



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 14 December 2016
(7.30 - 8.30 pm)

Present:

Councillor Roger Ramsey (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Damian White	Housing
Councillor Robert Benham	Children & Learning
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Osman Dervish	Environment, Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Clarence Barrett	Financial Management, ICT (Client) and Transformation
Councillor Ron Ower	Housing Company Development and OneSource Management
Councillor Joshua Chapman	Deputy Cabinet Member assisting Cabinet Member for Housing
Councillor Jason Frost	Deputy Cabinet Member assisting Cabinet Member for Environment, Regulatory Services & Community Safety

Councillors Ray Morgon and David Durant were also in attendance.

1 member of the public was present for the duration of the meeting.

All decisions were agreed unanimously with no Member voting against.

There were no declarations of interest.

Through the Chairman, an announcement was made which explained the evacuation procedures in the event of an Emergency

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

77 THE COUNCIL'S FINANCIAL STRATEGY 2016/17

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

The report before Members updated the financial strategy (Cabinet had received a report on 12th October 2016 setting out the potential funding gap in the Council's financial strategy over the next two years) and included a range of proposed actions which were intended to bridge that gap. If agreed, these proposals would be integrated within the financial model as part of the Council Tax setting report to be considered by Cabinet in January 2017 and for approval by Council in February 2017.

It was reported that the Chancellor of the Exchequer had presented his Autumn Statement to the House of Commons on 23rd November 2016. The Chancellor confirmed that the Government remained committed to the spending plans introduced in 2015 although previous plans to produce a budget surplus for 2019/20 had been abandoned.

The Local Government Financial Settlement (LGFS) had been confirmed for the four-year period ending in 2019/20. All proposals would be subject to the necessary level of consultation, before any final decisions were made.

Reasons for the decision:

It was essential that the Council's financial strategy took due account of Government plans and any other material factors where these were likely to have an impact on the Council's financial position. The report before Cabinet represented a further significant step in developing the Council's budget strategy for the next three years and reflected the expected continued Government approach of reduced levels of funding.

Other options considered:

None. The Constitution required this as a step towards setting the Council's budget.

Cabinet:

- 1. Noted the Government's announcements affecting Local Government as set out in the Autumn Statement.**
- 2. Noted the latest projection of budget gap and the assumptions upon which these have been based and the risks associated with them.**

3. **Note the income generation proposals identified through the budget preparation process and that fully costed proposals will be included in the January report.**
4. **Noted the latest projection of the draft Medium Term Financial Strategy (MTFS), covering the period from 2017/18 to 2018/19, as set out in the report.**
5. **Noted the action plans being developed by the Senior Leadership Team (SLT) and of their importance in delivering a balanced MTFS.**
6. **Noted the size and significance of the projected budgetary position for 2019/20 to be included in the Council's draft MTFS.**
7. **Agreed to receive a further report in January 2017 which considers the impact of the Local Government Financial Settlement on the MTFS and the implications for Council Tax setting, which will be referred onto the joint scrutiny board.**
8. **Noted the advice of the Section 151 Officer in setting a robust budget.**

78 **CUSTOMER EXPERIENCE STRATEGY**

Councillors Clarence Barrett (Cabinet Member for Financial Management, ICT (Client) and Transformation) and Melvin Wallace (Cabinet Member for Culture and Community Engagement) introduced the report.

The report before Cabinet outlined the Council's strategic approach in respect of its customer experience.

It explained that over the next 6 years new infrastructure such as Crossrail would arrive, social change such as an increasing population and welfare reform would continue, along with reductions in local government funding that would change the way the Council functions.

The Council recognised that it needed to adapt to these external challenges by create new and improved ways of accessing, supporting and delivering services. The Customer Experience Strategy set out how the Council would improve to create a positive customer experience.

Reasons for the decision:

The Council is positive about creating a positive customer experience and having a strategy which demonstrates that intent. An overarching strategy would create direction and expectations for all future service improvement work. This would ensure that customer improvements were proactively undertaken and cross cutting across the organisation. Delivery of the strategy would allow customers to self-serve and create easier access. A

move to more digital provision (when appropriate) would deliver efficiencies for the Council.

Other options considered:

Without an overarching strategy council services could make improvements but this would be on an ad-hoc basis. These may not be effectively joined up in the best interests of the customer or as efficiently and effectively implemented. Having an overarching strategy creates a model that can be delivered across the council and with all services, partners and contractors.

Cabinet approved the Customer Experience Strategy

79 **VOLUNTEERING STRATEGY 2016-21**

It was reported that the Council's Corporate Plan included a target outcome to "Encourage residents to play an active part in their communities through volunteering". The proposed Volunteer Strategy and its accompanying action plan set out how the Council would achieve this and how the Council would ensure that its communities and volunteers were appropriately supported.

In the strategy the Council recognised the benefits, value and positive impact of volunteering. The strategy set out a long-term vision to develop volunteering in Havering which would ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector.

It was noted that the strategy had been developed in partnership with the local voluntary and community sector. Various Council departments had input into the strategy through the cross-departmental Voluntary Sector Steering Group. The action plan contained within the proposed strategy also reflected plans and objectives set out in individual service plans and strategies as well as new strands of work.

Reasons for the decision:

People choose to volunteer for a variety of reasons. For some it offers the chance to make a difference to the people around them or to make new friends. For others it provides an opportunity to develop new skills or build on existing experience and knowledge. For host organisations (including the Council), volunteering offers an opportunity to introduce perspectives outside of the day to day running of the organisation; to draw in additional skills and knowledge, and potentially to retain or expand services that are valued by the community but may otherwise need to be reduced or withdrawn altogether in the current economic climate. The development and delivery of a Volunteer Strategy was therefore essential to the furtherance of the "place shaping" agenda and to assist the Council in managing demand in times of diminishing resources.

Other options considered:

The only other option was not to implement a Volunteer Strategy. For the reasons explained above, this was not a viable option if the objective set out in the Corporate Plan to “Encourage residents to play an active part in their communities through volunteering” is to be achieved.

Cabinet approved the Volunteer Strategy and Action Plan.

80 INTEGRATION OF REABLEMENT AND REHABILITATION

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

It was reported that the London Borough of Havering (LBH) had worked in partnership with Havering Clinical Commissioning Group (CCG) and North East London Foundation Trust (NELFT) to design a new integrated Reablement and Rehabilitation service.

This was an excellent opportunity to re-design how reablement and rehabilitation are delivered to remove duplication in the system and ensure a joined up approach for the service user. The new model was expected to enhance the quality and effectiveness of the service and therefore be of benefit to service users, supporting them to remain independent in their own home.

It was explained that the chosen procurement route was a Prior Information Notice (PIN) for a period of 35 days, if there was no interest from other providers in the market then a Voluntary Ex Ante Transparency Notice (VEAT) would be issued with a direct contract award to NELFT. If other suitable providers do express interest, the process would switch to a full procurement exercise and Cabinet would be asked to consider the outcome of the tender process before award of contract.

The contract would be awarded for a period of 12 months allowing a full procurement process to take place.

The cost of the new integrated service would be met from existing budgets and the use of Better Care Fund funding.

Cabinet Members attention was drawn to the implications and risks section of the report, in particular the equalities implications outlined in the Equality Impact Assessment.

Reasons for the decision:

The Care Act 2014 (Part 1, Section 3) requires that Local Authorities exercise their functions with a view to ensuring the integration of care and support provision with health provision and health-related provision where it considers that this would:

- (a) promote the well-being of adults in its area with needs for care and support and the well-being of carers in its area,
- (b) contribute to the prevention or delay of the development by adults in its area of needs for care and support or the development by carers in its area of needs for support, or
- (c) improve the quality of care and support for adults, and of support for carers, provided in its area (including the outcomes that are achieved from such provision).

Reablement services are provided under a statutory duty in Section 2 of the same Act which stipulates that Local Authorities must provide or arrange services, resources or facilities that maximise independence for those already with such needs, for example, interventions such as rehabilitation/reablement services

This decision was necessary to enable the Council to commission a new integrated Reablement and Rehabilitation service in partnership with Havering CCG through the mechanism of the Better Care Fund. This was an excellent opportunity to re-design how reablement and rehabilitation are delivered to remove duplication in the system and ensure a joined up approach for the service user. The new model is expected to enhance the quality and effectiveness of the service and therefore be of benefit to service users, supporting them to remain independent in their own home. Finally, the revised service model is expected to enable the Council to respond to emerging models of hospital discharge processes and a drive towards prevention in the community.

Other options considered:

1. Do Nothing

This was not deemed as a viable option due to:

- There would be continued lack of capacity resulting in pressures on the rest of the market, this impacts LBH's ability to support effective discharge processes.
- There would be a continued requirement for emergency reablement which would result in financial pressure of approximately £260k until the end of the current reablement contract next November
- People who were eligible for reablement were not receiving it due to lack of capacity

2. Undertake full procurement process to re tender the reablement service

This option was considered and although it would provide an opportunity to re-design and re-commission the service there were some significant limitations:

- A full procurement process could take up to 8-12 months which would mean that LBH would still suffer the effects of the lack of capacity

- Commissioning a reablement service independently of the rehab service would mean that we continue to have a fragmented service resulting in duplication and inefficiencies across the system.
3. Undertake full procurement process to re-tender the reablement service as a joint, integrated service with rehabilitation

This option was considered but was not deemed viable because NELFT are currently providing all community services across BHR including rehabilitation. It would therefore not be advisable to commission a separate provider to deliver the rehab element if it was integrated with reablement. NELFT would be unable to bid for the tender as a separate integrated service because of the way they are contracted by the BHR CCGs.

Cabinet:

- 1 Approved the waiver of the Council's Contract Procedure Rules ("CPRs") to allow for a direct award contract to NELFT, should NELFT and no other bidders respond to the Council's PIN Notice;
- 2 Agreed to authorise the Director of Adult Services, after consultation with the Directors of Finance, HR & OD and Legal and Governance to finalise contractual arrangements and make a Direct Award Contract with NELFT if they were the only bidder, for the provision of Reablement services, such contract to have an estimated value of £1.51m for a contract period of 12 months;
- 3 Agreed to authorise the Director of Adult Services, in the event that sufficient qualified bidders respond to the Council's PIN notice, to undertake a full tender exercise, after consultation with the Directors of Finance, HR & OD and Legal and to proceed with the selection and award of a new Reablement service contract to the winning bidder in compliance with the CPRs;
- 4 Approved the Director of Adult Services, after consultation with the Director of Legal and Governance to finalise arrangements to negotiate the early termination of the current contract with Family Mosaic, in accordance with the terms and conditions of the contract, should the Reablement service contract be awarded to NELFT or another contractor.

81 **QUARTER 2 CORPORATE PERFORMANCE REPORT (2016/17)**

Councillor Clarence Barrett, Cabinet Member for Financial Management, ICT (Client) and Transformation, introduced the report.

The Corporate Performance Report provides an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud). The report highlights areas of strong performance and potential areas for improvement. 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.

In total, 59 Corporate Performance Indicators had been included in the Quarter 2 2016/17 report. Of these, 35 (59%) were either statutory or reported to the Mayor's Office for Policing and Crime (MOPAC) and 24 (41%) are local performance indicators. Of the 59 indicators, 54 had been given a RAG status.

In summary:

- 38 (70%) have a RAG status of Green.
- 16 (30%) have a RAG status of Red or Amber.

This is a very slight improvement on the position at the end of Quarter 1, when 69% of indicators were RAG rated Green and 31% were Red or Amber.

The current levels of performance were interpreted in the context of increasing demand on services across the Council. A Demand Pressure Dashboard was included that illustrated the growing demands on Council services and the context that the performance levels set out in this report had been achieved within.

It was reported that the Quarter 2 outturn was not available for 'Percentage of children and families reporting that Early Help services made an improvement to assessed needs' (PI 27) as the methodology for measuring the "distance travelled" by children, young people and families known to Children's Services was changing. The current survey methodology was to be replaced with findings from the Outcomes Star, a tool that practitioners across the service were currently piloting which tracks the client's progress before, during and after an intervention.

In addition. It was noted that the indicator 'Percentage of 16 to 19 year olds (school years 12-14) who were not in education, employment or training (NEET)' (PI 44) was a national indicator that was being changed in Quarter 3 2016/17. It was proposed that for Quarter 3, the new performance indicator is included in the Corporate Performance Report, replacing the existing performance indicator.

As approved by the Cabinet through the Quarter 2 2015/16 Corporate Performance Report, the quarterly Corporate Performance Reports were being considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board (bi-annually) and finally by the Cabinet. Work was undertaken with Committee Services when setting the annual corporate calendar to ensure that the Overview and Scrutiny Board and the Cabinet still received the reports within the same timescale as last year, but with the individual scrutiny committees having had the opportunity to scrutinise the data in advance. The time taken to complete the entire reporting cycle had therefore been shortened.

It was reported that no specific pieces of work have been commissioned by any of the Overview and Scrutiny Committees as a result of the Quarter 2 performance report. However Members of the Children and Learning Overview and Scrutiny Sub-Committee would be scrutinising the recruitment campaign for new foster carers. Going forward, Members of the Environment Overview and Scrutiny Sub-Committee would also receive information regarding waste minimisation workshops and events so that they can promote these to residents.

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

It was noted that as part of the ongoing development of the new corporate vision, work was underway to develop a smaller number of more outcomes focused performance indicators that would more accurately measure the Council's progress in delivering its key transformation plans and strategies. These would likely include a mixture of both qualitative and quantitative indicators as well as key milestones for major transformation programmes. In keeping with the Council's renewed focus on transparency, work is also underway to review the Council's approach to target tolerances from next year onwards. This work is expected to be completed by Quarter 2 of 2017/18.

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:

No other options were considered.

Cabinet:

- 1. Reviewed the performance as set out in the appendix to the report and the corrective action being taken.**
- 2. Noted the content of the Demand Pressures Dashboard.**
- 3. Approved the revised approach to assessing the percentage of children and families reporting that Children's Services have made an improvement to their assessed needs with effect from Quarter 3 2016/17.**

4. Approves the replacement of the indicator relating to the 'Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET)' with the new national indicator measuring the 'Percentage of 16 to 17 year olds (school years 12-13) who are not in education, employment or training (NEET) and not known' with effect from Quarter 3 2016/17.
5. Approves the amendment of the target tolerance relating to the percentage of Housing repairs completed on time (PI 35) to zero, in line with the contracted performance level.

Chairman