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**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 17 July 2024**  
**(7.30 - 9.18 pm)**

**Present:**

Councillor Ray Morgon (Leader of the Council), Chairman

	<b>Cabinet Member responsibility:</b>
Councillor Gillian Ford	Lead Member for Adults & Wellbeing
Councillor Oscar Ford	Lead Member for Children & Young People
Councillor Paul McGeary	Lead Member for Housing & Property
Councillor Paul Middleton	Lead Member for Digital, Transformation & Customer Services
Councillor Natasha Summers	Lead Member for Housing Need & Climate Change
Councillor Christopher Wilkins	Lead Member for Finance
Councillor Graham Williamson	Lead Member for Regeneration

**In attendance:** Councillor Keith Prince (CON), Councillor Keith Darvill (LAB) Councillor Martin Goode (EHRG), Councillor John Tyler (RAIG), Councillor Laurance Garrard (HRA, Chair of Overview & Scrutiny)

Also in the chamber; Councillor Matt Stanton (LAB)

**203 ANNOUNCEMENTS**

On behalf of the Chair, there was an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

**204 APOLOGIES FOR ABSENCE**

Apologies received from Councillor Barry Mugglestone.

**205 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

206 **MINUTES**

The minutes of the meeting held on **12<sup>th</sup> June 2024**, were agreed as a correct record and the Chair signed them.

207 **CUSTOMER SERVICE STRATEGY**

Report: **Cabinet approval of the new Customer Service Strategy**

Presented by: **Cllr Paul Middleton, Cabinet Member for Digital Transformation, IT and Customer Services**

**Summary**

1. The Council is committed to delivering excellent customer service, raising customer satisfaction levels and meeting the needs of its resident, service users and other customers of our services. This ambition is reflected in the Corporate Plan for 24/25 which states:
2. *“We will provide excellent customer service and engage effectively with our communities”*. This new strategy sets out the actions the Council will take over the next three years to improve satisfaction rates for customers, clients and service users. It will be led by the Customer Service Directorate in the Resources Strategic Directorate and the strategy’s scope covers all teams delivering front-line services to residents of the Borough.
3. Importantly, the new strategy proposes a new set of customer service standards that residents can expect from us when they interact with us, regardless of service. It embodies a One Council approach to the delivery of quality services, within the confines of our financial context. These standards will improve our consistency of service and reduce the variation in response times residents currently experience from us.
4. Our vision is to be an award-winning organisation for customer service. We are one of the most efficient and productive councils in the country and we want to match that reputation by also being known for the quality of our service delivery. We aspire to deliver excellent customer service in every interaction we have with our residents, businesses and other stakeholders. We want our customers to be satisfied with the services they receive from us. By customers, we mean our residents, service users and people from businesses who access our services.
5. To achieve the ambitious vision, the strategy outlines three interrelated missions, and these are:

- a. Embedding a customer-centric culture across the organisation;
  - b. Modernising service delivery; and
  - c. Improving the customer experience.
6. By achieving these missions, and implementing the associated programme of work effectively, we expect to improve the customer's experience of our services. This will be captured by an expected increase customer satisfaction rates. When the strategy is fully implemented, we expect the following benefits:
- Improved customer service levels to residents, indicated by improved customer satisfaction;
  - Happier, more productive and engaged staff;
  - Reduced failure demand across the council - which is costly and time consuming to administer - caused by double or triple contact to us which is avoidable had we got it right first time;
  - Help make the organisation an attractive place to work, helping us become an employer of choice for new recruits;
  - Improve trust and confidence in what the Council delivers for local taxpayers and service users; and
  - Raise the profile of our organisation so that we become known as the best local authority for providing excellent customer service.
7. Our overall measure of success will be the increase in customer satisfaction rates we expect to see over the lifetime of the strategy.

### **Cabinet**

- **Approved** the contents of the draft Customer Service Strategy for the Council – see Appendix A;
- **Approved** the new Customer Service Standards – see Appendix B;
- **Agreed** that the strategy be published in September 2024; and
- **Delegated** authority to the Director of Customer Services to take forward the activities set out in the Roadmap – see Appendix C.

## 208 **IMPROVEMENT & TRANSFORMATION PLAN**

### Report: **Improvement & Transformation Plan**

Presented by: **Councillor Ray Morgon, Leader of the Council**

### **Summary**

Havering is a well-run cost effective Council. Our unit costs are the 16th lowest compared to 16 other Outer London boroughs, i.e. the lowest as assessed by LG Futures. We are ranked by IMPOWER (at their last point of formal publication) as being the 5th most productive council in the country. Our income collection for Council Tax is in the top-quartile in London. We have consistently sold off assets

(over £160m since 2013/14) to minimise borrowing costs of our capital programme, and Members have maximised Council Tax increases throughout austerity.

The Council takes its financial responsibilities very seriously. We have maximised Council Tax income, have one of the lowest unit costs in the country, we have sold assets, we don't have high levels of borrowing and now we are depleting our reserves.

After significant systemic underfunding since 2010, the Council's financial challenge is no longer one we could manage without Government intervention. A Capitalisation Direction was applied for to prevent us from issuing a S114 for this financial year (2024/25). As part of the requirements to receive the capitalisation direction, an Improvement & Transformation Plan is required to be submitted no later than 27<sup>th</sup> August.

Another condition of the Capitalisation Direction is for the Council to undergo an independent Financial Management review. The review is an assessment of Havering's Financial Management arrangements and governance arrangements, and the Chartered Institute of Public Finance and Accountancy have been commissioned by the Department of Levelling Up, Housing and Communities to undertake this on their behalf, and submit a report to them directly in due course.

This review has commenced and is likely to conclude at the end of July. The Council must incorporate the review recommendations in the Improvement and Transformation Plan prior to its submission.

## **Cabinet**

- (1) **Approved** the Improvement and Transformation Plan.
- (2) **Authorised** the Chief Executive to implement and deliver the Plan and to agree any changes to the Plan as he shall deem necessary to satisfy the terms and conditions of the capitalisation directive.

**Cabinet noted** that the delivery of actions set out within this plan is the responsibility of the Executive Leadership Team and that this plan will be subject to regular and frequent monitoring and reporting.

## 209 **DLUHC PRODUCTIVITY PLAN**

Report: **DLUHC Productivity Plan**

Presented by: **Councillor Ray Morgon, Leader of the Council**

### **Summary**

The Government is reviewing productivity across all public services and local government is included in this exercise. The recent Local Government Finance Settlement announced that councils would be asked to produce productivity plans. A letter received 16th April 2024 formally started that process with a submission deadline for plans on the 19th July 2024.

Local Government have done a huge amount in recent years to improve productivity and efficiency, however, lock down and the more recent cost of living crisis have proved challenging. The productivity plan has been requested of all councils and will help DLUHC understand what is working well, and what more is needed to unlock future opportunities and any gaps.

This is a particular challenge for Havering council, due to the significant systemic underfunding since 2020 and the low costs, actions already taken to date.

### **Cabinet**

**Approved** the Productivity Plan.

## 210 **ANNUAL PERFORMANCE REPORT**

Report: **Annual Performance Report 2023/24**

Presented by: **Councillor Ray Morgon, Leader of the Council**

### **Summary**

This is the Council's Annual Performance Report that enables a transparent review and scrutiny of the Council's overall performance for its residents. It provides an overview of the outcomes of priorities and projects outlined in the corporate plan. It is essential that the Council monitors its performance regularly to ensure that it is meeting its strategic objectives and providing value for money.

### **Cabinet**

1. **Noted** the 2023/24 annual performance report
2. **Agreed** to publish the report on the council's website

## 211 **SHELTERED HOUSING LIFT PROJECT**

Report: **Sheltered Housing Lift Project**

Presented by: **Councillor Paul McGeary, Cabinet Member for Housing & Property**

### **Summary**

This report concerns the award of a contract, after a compliant tender process, for the construction of nine lifts housed in small extensions at three two-storey sheltered schemes in Havering.

The works were requested due to sheltered scheme residents having increasing issues with mobility therefore finding stairs difficult. It was agreed

to investigate the possibilities and, subsequently after some consultation, look at design options. Planning consent was obtained for the works.

The works were tendered following approval of the non-key ED giving authorisation to seek tenders. A compliant tender process was undertaken in accordance with that authorisation and bids were evaluated on a 70/30 price/quality ratio. The tender process was reviewed and approved by the Procurement Gateway Review Group on 9<sup>th</sup> May 2024. More detail can be found in exempt appendix A.

The most economically advantageous tender, submitted by Kirkman and Jourdain Ltd, is within budget at £1,438,813.

### **Cabinet**

**Approved** the award of a contract to build the nine lifts to *Kirkman and Jourdain Ltd*, at the cost of £1,438,813 with the contract estimated to commence late July 2024 and conclude October 2025.

## **212 APPROVAL TO GO OUT TO CONSULTATION ON THE EAST LONDON JOINT WASTE PLAN**

Report: **Approval to consult on the East London Joint Waste Plan**

Presented by: **Councillor Williamson, Cabinet Member for Regeneration**

### **Summary**

This report seeks approval to consult on the Draft East London Joint Waste Plan (ELJWP). The ELJWP has been produced jointly with Redbridge, Newham, and Barking and Dagenham. It is an update to the previously adopted Joint Waste Plan (2012). Consultation is proposed to start in late July and run for a minimum of 6 weeks, in accordance with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

### **Cabinet**

**Agreed** the publication of the Draft East London Joint Waste Plan and associated documents (attached as Appendix 1, 2, 2.1 and 3) for at least a 6-week period of statutory public consultation under regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012, with an anticipated start date in late July 2024

## **213 STARTING WELL OFSTED IMPROVEMENT PLAN**

Report: **Starting Well Ofsted Improvement Plan**

Presented by: **Councillor Oscar Ford, Cabinet Member for Children & Young People**

### **Summary**

This report seeks approval to consult on the Draft East London Joint Waste Plan (ELJWP). The ELJWP has been produced jointly with Redbridge, Newham, and Barking and Dagenham. It is an update to the previously adopted Joint Waste Plan (2012). Consultation is proposed to start in late July and run for a minimum of 6 weeks, in accordance with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

**Cabinet**

**Endorsed** and **adopted** the content of the costed Starting Well Ofsted Improvement Plan.

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**Chairman**

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