



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 12 March 2025
(7.00 - 8.15 pm)

Present:

Councillor Ray Morgon (Leader of the Council), Chairman

Councillor Gillian Ford

Councillor Oscar Ford

Councillor Paul McGeary

Councillor Paul Middleton

Councillor Barry Mugglestone

Councillor Natasha Summers

Cabinet Member responsibility:

Lead Member for Adults & Wellbeing

Lead Member for Children & Young People

Lead Member for Housing & Property

Lead Member for Digital, Transformation & Customer Services

Lead Member for Environment

Lead Member for Housing Need & Climate Change

In attendance: Councillor Michael White (CON), Councillor Keith Darvill (LAB), Councillor Martin Goode (EHRG)

59 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.

The Chair also requested that all mobile devices are muted during the meeting.

60 APOLOGIES FOR ABSENCE

Apologies for absence, received from Councillor Christopher Wilkins.

61 DECLARATIONS OF INTEREST

There were no declarations of interest.

62 **MINUTES**

The minutes of the meetings held on **5th February 2025**, were agreed as a correct record and the Chair signed them.

63 **PERMISSION TO PROCURE A FRAMEWORK FOR ADULT SOCIAL CARE- CARE HOME, HOMECARE & SUPPORTED LIVING PLACEMENTS**

Report Title: Permission to procure a framework for Adult Social Care Residential & Nursing Care Home, Homecare and Supported Living Placements.

Presented by: Councillor Gillian Ford, Cabinet for Health and Adult Care Services

Summary:

At a local level, this contract supports Havering Council to meet its priorities in its Corporate Plan 2024/25. This plan sets out how the Council intends to invest and transform the borough with an emphasis on improving the lives of vulnerable children, adults and families. In summary, this framework ensures the Council fulfils its aim of ensuring that the needs of the most vulnerable are met and that people are supported to be healthy and active.

The budget for this procurement will come from Adult Social Care budgets. Placements will be called off as required using the brokerage system, from the framework which will have no minimum or maximum value, nor will any commitment to expenditure by the Council be stipulated within the framework contracts. Expenditure will only be incurred when individual packages of care are purchased.

The annual expected spend for the framework system will be approx. £90 million. This is based on 2023/24 spend on ASC placements. Therefore, the expected spend for the 4-year framework will be £360 million.

This decision paper is seeking permission to procure a framework for Adult Social Care Residential & Nursing Care Home, Homecare and Supported Living Placements to replace the current Complex Dynamic Purchasing System (DPS).

The procurement of a comprehensive framework for Adult Social Care encompassing Residential & Nursing Care Homes, Homecare, and Supported Living Placements is an indispensable step towards enhancing the quality of care and support for adults in need.

This document outlines the fundamental reasons why such a framework is essential and highlights the multitude of benefits and improvements it brings to the realm of adult social care.

Cabinet:

Approved the procurement of a framework for Adult Social Care Residential & Nursing Care Home, Homecare and Supported Living Placements.

64 **PERMISSION TO ENTER INTO A S75 AGREEMENT WITH THE HAVERING PLACE-BASED PARTNERSHIP TO DELIVER THE BETTER CARE FUND 2025-2027**

Report Title: Approval to enter into a s75 Agreement with the Havering Place-Based Partnership to govern the delivery of the Better Care Fund 2025-2026

Presented by: Cllr Gillian Ford, Cabinet Member for Adults and Health

Summary:

The Better Care Fund (BCF) programme supports local systems to successfully deliver the integration of health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers.

This report seeks approval to enter into a s75 Agreement with the Havering Place-Based Partnership to govern the delivery of the Better Care Fund 2025-2026.

The oversight for this in Havering will be the Health and Wellbeing Board, with delegated authority to the Cabinet Member for Adults and Health and the Strategic Director of People, to undertake monitoring and scrutiny of the operation of the arrangements.

Cabinet

Recommendation 1, amended as follows and agreed by Cabinet:

1. **Agreed** to enter into a section 75 agreement with North East London Integrated Care Board, on the terms and conditions outlined in this report, to govern the delivery of the approved Better Care Fund Plan for Havering for the period 2025/2026.
2. **Delegated** authority to approve the final terms of the proposed section 75 agreement to the Cabinet Member for Adults and Health, after consultation with the Leader of the Council and the Strategic Director of People.
3. **Delegated** the function of monitoring the implementation and operation of the Better Care Fund and s75 Agreement to the Cabinet Member for Adults and Health.

4. **Delegated** authority for all necessary decisions with respect to the implementation and operation of all matters relating to the Better Care Fund and section 75 agreement to the Strategic Director of People.

65 **HAVERING ALL-AGE SUICIDE PREVENTION STRATEGY 2025-30**

Report Title: Havering All-Age Suicide Prevention Strategy 2025-30

Presented by: Councillor Gillian Ford, Deputy Leader, Cabinet Member for Adults & Wellbeing

Summary:

Making suicide prevention everyone's business is a process in which every organisation working in, and for, Havering must do to play their part in keeping people safe from suicide. The strategy sets out how to achieve this; organisation's strategies, policies and services will be suicide-informed, knowledge and awareness amongst Havering residents and Council employees will be increased

Councillor Ford thanked staff and stakeholders for their contribution to the strategy.

This five-year strategy titled Havering All-age Suicide Prevention Strategy 2025-2030: *Working Together to Save Lives* sets out why death by suicide is a priority for concern, the suicide risk factors and inequalities associated with death by suicide, and what work can be done to help reduce suicidality going forward within Havering. Suicide is often the end of a complex history of risk factors and distressing events, and can result in a profound and long-lasting impact on families and friends, neighbours, workplaces, and schools, and bereavement by suicide is in itself a risk factor for death by suicide.

Every death by suicide is preventable, so the strategy aims to set out suicide prevention activities within Havering; leading to a reduction in the number of deaths by suicide over the next five years. This aim will be met through objectives focused on:

- **identifying** those at increased risk and applying the most effective evidence-based interventions for our local population and setting
- **prevention** activities across the system including increasing knowledge and reducing stigma
- **support** at both individual and population levels, including those at risk of suicide and the bereaved

These objectives will be achieved through the delivery of a detailed action plan, and monitored by a Havering Suicide Prevention Steering Group with a membership drawn from representatives of the Council and NHS, Safeguarding leads, mental health charities, and people with lived experience.

The suicide prevention strategy went to public consultation and now seeks approval for the strategy to be adopted. The public consultation received

views and comments of residents, stakeholders, the voluntary and community sector and workforces of statutory agencies. Responses to the consultation were then analysed. Please see consultation report in the papers attached.

Cabinet:

Agreed the Havering All-age Suicide Prevention Strategy.

66. CABINET APPROVAL TO ADOPT ROMFORD MASTERPLAN SPD AS PLANNING POLICY.

Report Title: Cabinet approval to adopt Romford Masterplan SPD as planning policy

Presented by: Councillor Graham Williamson, Cabinet Member for Regeneration

Summary:

This report seeks approval to adopt the Romford Town Centre Masterplan Supplementary Planning Document (SPD) as planning policy, in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012.

Cabinet:

Agreed the adoption and publication of the Romford Town Centre Masterplan Supplementary Planning Document (SPD) as planning policy and to publish the associated documents as set out below under the Town and Country Planning (Local Planning) (England) Regulations 2012.

The following documents will be published:

- Appendix 1: Romford Town Centre Masterplan (SPD)
- Appendix 2: Romford Masterplan Baseline Report, including Heritage Audit
- Appendix 3: Romford Masterplan Consultation Statement
- Appendix 4: Romford Masterplan Health Impact Assessment
- Appendix 5: Romford Masterplan: Findings of No Significant Effect Report

Response to Comments of Place Overview & Scrutiny Sub-Committee

Cabinet were asked to consider and respond to the following recommendations made by the Place Overview and Scrutiny Sub-Committee:

Members provided the following comments & suggestions to support the delivery of the Master Plan Supplementary Report:

The Sub-Committee welcomed the Master Plan and commended the report to Cabinet for its approval.

Response: Support noted and welcomed

The Sub-Committee (S/C) support the need for an Inward Investment in Romford Strategy, related launch events and would like to see further details when available.

Response: Noted, this will be actioned by the Council's Economic Development and Inward Investment Teams

The S/C asked for all the referred to associated documents such as the IDP & Local Plan to be updated accordingly and advised when that has happened and to have sight of them.

Response: Noted, the Local Development Scheme (LDS) is being updated now and is soon to be published. The Infrastructure Delivery Plan (IDP) will be updated as part of the evidence base for the local plan.

Link to the current IDP: Havering Infrastructure Delivery Plan 2018

Link to Infrastructure Funding Statements:

<https://www.havering.gov.uk/downloads/download/890/infrastructure-funding-statement>

The S/C are interested in the growth of small retail businesses in Romford and are keen to encourage this.

Response: Noted, the conditions for the growth of small retail businesses in Romford will be encouraged and promoted with the publication of the RMP. In addition, as we move forward with the review of the Local Plan and the Inclusive Growth Strategy this will support and build on and the proposals in the Romford Masterplan.

The S/C are interested in what the plan will encourage and deliver in regards to economic growth, and how the requisite skills and employment will be achieved.

Response: Noted, the proposed Inward Investment Strategy will build on the proposals in the Romford Masterplan. The Council's education and skills plan is to be reviewed over the coming months. With greater links to the schools, career and employment work, we will endeavour to ensure that local people develop and achieve the skills needed to take advantage of employment opportunities in Romford and across the borough.

The S/C hope that the new jobs will increase residents' employability and household incomes.

Response: Noted

The S/C are interested in how the Master Plan will be funded and also the provision of more schools / school places in support of the Plan.

Response: There will be private funding (CIL and S106) through development and inward investment. In line with the ongoing discussions with the education service, site guidance details potential school locations and ensures that the growth in housing and residential population is matched by additional necessary school places, with the new schools being developed within the Masterplan area.

The S/C are interested in Romford developing as a place of learning taking the Queens Hospital University as a key driver for this.

Response: Noted

The S/C are interested in the future demand on health facilities, in particular the adequacy of the development of additional medical hubs to support the Queens Hospital. Re-iterate approach to health in the Masterplan. Refer to updated IDP.

Response: Noted. The Council identifies all infrastructure requirements to support growth in the Infrastructure Delivery Plan, a formal document that sits below the Local Plan. In addition, with regards to the delivery of health infrastructure, there is

an Infrastructure Delivery Board that sits as part of the Integrated Care Partnership for Havering. All health partners sit on this board along with the Council.

The S/C asked if the plan or related plans could consider attracting wider further education facilities, e.g. a university, college or skills academy.

Response: The proposed Inward Investment Strategy will consider this.

67. Q3 CORPORATE PERFORMANCE REPORT

Report Title: Corporate Plan Q3 Performance Report (2024/25)

Presented by: Councillor Ray Morgon, Leader of Havering Council

Summary:

The report sets out Quarter 3 performance for each of the three strategic priorities (People, Place and Resources)

The Council's Corporate Plan was formally adopted in April 2024.

The Corporate Plan is made up of the three Strategic Director Service plans and describes how we will deliver the vision under the following three themes:

- Supporting our residents to stay safe and well
- A great place to live work and enjoy
- Enabling a resident-focussed and resilient council

Under each theme sit a number of outcomes and key deliverables associated to the Key Performance Indicators (KPIs) that were agreed to be the most appropriate for measuring progress. These KPIs have been brought together into a Corporate Plan Performance Report, which provides an overview of the Council's performance. The report is presented in PowerBI and highlights good performance and potential areas for improvement.

The Overall KPI status page identifies where the Council is performing well (**Green**) not so well (**Amber** and **Red**). KPIs which are narrative only, or for which it is not appropriate to set a target, are shown in **Blue**. RAG ratings for 2024/25 are as follows:

- **Red** = Below target and below the 'variable tolerance' off the target
- **Amber** = Below target but within the 'variable tolerance' of the target
- **Green** = Above annual target

Also included in the Power-BI report are Direction of Travel (long-term and short-term), which compares:

- Short-term performance – with the previous quarter (Quarter 2 2024/25)
- Long-term performance – with the same time the previous year (Quarter 3 2023/24, where available)

Please note the green arrow shows if (↑) higher performance is better or (↓) lower performance is better.

Cabinet:

Members **considered** all indicators (especially the red indicators highlighted within the body of this report) and **noted** the levels of performance set out in the power-bi report.

The Labour Group Leader suggested that the report should be reviewed by the Overview & Scrutiny Board.

68. **PERIOD 9 REVENUE & CAPITAL MONITORING REPORT**

Report Title: Revenue and Capital Budget Monitoring report – Period 9

Presented by: Councillor Ray Morgon on behalf of Councillor Chris Wilkins, Cabinet Member for Finance

Summary:

This report sets out the monitoring position for the Council for 2024/25 based on figures to period nine (31st December 2024). This report also updates on the latest position on the Capital programme detailing spend and outputs so far and planned spend for the remainder of the year.

The Council is projecting a £20.14m overspend on its General Fund revenue budget at period 9, this excludes the funding directive of £14m that was required to balance the budget. Overall, the Council has a General Fund pressure of £34.14m. The Council continues to enforce strict spending controls and focus on driving down spend. The current projected outturn position would result in the Council needing to utilise the full extent of the £32.5m Capitalisation Direction provisionally agreed with the Government at budget setting.

The report also sets out progress to date on delivery of the 2024/25 savings agreed in setting the budget in February 2024. Most savings are forecast to be delivered, however at present C£8.9m have been delivered to date. This creates considerable risk that the position could worsen because of savings not being delivered. There are several savings which are either delayed or will not be delivered and the resultant pressure is fully included in the projected variances presented in this report. The overspend reported within the services are predominantly driven by delivery of core services, which have either increased in cost for delivery, demand or both. The pressures are not being driven by one off events. Savings are therefore becoming

more difficult to identify. Departments are, however, reviewing all areas to identify underspends and efficiencies to mitigate written out savings and reduce the cost base.

Cabinet:

Noted the revenue financial position at Period 9 as set out in section 4 and Appendix A of the report.

Noted the progress towards delivery of the 2024/25 savings and the updated position on earmarked reserves.

Noted the Quarter 3 Capital Programmed update as set out in Appendix B of the report.

Chairman