpong MYP raised awareness of Child Sexual Exploitation Campaign Week on 13<sup>th</sup> March by speaking on local radio station Time FM.

Eddie, Victor, members of HYC, HYP, and local secondary school students attended WE Day in March 2017. WE Day is a yearlong educational program where "WE Schools" work together to empower young people to be drivers of social change. At the heart of the project 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, and attended by 12,000 young people

## **MYP Consultations**

Young people in HYC and HYP contributed to the following consultations:

- Child House Project from Kings College London
- NHS 111 from the Havering Clinical Commissioning Group
- Obesity Strategy from Havering Public Health
- Youth Service aspirations from London Borough of Havering
- Virtual Reality project to tackle emotional health and wellbeing, including a new Secret Silent app – a free, safe and anonymous social space for young people aged 11-19 to share their thoughts and feelings.

**Councillor Alex Donald**