# London Borough of Havering
## Record of Decision of the Meeting of Cabinet held on 27 January 2021 at 7.30pm

1.  **TITLE:**  **Asset Rationalisation**

2.  **DECISION MADE BY:**  Cabinet

3.  **DECISION:**

**Cabinet :**

1.  **Approved** the principle of rationalising the Council's administrative accommodation, generating revenue savings to support the Council's Medium Term Financial Strategy, delegating authority to the Director of Asset Management to take such actions necessary to negotiate the re-use of surplus assets.

2.  **Approved** the immediate programme of building works necessary to provide the new Appointment Centre on the lower ground floor of the Town Hall other measures to facilitate the rationalisation of buildings, including the commencement of related procurement processes.

3.  **Recommended** the allocation of additional capital funding in the sum of £1.5m within the Council's capital programme to fund the immediate investment proposals within this report, subject to endorsement by Full Council.

4.  **Noted** that detailed proposals for the re-use of surplus assets will be the subject of individual business cases to be brought forward subsequently for each building.

4.  **REASON FOR DECISION**

The proposals within the report deliver a range of benefits as summarised within paragraph 2.1 and furthermore support the Corporate Plan objectives to optimise the use of Council assets to improve the customer experience, reduce cost, make better use of technology to make life easier for residents and reduce the cost of public services

5.  **ALTERNATIVE OPTIONS CONSIDERED**

**Do Nothing -** the Council could, at a point where the Covid risk is sufficiently diminished, revert to its previous operating model and re-occupy all buildings. To do so would ignore the opportunity to transition to a more agile and cost-efficient organisation enabled by digital and Smart Working investment to date, a journey that the Council has already embarked upon, accelerated by the Covid pandemic.

Retention of the broader portfolio of buildings will require significant capital investment in the short term and ongoing revenue funding in the long term at a time when the Council's revenue position is acute following the financial pressures presented by Covid.

The Council would also fail to secure the broader advantages cited in this paper including the reduction of carbon footprint, silo working and duplication of facilities across the current office estate.

**Pursue a different configuration of administrative buildings -**

The Havering Town Hall campus is considered the preferred candidate for a consolidated corporate hub. It already provides the democratic/civic centre for the Council and has considerable space within the curtilage of the site to accommodate future investment/co-location of public sector services.

Later additions to the original building, particularly the west wing, provide flexible workspace to support front-facing services and a suitable access point for the Council's most vulnerable residents that still require face-to-face support. The Town Hall campus proposal also envisages retention of the upper floors of Central Library.

The Council has been on journey of progressive asset consolidation over a period of years, previously shedding leasehold liabilities and this latest stage would generate additional efficiencies, whilst releasing surplus assets to support housing and regeneration initiatives.

6.    **DOCUMENT CONSIDERED:**    Asset Rationalisation v 0.6 (003)

1.    **TITLE:**    **Smart Working Plus**

2.    **DECISION MADE BY:**   Cabinet

3.    **DECISION:**

**Cabinet:**

1.  **Agreed** the implementation of all elements of the Smart Working Plus programme as detailed within this report

2.  **Approved** and agree to recommend to Full Council the allocation of additional capital funding in the sum of £1,665,500 profiled in 21/22 financial year to deliver the programme

4.    **REASON FOR DECISION**

A Smart Working approach is recognised as one of the significant enabling actions to address the need to 'do more with less.' It means taking a strategic approach to flexible workplaces and working – embedding flexibility as the norm. A decision is needed to continue the programme to enable the following ongoing work.

Smart Working+ relates directly to the Digital Council strand of Havering's Digital Transformation Programme. Smart Working requires organisation-wide communications and engagement, as well as decisive leadership and commitment to address the Council's critical IT infrastructure and the rationalisation of Council assets. For example, The S4, (Scan it, Scrap it, Store it, Stop it) project aims to make the Council paperless/paper-light, by supporting digitisation of processes and workflows.

5.      **ALTERNATIVE OPTIONS CONSIDERED**

*Do nothing – Not recommended*

The existing legacy IT systems are not sustainable in a modern Local Government context. The Council needs to embrace opportunities to collaborate and significantly improve user experience, which is intuitive, easy to use and supports increased productivity and engagement with the use of Digital. To realise the full benefits of Smart Working Phase 1, the rollout of Office 365 needs to be completed. A 'do nothing' option has been rejected as it would not address the need to have business systems that are 'fit for purpose', agile and flexible to meet the developing needs of a modern, efficient Council.

*Delivering the Programme using in-house resources exclusively – Not recommended*
Havering does not currently have the necessary subject matter expertise, knowledge or available resource needed to deliver the Smart Working programme in-house.
Needs include:
-   Expert knowledge of MS Office 365, MS Teams (expertise)
-   Paper reduction (capacity)
-   Asset rationalisation (capacity/experience of introducing flexible working spaces)
-   Behaviour change, supporting and ensuring the adoption of Smart Working practices (capacity/expertise).

Delivering the programme using a mix of external expertise and in-house resources. The council has ambitious plans to deliver post-Covid recovery, transformation and a new target operating model. It wants to realise a significant refresh of Borough strategy and introduce and embed a significant change to the way the council delivery its services to residents. It must also simultaneously deliver on an ambitious portfolio of corporate projects that will transform the organisation. Given the existing pressures on workload, additional resources can help deliver Smart Working at pace.

From experience elsewhere, we know that sustainability depends on ensuring comprehensive 'knowledge transfer' to support future in-house ownership of digital change. To help to ensure effective transition, the work within the programme is aligned with other key work streams within the wider Transformation Programme and, as part of that alignment, it will understand outputs from diagnostics undertaken to date and the scheduled training needs analysis for digital, data, planning and management skills to support delivery of a 'waterfall' training model to ensure that knowledge and expertise is 'grown' and supported internally.

Smart Working+ is working closely with colleagues in services/teams, OneSource and external sources of expertise to ensure that the leadership in Havering are using the current best evidence to plan and make decisions in relation to new ways of working and delivering services.


6.      **DOCUMENT CONSIDERED:**     Smart Working+ Cabinet Report -

1.      **TITLE:    Digital Portfolio Business Case**


2.      **DECISION MADE BY:**   Cabinet

3.      **DECISION:**

**Cabinet**:

1. **Approved** the release of additional capital funding of £6.3 million in Year 1, as part the 2021/22 Budget Medium Term Financial Strategy, to resolve urgent technical needs and begin to prioritise and deliver further enabling projects for the support of ongoing transformational and enabling Digital programmes of work; and

2. **Approved** the direction of travel set out in the Digital Portfolio Business Case, at Appendix A of the report, to allow the development of an extensive infrastructure renewal programme and the development of the Digital Portfolio for the benefit of stable, secure and enabling technologies to be realised throughout the borough, realising positive step change for corporate functions, as well as residents and businesses in the community. direction of travel as set out in this Digital Portfolio Business Case, to allow the development of an extensive infrastructure renewal programme and the further development of the Digital Portfolio for the benefit of stable, secure and enabling technologies to be realised throughout the borough of Havering, realising a significant and positive step change for corporate functions, as well as residents and businesses in the community.

## 4. REASON FOR DECISION

Residents, businesses, workers, and visitors in the London Borough of Havering rightly expect their interactions with their council and their experience in and around our borough to be as straightforward, connected, and convenient as the very best of their experiences elsewhere.

Council employees, too, have similar expectations of the tools they use to do their jobs. At the organisational level, there is a political and financial imperative to operate as efficiently as possible.

The tragedy of the Covid-19 impact has also brought with it new opportunities. These include significant changes to how we work as an organisation, and how our residents, business and potential partners need to engage with the Council using technology.

This portfolio supports our significant opportunity to respond to these expectations by:

- Outlining a wider vision/opportunity for the role of digital in order to improve the lives of the people that live and work here as well as businesses and visitors.
- Bringing together all the previous projects/investments and new requirements for using technology to help us realise our ambitions for the borough.
- Demonstrating how these investments are aligned and enable the Council's MTFS/transformation and change objectives.

This document has been constructed through engagement over the last 18 months, identifying the borough's needs and the role of technology in enabling a response to those needs. Through significant analysis and research, with services, a portfolio of activities have been defined and collated – some addressing immediate need and others thinking long into the future.

**Phase 1** addresses immediate needs including significant security risks and provides key IT building blocks for the capabilities the organisation needs to deliver its planned MTFS and transformational changes. This phase is crucial to stabilizing Havering's technical ecosystem and as such, these changes are essential rather than aspirational. This activity will help to bolster our information security, protecting our systems and tools on-prem, in the cloud and remote against cyber-attacks. Moreover, it will facilitate support of the future Target

Operating Model, which as part of the global impact of Covid, will be heavily reliant on ICT.

5.     **ALTERNATIVE OPTIONS CONSIDERED**

*Do Nothing* – In the event that this business case is not be funded the result will be a significant deficit in the digital capabilities of the council as a whole, for resident and service provider alike.

Without these investments the Council will retain current infrastructure issues, with result being a failing technical stack and individual project mandates and funding streams executed in an ad-hoc manner to meet disparate emerging and urgent needs.

Systems vulnerabilities will persist and escalate leaving Havering exposed in terms of both information security and cyber security. Our technical ecosystem will become increasingly prone to outage and extremely vulnerable to cyber criminals and external manipulation – with increasing likelihood of security breaches, cyber-attacks, loss of trust and the accompanying ICO fines as a result.

Existing services will falter, with regular service failure and reduced access to IT. In addition digital poverty and exclusion within the borough will increase, leaving Havering's community unable to participate in the digital economy and the Council unable to take advantage of the strategic, efficiency, experiential and commercial opportunities that such investment would grant.

*Separated IT and Digital portfolios* – Separate funding streams, with no consolidated governance.  Separation of enterprise architecture and a lack of inter-connected data and opportunity mining.


6.     **DOCUMENT CONSIDERED:**     Digital_Portfolio_Cabinet_Report_Final_Draft_v1.3_ MB_14012021
APPENDIX_A_Digital_Portfolio_Business_Case_Dra ft_v1.6_Final_Draft_MB_14012021
APPENDIX_B_i-Decision-Digital_Portfolio_Business_Case_EQHIA
APPENDIX_C_Digital_Portfolio_Business_Case_Ent erprise_Architecture

1.     **TITLE:    Exclusion of the Press and Public**


2.     **DECISION MADE BY:**   Cabinet

3.     **DECISION:**

The meeting moved into closed session to facilitate discussion regarding exempt agenda items.

4.     **REASON FOR DECISION**


5.     **ALTERNATIVE OPTIONS CONSIDERED**

6.  **DOCUMENT CONSIDERED:**

1.  **TITLE:**  **Temporary Agency Worker Contract Award Report**

2.  **DECISION MADE BY:**  Cabinet

3.  **DECISION:**

**Cabinet:**

1.  **Approved** a contract award for the supply of temporary workers to Matrix via the ESPO Mstar3 London Collaboration call-off for a duration of two years with the option to extend for a further two years

2.  **Extended** the Council's existing contract with Adecco, the incumbent supplier, by a period of six months

4.  **REASON FOR DECISION**

A contract award to Matrix via the London Collaboration call-off delivers the greatest financial benefit to the Council. It also meets all of the critical operational requirements identified by stakeholders.

5.  **ALTERNATIVE OPTIONS CONSIDERED**

Officers have undertaken an extensive exercise to evaluate the different options available to the Council for sourcing temporary workers, as detailed in paragraph 2.2 of the report. This exercise included consideration of suppliers accessible to the Council via frameworks as well as joint ventures with two local authorities.

6.  **DOCUMENT CONSIDERED:**    Cabinet Report 2021-01 Contract for the Supply of Temporary Workers
Cabinet Report 2021-01 Contract for the Supply of Temporary Workers - EXEMPT Appendix A