



**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 21 September 2016**  
**(7.30 - 8.25 pm)**

**Present:**

Councillor Roger Ramsey (Leader of the Council), Chairman

Councillor Robert Benham  
Councillor Wendy Brice-Thompson  
Councillor Melvin Wallace

Councillor Clarence Barrett  
Councillor Joshua Chapman

Councillor Jason Frost

**Cabinet Member responsibility:**

Children & Learning  
Adult Social Services and Health  
Culture and Community  
Engagement  
Financial Management  
Deputy Cabinet Member assisting  
Cabinet Member for Housing  
Deputy Cabinet Member assisting  
Cabinet Member for Environment,  
Regulatory Services & Community  
Safety

Apologies were received for the absence of Councillors Damian White, Osman Dervish and Ron Ower.

Councillors Ray Morgon and Keith Darvill also attended.

All decisions were agreed unanimously with no Member voting against.

**65 MINUTES**

The minutes of the meeting held on 12 July 2016 were agreed as a correct record and were signed by the Chairman.

66 **ESTABLISHMENT OF AN ACTIVE HOMECARE FRAMEWORK IN HAVERING**

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

Cabinet was reminded that the current homecare framework contract would expire on 27 January 2017. This framework had failed to deliver the required capacity. There were a number of reasons for this which included providers being unable to deliver the care required or leaving the market. To ensure that no-one went without care, the Council had had to increasingly spot-purchase care from homecare providers outside the framework.

To resolve these issues, the Council proposes to establish a new Active Homecare Framework (AHF). This type of framework would give the Council and homecare providers greater flexibility and ensure that all homecare was procured and evaluated in the same way to provide excellent quality homecare to Havering residents.

**Reasons for the Decision**

This decision was required as the current framework agreement for homecare was due to expire, therefore the Council needed to establish a new way of purchasing homecare from February 2017 onwards. Establishing an AHF would ensure that all homecare providers had been quality assured and evaluated in the same way and offered greater flexibility to make changes and add new providers in the future.

**Other options considered:**

**Option a) Introduce a framework agreement.**

Procuring homecare through a standard framework agreement would not offer the same levels of flexibility. If providers were unable to deliver the required levels of homecare in the future we would not be able to introduce new providers to the framework. We would also not be able to make changes such as varying the quality threshold or focusing on the outcomes of the care delivered.

**Option b) Continue spot-purchasing.**

Spot-purchasing homecare would put the Council at risk. This would mean spending significant levels of funding without following a standardised procurement process which would not be fair and transparent to all.

### **Option c) Do nothing**

The other option would be to do nothing. This was not a viable option due to the issues raised in the report.

The Leader, after consultation with Cabinet:

1. **Authorised** in principle the establishment of the Active Homecare Framework detailed in the body of the report for the placement of packages of homecare in Havering to take effect on the expiry of the current arrangements
2. **Delegated** authority to the Director of Adult Services to take all necessary steps to set up the Dynamic Purchasing System to be known as the “Active Care Framework” in accordance with the Public Contract Regulations 2015 (the Regulations) and the Council’s Contract Standing Orders (CSO), including but not limited to: agreeing a specification for the service, approval of and dismissal of providers, approval of contract terms, setting quality requirements and considering any necessary Equality Impact Assessment and implementing any changes required by it.
3. **Delegated** authority to the Director of Adult Services to agree any amendments in accordance with the Regulations and CSO to the Dynamic Purchasing System for the duration of the term including any termination of the arrangements.

## 67 **BUSINESS INTELLIGENCE STRATEGY 2016-2019**

*Councillor Clarence Barrett, Cabinet member for Financial Management, introduced the report*

Cabinet was informed that with a growing and changing population, including an increasing older population and rising numbers of vulnerable children living in Havering coupled with rising expectations, improving the Council’s collation and use of business intelligence was vital to inform future business planning, opportunities for further savings and corporate strategies such as the Customer Access Strategy and Demand Management Strategy. In turn, this would improve customer service across the organisation making services considerably more targeted and meaningful for those who received them.

The Business Intelligence Strategy (BIS) set out how the Council would improve how it gathered and made use of business intelligence in the short, medium and long term to get the best outcomes for both customers and the organisation. It highlighted how improved business intelligence was crucial to providing a better understanding of the needs of Havering’s communities, including those who used - or would use - services and the key outcomes

that needed to be achieved in order to improve the lives and experiences of the borough's residents.

The Strategy outlined areas that were integral to improving business intelligence, including transparency and open data, customer insight, operational intelligence and data quality and how the Service planned to take these forward within the Council over the next three years.

**Reasons for the decision:**

The implementation of the Business Intelligence Strategy was key to understanding current and future demand, opportunities for savings; how services could be improved and resident/customer outcomes best achieved. This intelligence would inform business planning and strategies.

**Other options considered:**

The other option considered was to not implement the Business Intelligence Strategy. This would limit the development of skills within the organisation and the required change in culture necessary to make the most of improved intelligence, processes and systems. It would also limit the ability to develop the various systems and tools so that they worked together to meet business needs.

The subsequent impact of the above would be a limited ability to make accurate projections, scenario planning and data modelling that could otherwise be used to improve services (and therefore outcomes for residents), address increasing demand and realise savings.

Cabinet:

**Noted** and **approved** the contents of the Business Intelligence Strategy and appendices to the report (which included an Action Plan).

68 **ANNUAL TREASURY MANAGEMENT REPORT 2015/16**

*Councillor Clarence Barrett, Cabinet member for Financial Management, introduced the report*

Members were informed that the Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) required that Authorities report on the performance of the treasury management function to full Council at least twice yearly (mid-year and at year end).

The Authority had borrowed and invested substantial sums of money and was therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The report covered treasury activity and the associated monitoring and control of risk.

**Reasons for the decision:**

The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) required that Authorities report on the performance of the treasury management function to full Council mid-year and at year end.

**Other options considered:**

The other option would be to not report the performance of the treasury function however as this would be in breach of CIPFA's TM Code, this was not considered.

Cabinet:

1. **Noted** the final 2015/16 Treasury Position set out in this report
2. **Noted** the prudential and treasury indicators in this report
3. **Resolved to refer the report to Council**

69 **FOUR YEAR FINANCIAL SETTLEMENT**

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

Members were informed that the purpose of the report was to consider the Government's offer of a four year financial settlement covering the period to 2019/20. The Council's budget strategy (including the 2016/17 financial settlement) was approved by Council on 25 February 2016.

The Council would need to respond to the Government by 14 October 2016 indicating its acceptance or rejection as appropriate.

Full Council at its meeting on 14 September 2016 considered the matter and agreed to accept the offer of the four year settlement. The Leader provided a verbal update on the Full Council's position.

**Reasons for the decision:**

The decision to accept the 4 year settlement provides certainty of grant allocation. It also gives a greater ability to plan for future years and any further savings are limited to those caused by exceptional circumstances.

**Other options considered:**

Decline the 4 year settlement offer.

Cabinet:

1. **Agreed** the Government's offer of a four year financial settlement covering the period from 2016/17 to 2019/20 be accepted in order to provide greater financial certainty over the coming period.
2. **Agreed** to continue to lobby the Government for a fairer funding settlement which better reflected the needs of its residents
3. **Agreed** to take the opportunity to continue to stress to Government the iniquity of the grant formula.
4. **Delegated** to the Chief Executive, in consultation with the Leader of the Council, the approval of a four year efficiency plan for the purpose of accepting the offer.

## 70 **QUARTER 1 CORPORATE PERFORMANCE REPORT (2016/17)**

*Councillor Clarence Barrett, Cabinet member for Financial Management, introduced the report*

Members were reminded that the Corporate performance Report (CPR) provided an overview of the Council's performance for each of its strategic goals (Clean, Safe and Proud). The report highlighted areas of strong performance and areas for improvement. The report used the traffic light (red, amber, green) (RAG) method of indicating direction of travel (improving, worsening or unchanged) in order to show this clearly.

The number of corporate performance indicators had reduced significantly since the last financial year from 83 at the end of Quarter 4 2015/16 to 56 in Quarter 1 2016/17. This was to make the corporate performance report more focused on the indicators that were key to the delivery of the Corporate Plan 2016/17. Of the 56 indicators included in the Quarter 1 report, 30 were required by government departments, three were reported to the Mayor's Office for Policing and Crime (MOPAC) and 23 were local performance indicators.

Based on the outturn position for 2015/16 and performance during Quarter 1 2016/17, it was proposed that seven annual targets be changed from those signed-off by Cabinet in April 2016. These were listed in the report.

Given the financial implications of the Levy Waste Tonnage performance indicator, it was proposed that the tolerance for this be changed from  $\pm 10\%$  to  $\pm 0\%$ . This would mean that this indicator would be given a 'red' or 'amber' RAG status if it did not achieve the quarterly or annual target in future reports, highlighting it to officers and Members as an issue

As approved by the Cabinet through the Quarter 2 2015/16 Corporate Performance Report, for 2016/17 onwards the quarterly and annual Corporate Performance Reports were being considered first by the individual overview and scrutiny sub-committees, then the Overview and

Scrutiny Board (bi-annually only) and finally Cabinet. This was to allow the Overview and Scrutiny Board to maintain oversight of the value the individual committees are added-in monitoring and influencing performance and also allowed Cabinet reports to reflect any actions the overview and scrutiny sub-committees might be taking to improve performance in highlighted areas.

Whilst the PIs currently included in the CPR provided both Members and officers with vital performance information that could be used to improve services, they were currently not 'outcomes focused'. Information was provided about activities and actions, but not what impact these had on local residents and local communities. This was currently being reviewed and results would be fed into the process to refine it in due course.

**Reasons for the decision:**

To provide Cabinet Members with an update on the Council's performance for each of the strategic goals (Clean, Safe and Proud).

**Other options considered:**

N/A

Cabinet:

- 1 **Reviewed** the levels of performance set out in Appendix 1 to the report and the corrective action that was being taken;
- 2 **Approved** the proposed changes to the performance targets set in relation to seven of the Corporate Performance Indicators and the proposed change to the tolerance level for one Corporate Performance Indicator;
- 3 **Noted** the work being undertaken to inform a more "outcomes focused" approach to performance indicators and performance monitoring for 2017/18 and

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**Chairman**