



**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 30 July 2014**  
**(7.30 - 8.45 pm)**

**Present:**

Councillor Roger Ramsey (Leader of the Council), Chairman

	<b>Cabinet Member responsibility:</b>
Councillor Robert Benham	Environment
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Meg Davis	Children and Learning
Councillor Osman Dervish	Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Damian White	Housing

Councillors Ray Morgon, Nic Dodin, Jeffrey Tucker, David Durant, John Glanville, Philip Martin, Keith Darvill and Steven Kelly also attended.

There were ten members of the public and a press representative present.

There were no disclosures of pecuniary interest.

The Clerk, on behalf of the Chairman announced the evacuation procedures in the event of an Emergency

Unless otherwise indicated, all decisions were agreed unanimously without any Member voting against.

The Chairman welcomed those present to the first cabinet meeting since March and the first of the new Administration. He said that he was pleased to announce that it coincided with the opening of Rainham Library and whilst recognising that the future was likely to be difficult, he hoped that the efforts of Members and officers to overcome those difficulties would be successful.

**1 MINUTES**

The minutes of the meeting held on 19 March 2014 were agreed as a correct record and were signed by the Chairman.

## 2 REQUISITION OF CABINET MEMBER DECISION REGARDING PRIMARY SCHOOL EXPANSION PHASE II

*Councillor Roger Ramsey, Cabinet Member for Value, introduced the report and Meg Davis, Cabinet Member for Children & Learning, provided additional information*

The report was intended to inform Cabinet of the outcome of the consideration by the Children & Learning Overview and Scrutiny Committee of the requisition of the decision of the Cabinet Member for Children & Learning and Cabinet Member for Value made on 15 May 2014 concerning expansion plans for primary schools across the borough.

At its meeting on 24 June 2014 the Children & Learning Overview and Scrutiny Committee partially upheld the requisition and Cabinet was therefore invited to review the matter.

Councillor Roger Ramsey informed Cabinet that the issues surrounding Parsonage Farm Primary School had made it important that officers review their earlier decision about expansion there and report back to Cabinet on 24 September. He announced that some £500,000 had been made available for the Rainham area and this could be used to facilitate possible expansion at Rainham Village Primary School – depending on the outcome of a feasibility review and subject to consultation.

Councillor Meg Davis added that she had visited both schools and was confident that both leadership teams would manage expansion and that whilst aware of access issues at Parsonage Farm, she considered that the school would still deliver an excellent standard of education even in an expanded form. She did, however, endorse the recommendation that officers review their earlier decision taking additional factors into consideration.

### **Reasons for the Decision**

The called-in Executive Decision by the Cabinet Members for Value and Children and Education to expand a number of primary schools across the borough had recommended that further consideration be given to Parsonage Farm, Scotts Primary and the RJ Mitchell schools.

### **Alternative Options Considered**

There were none, this was the result of a requisition in accordance with Paragraph 17 of the Overview and Scrutiny rules.

Cabinet **agreed** that:

1. The decision to proceed with the implementation of proposals to expand Parsonage Farm Primary School should be placed on hold until further evaluation – including that of possibly extending Rainham

Village Primary School as an alternative – had been undertaken and a report submitted to Cabinet on 24 September.

2. The decision concerning expansion at Scotts Primary and the RJ Mitchell schools should proceed in accordance with the Executive Decision dated 15 May 2014.

### 3 **ESTATE MANAGEMENT TOPIC GROUP**

*Councillor Damian White, Cabinet Member for Housing, introduced the report*

The report contained the findings and recommendations which had emerged after the Topic Group had scrutinised the subject selected by the Committee in July 2013.

At its meeting on 4 July 2013, the Towns & Communities Overview and Scrutiny Committee agreed to start a topic group to scrutinise the Council's Estate Management Services within Homes & Housing to help it understand:

- The role of a Tenant Liaison Officer or its equivalent and.
- The various inspections which took place on estates, any which had not taken place and what the reasons were for this.

The investigation covered a number of high-profile areas such as: Milan Square/Bader Way, Briar Road and Macon Way / Waycross. When the Topic Group had completed its investigations, it made a number of recommendations – several of which had already been implemented.

The Cabinet Member for Adult Social Services and Health, Councillor Wendy Brice-Thompson, informed Cabinet that she had been a member of the Topic Group and could confirm that it had been a thorough and well-informed investigation and was pleased to see that its recommendations were already being applied.

A correction to the housing stock total in paragraph 3.1 of the report was accepted. It should read: "19,734 tenancies *plus* 2,251 leasehold properties"

#### **Reasons for the Decision**

Under the Local Government and Public Involvement in Health Act 2007, s. 122, Cabinet is required to consider and respond to a report of an Overview and Scrutiny Committee within two months of its agreement by that Committee or at the earliest available opportunity. In this case, Cabinet is required to do this at its meeting on 30 July 2014. Cabinet is also required to give reasons for its decisions in relating to the report, particularly in instances where it decides not to adopt one or more of the recommendations contained within the report.

### **Alternative Options Considered**

There were no alternative options considered as this was an activity conducted by the Overview and Scrutiny committee as part of its functions.

Cabinet **noted** the Towns & Communities Overview and Scrutiny Committee Topic Group findings and thanked it for its work and accepted its recommendations which were:

1. That appropriate Homes & Housing officers attend a future meeting of the Committee to provide an update on the work of the new Estate Inspection Team and any other new initiatives.
2. That Homes & Housing undertook a review of its large unused drying areas to establish whether they could be put to any alternative use e.g. redevelopment purposes.
3. That Homes & Housing addressed the health and safety risks posed by clutter, bikes and mobility scooters in its communal areas.
4. That the Committee be kept informed of progress on the project which was considering the potential areas for integrating Housing caretaking/estates services and StreetCare.
5. To consider whether the large areas of vacant land on some of the estates could be put to better use.

#### **4 LOCAL IMPLEMENTATION PLAN - ANNUAL SPENDING SUBMISSION 2015/16**

*Councillor Robert Benham, Cabinet Member for Environment, introduced the report*

The Council made an annual Local Implementation Plan (LIP) Spending Submission to Transport for London (TfL) for funding transportation initiatives. This is the major source of funding for transport for the Council.

The Submission had to be consistent with the Mayor of London's Transport Strategy, the Council's own adopted Local Implementation Plan strategy document and its approved 2014/15 to 2016/17 Three Year Delivery Plan (submitted to TfL with the Annual Submission for 2014/15). The Delivery Plan formed an important context for the submission for 2015/16 and included the 'core' elements of the submission.

Havering's indicative LIP funding for 2015/16 was £2.842 million and later this year it was obliged to inform TfL in detail how it planned to spend this.

The report recommended that Cabinet endorse the proposed content of the 2015/16 programme (as set out in Appendix A of the report) and that approval of the detailed and full LIP Submission (including its Principal Road Maintenance and Bridge Strengthening bids) was delegated to the Lead Member for Environment prior to it being submitted to TfL in October 2014.

TfL was expected to confirm the funding for the proposed programme in the 2015/16 submission in late 2014 and, as in previous years, Members would be advised about the outcome.

The report confirmed that the Council would continue to explore additional opportunities for funding transport programmes/policies to supplement those from the LIP allocation such as other TfL funding streams e.g. TfL Major Schemes funding and Bus Stop Accessibly Programme, other external funding sources and Section 106/CIL contributions from development proposals.

Additionally, and separate from the main TfL / LIP funding stream, the Council would continue to develop public realm proposals for the areas around the stations at Romford, Gidea Park and Harold Wood where there was an opportunity to secure funding through the Crossrail / TfL Complementary Measures funding package (as identified in the Cabinet report considered in March 2014).

**Reasons for the decision:**

The LIP Funding Submission is a statutory requirement submitted annually to TfL in order to secure funding for a range of transportation-related initiatives in the Borough..

**Other options considered:**

There are no alternatives if the Council wishes TfL to confirm its LIP funding award to Havering for 2015/16.

Cabinet:

1. **Noted** the context provided by Havering's LIP 2014/15 – 2016/17 Three Year Delivery Plan for the preparation of the Havering funding submission for 2015/16 (as set out in paragraph 2 of the report).
2. **Endorsed** the content of Havering's proposed 2015/16 LIP Programme (as outlined in Appendix A of the report) as the basis of the Council's 2015/16 Spending Submission.
3. **Approved** the delegation of Havering's full final LIP Funding Submission for 2015/16 to TfL to the Cabinet Member for the Environment.
4. **Noted** that other opportunities for investment in transportation initiatives would continue to be sought from TfL outside the LIP Annual Spending Submission process and from other stakeholders and funding sources.

## 5 CORPORATE PERFORMANCE - QUARTER 4 2013/14

*Councillor Roger Ramsey, Leader of the Council, introduced the report*

The report set out the performance of the Council's Corporate Performance Indicators for Quarter 4 (January to March 2014) 2013/14, against the five Living Ambition Goals of the Corporate Plan:

- Environment
- Learning
- Towns and Communities
- Individuals
- Value

The report identified where the Council was performing well (Green) and not so well (Amber and Red). The variance for the 'RAG' rating was:

- **Red** = more than 10% off the Quarter 4 Target and where performance had *not improved* compared to Quarter 4 2012/13
- **Amber** = more than 10% off the Quarter 4 Target and where performance had *improved or been maintained* compared to Quarter 4 2012/13.
- **Green** = on or within 10% of the Quarter 4 Target

Where the RAG rating was 'Red', a 'Corrective Action' box had been included in the report. This highlights what action the Council is taking to address poor performance, where appropriate.

Also included in the report was a Direction of Travel (DoT) column which compares performance in Quarter 4 2013/14 with performance in Quarter 4 2012/13. A green arrow (↑) signified performance was better and a red arrow (↓) signified performance was worse. A black arrow (→) signified that performance was the same.

### Quarter 4 2013/14 - Performance Summary

50 Corporate Performance Indicators were measured quarterly and 46 of these had been given a RAG status this quarter. In summary:

- **38 of 46** (83%) indicators are rated as **Green**
- **2 of 46** (4%) indicators are rated as **Amber**
- **6 of 46** (13%) indicators are rated as **Red**

### Reasons for the decision:

To provide Cabinet Members with a quarterly update on the Council's performance against the Corporate Performance Indicators

### Other options considered:

Not applicable.

**Cabinet reviewed and noted the report**

## 6 CORPORATE PERFORMANCE - ANNUAL 2013/14

*Councillor Roger Ramsey, Leader of the Council, introduced the report*

The report set out the performance of the Council's Corporate Performance Indicators for 2013/14 (April 2013 to March 2014), against the five Living Ambition Goals of the Corporate Plan:

- **Red** = more than 10% off the Quarter 4 Target and where performance had *not improved* compared to Quarter 4 2012/13
- **Amber** = more than 10% off the Quarter 4 Target and where performance had *improved or been maintained* compared to Quarter 4 2012/13.
- **Green** = on or within 10% of the Quarter 4 Target

Where the RAG rating was 'Red', a 'Corrective Action' box had been included in the report. This highlights what action the Council is taking to address poor performance, where appropriate.

Also included in the report was a Direction of Travel (DoT) column which compares performance in Quarter 4 2013/14 with performance in Quarter 4 2012/13. A green arrow (↑) signified performance was better and a red arrow (↓) signified performance was worse. A black arrow (→) signified that performance was the same.

### Annual 2013/14 - Performance Summary

68 Corporate Performance Indicators were measured annually and 63 of these had been given a RAG status this year. In summary:

- **51 of 63** (81%) indicators were rated as **Green**
- **1 of 63** (2%) indicators were rated as **Amber**
- **11 of 63** (17%) indicators were rated as **Red**

Members were reminded that some of the figures needed careful interpretation to be correctly assessed. By way of example she referred to some Social Care statistics which – because of the small numbers involved – could appear to have disproportionate “swings” when only one family might be involved.

In another example, reference was made to a distortion which appeared in the Sickness Absence records. This had been caused in part by the reintegration of Homes in Havering staff into the Council's figures. It also appeared to coincide with a phase of the restructuring during which staff were in a period of uncertainty. This had now passed and Sickness Absence figures had fallen back to “normal” levels, despite the changes the Council was still implementing.

**Reasons for the decision:**

To provide Cabinet Members with an annual update on the Council's performance against the Corporate Performance Indicators

**Other options considered:**

Not applicable.

**Cabinet reviewed and noted the report**

**7 THE CARE ACT 2014**

*Councillor Wendy Brice-Thompson, Cabinet Member for Adult Social Services and Health, introduced the report*

Members were informed that this was a briefing report which outlined the key changes and impacts arising from the Care Act 2014, identified the requirements at each of the two phases of its introduction and made links to the Children and Families Act 2014. (Cabinet was reminded that a major problem with the Act was the use of the word 'adults' and that it contained a number of provisions relating to children i.e. young carers; disabled children and parent carers). These difficulties had been addressed via provisions in the Children and Families Act 2014.

The report also described the means and governance by which the authority was taking forward its preparation and implementation of the Act.

At this stage, the report sought to raise awareness of the requirements of the Act and the impact and alert the Executive about risks associated with it. It was anticipated that regular reports - both on specific issues and in general – would be submitted as they were identified and addressed.

At present, the initial focus would be upon the further development of the financial modelling and the sensitivity analysis together with undertaking an analysis of the impact and requirements of the Guidance and Regulations (just issued) to the Act.

**Reasons for the decision:**

This was a report for information only, serving to alert Members to the potential implications of the Act

**Other options considered:**

None applicable



Cabinet:

1. **Noted** the report.
2. **Agreed** to receive further reports as preparation and implementation progressed, specifically concerning the financial and legal impacts of the introduction of the Act.

## 8 **YOUTH OFFENDING SERVICE AND EARLY HELP**

*Councillor Meg Davis, Cabinet Member for Children & Learning, introduced the report*

In 2012 Cabinet agreed that the London Borough of Barking and Dagenham (LBBd) Youth Offending Service should manage Havering's Youth Offending Service (YOS) on a contract basis. This arrangement had been very successful to date. Since that time, however, changes to the structure in Children's Services in Havering, together with the implementation of the Troubled Families programme had created the opportunity to bring the service management fully back into the borough and achieve a budget saving. It was proposed that the currently vacant PO6 post in the Early Help structure should be used to establish a new post to manage the YOS and targeted youth support.

The LBBd management charge for 2013-14 was £138,000. This included £30,000 additional temporary staffing costs during the restructure of the Havering YOS, so the savings envisaged in this proposal were based on the basic £108,000 management fee agreed with LBBd.

There would be some additional administrative work arising from returning the service to the borough as LBBd had provided the infrastructure for reporting to the Youth Justice Board, collation of performance information and management of the joint YOS Chief Officer Group as well as providing the management of the service. This work, however, could now be undertaken by the Children's Performance team within Business and Performance.

During questions, concern was raised about the quality of performance delivery whilst LBBd managed the process and the view was expressed that this was an appropriate area for Overview and Scrutiny to undertake a review. Cabinet endorsed this observation and added it to its decision.

### **Reasons for the decision:**

To establish a more seamless service for young people and their families by building on the existing strong links between Havering's Troubled Families programme and the Youth Offending Service.

To make a full-year saving in the region of £100,000 which would become a recurring saving from 2015 onwards? The savings were a combination of

management costs and the ability to merge and deliver other services from the new position within Early Help. It was envisaged that further areas of the youth justice work would be delivered in partnership with Early Help existing posts, freeing up currently vacant or agency roles.

**Other options considered:**

1. To integrate further with LBBD to establish a fully joint service. This had been considered but there would be no obvious efficiencies to be gained. This option would also not assist greater integration across services for vulnerable adolescents in Havering.
2. To continue with the current arrangement. Although this had worked well, changes within CYPS mean there was now an opportunity to bring back the service under LB Havering management to provide a more seamless service for young people and to make a saving for the Council.

Cabinet **noted** the report and **agreed** that:

1. The management of Havering YOS should be brought back into the Children Adults and Housing Directorate
2. The YOS should be located within the Troubled Families and Early Help service
3. A new post of manager for the YOS and Early Help (over 12's) be established and advertised externally with a view to appointment in the late Autumn 2014 and
4. Issues concerning certain elements in the management of YOS be referred to the relevant Overview and Scrutiny Committee for its consideration.

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**Chairman**