



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 13 August 2025
(7.00 - 8.06 pm)

Present:

Councillor Ray Morgon (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Gillian Ford (Vice-Chair)

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 Barry Mugglestone

Lead Member for Environment

Councillor Natasha Summers

Lead Member for Housing Need & Climate Change

Councillor Christopher Wilkins

Lead Member for Finance

Apologies received for the absence of Councillor Graham Williamson.

1 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.

2 APOLOGIES FOR ABSENCE

Apologies received from Councillor Graham Williamson. Councillor Dilip Patel attended in place of Councillor Michael White, who is currently unwell. The Leader and Cabinet Members extended their best wishes for his recovery.

3 **DISCLOSURES OF INTEREST**

There were no declarations of interest.

4 **MINUTES**

The minutes of the meetings held on **11th June 2025**, were agreed as a correct record and the Chair signed them.

5 **PROCUREMENT OF FRAMEWORK AGREEMENT- FROZEN FOOD AND GROCERY**

Report Title: Approval to award contracts for Frozen Foods and Groceries

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

Summary:

The current Frozen Foods and Groceries Single-supplier framework expires on 31 August 2025. The Council's current call-off contract expires on the same date.

HES Catering Service has reviewed the requirements and seeks to establish a new three year (plus 12-month extension) multi-supplier framework for this provision as soon as possible. The framework will be owned and managed by HES Catering Services and can be accessed by the members of the Procurement Across London (PAL) group. Each participating member is responsible for their respective call-off agreements and will enter into separate call-off contracts.

The Councils who form the PAL group are:

- London Borough of Havering,
- London Borough of Tower Hamlets,
- London Borough of Waltham Forest,
- Thurrock Council

Cabinet:

Approved the award of:

- A. A Pan London multi-supplier framework agreement for the supply of Frozen Foods and Groceries with an estimated value of c. £8.36m in year 1, c.£36.04m total contract value over 3 plus 1-year term, commencing on 1st September 2025 until 31st August 2029.
- B. A Havering call-off to the estimated value of c. £2.49m in year 1 (£10.73m total estimated value over 3 plus 1-year term), commencing on 1st September 2025 until 31st August 2029.

The current PAL framework expires on 31st August 2025. The Council's current call-off contract expires on the same date.

The indicative value of the new call-off contract across PAL members is c. £8.36m in year 1. The total framework value over the 4-year term of the contract (3 years + 1-year extension) is £36.04m across all PAL members. This includes an estimated 5% annual inflationary increase.

Havering's estimated annual contract value is £2.49m in year 1 (£10.73m total contract value).

6 STARTING WELL IMPROVEMENT PLAN YEAR TWO MAY 2025 - MAY 2026

Report Title: Starting Well Improvement Plan Year Two May 2025 - May 2026

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

Summary:

Following Ofsted's inspection in December 2023 and the Statutory Improvement Notice in March 2024, the Starting Well directorate developed and implemented an improvement plan, which was submitted to Ofsted and the Department for Education (DfE) in May 2024.

One year on, the plan has been updated to reflect progress and sharpen priorities, informed by internal quality assurance activity and feedback from Ofsted and the DfE. Two Ofsted monitoring visits (October 2024 and March 2025) and two DfE reviews (November 2024 and June 2025) have acknowledged progress, while highlighting the need for accelerated pace of improvement. The revised plan focuses on strengthening management oversight, supervision, and quality assurance. The DfE welcomed the plan's clearer focus on outcomes.

Key developments include collaboration with the DfE Improvement Advisor, Sector-Led Improvement Partners (LB Islington and Centre for Systemic Social Work) to improve our case management system (LiquidLogic) and relaunch our systemic practice model with staff, as well as with partners. This work began in late 2024/25, with impact expected this financial year.

Workforce development remains central to the plan. The second phase of the Starting Well reorganisation concludes this autumn, with continued focus on recruitment, retention, training, and accredited systemic development. We are also advancing the use of Artificial Intelligence and technology to reduce administrative tasks and increase time spent undertaking direct work with families.

Progress continues to be overseen by the independently chaired Practice Improvement Board (meeting every eight weeks) and the quarterly Practice Improvement Oversight Board, chaired by the Chief Executive and attended by senior leaders, elected members, partners and DfE representatives.

The next Ofsted monitoring visit is expected in autumn 2025, followed by a third DfE review in late 2025.

Cabinet:

Noted, endorsed and agreed to adopt the content of the Starting Well Improvement Plan 2025/26.

7 **PERMISSION TO RE-PROCURE A SEXUAL HEALTH E-SERVICE VIA THE LONDON SEXUAL HEALTH PROGRAMME**

Report Title: Permission to Re-Procure a Sexual Health E-Service via the London Sexual Health Programme

Presented by: Councillor Gillian Ford, Cabinet Member for and Wellbeing

Summary:

This paper seeks permission from Cabinet to enter into a Memorandum of Understanding and subsequent Inter-Authority Agreement with the City of London Corporation to participate in the re-procurement process and subsequent contract for the provision of online services for sexual and reproductive health.

The Council intends to enter into a new five-year agreement via the London Sexual Health Programme led by the City of London Corporation, with an option to extend for up to four additional years (5+2+2). Havering's spend over the full nine-year term is estimated at £2.7 - £3.1 million, dependant on activity volumes and the optional service modules that the Council choses to activate (if any).

Cabinet approved:

1. Entering into a Memorandum of Understanding (MOU) in the form attached at Appendix 1 to participate in a multi-Borough procurement process for online services for sexual and reproductive health (e-service).
2. In principle **approve** entry into the subsequent contract for online services for sexual and reproductive health (e-service); and
3. **Delegated** authority to the Strategic Director of Resources to:

- i. finalise and enter into all associated documentation including the MOU and an Inter Authority Agreement (IAA) regulating use of the awarded contract.
 - ii. agree any extension permitted under the terms of the IAA and contract
4. **Noted** the decision as to activation of the optional service modules for contraceptive and PrEP care during the term of the contract will be taken by the Director of Public Health acting within their existing financial delegations and authorities.

8 WORKFORCE STRATEGY REFRESH 2025-2027

Report Title: Refreshed Corporate Workforce Strategy 2025-2027 and Beyond

Presented by: Councillor Ray Morgon, Leader of the Council

Summary:

This refreshed strategy builds on the foundations of the 2022–2025 Workforce Strategy and reflects Havering Council's continued commitment to becoming a modern, inclusive, and high-performing organisation. It is shaped by workforce feedback, legislative developments, and the Council's strategic priorities, and is designed to respond to the challenges and opportunities of the next three years.

The strategy is structured around five strategic people themes:

1. Organisational Design, Culture, Values and Behaviours
2. Leading Our Workforce
3. Developing Our Workforce
4. Treating Our Workforce Fairly with Kindness and Respect
5. Supporting Our Workforce

Each theme is underpinned by a detailed action plan, with clear milestones across three implementation phases:

- Year 3 (2025/26): Foundation and Initial Implementation
- Year 4 (2026/27): Implementation, Monitoring, and Continuous Improvement
- Year 5 (2027): Consolidation and Planning for the 2027–2030 Strategy

The refreshed strategy introduces a more dynamic and inclusive tone, celebrating the Council's 60th anniversary and reinforcing our ICARE values—Integrity, Care, Ambition, Respect, and Everyone. It encourages a

culture of accountability, ownership, and continuous improvement, while recognising the importance of wellbeing, equity, and innovation.

Key enhancements include:

- Expansion of the ICARE ambassador programme and annual recognition awards
- A strengthened 'Choose Havering' pledge, setting clear expectations for staff and leaders
- A refreshed PDR framework and mentoring programme
- New career pathways, succession planning, and apprenticeship opportunities
- A comprehensive EDI workforce plan and Total Reward Strategy
- Enhanced wellbeing support and HR transformation initiatives

Directorates and programme teams will be accountable for aligning their workforce plans with the strategy. Progress will be monitored through regular reporting, PDR alignment, and annual reviews. The strategy is a live document, designed to evolve in response to changing needs, financial pressures, and legislative developments.

Cabinet:

Noted and **Supports** the following:

- The implementation of all elements of the refreshed Corporate Workforce Strategy 2025–2027.
- The continued alignment of directorate and programme workforce plans with the strategic themes and action plans outlined in the strategy.
- The annual review and evolution of the strategy to ensure it remains responsive to organisational priorities, workforce feedback, and external developments.

9 CORPORATE PLAN ANNUAL REPORT

Report Title: Corporate Plan Annual Performance Report 2024/25

Presented by: Councillor Ray Morgon, Leader of the Council

Summary:

This is the Council's third 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 monitor its performance

regularly to ensure that it is meeting its strategic objectives and providing value for money.

Cabinet:

1. **Noted** the 2024/25 annual performance report
2. **Agreed** that the report will be published on the councils website

10 **2024-26 1ST QUARTER REVENUE AND CAPITAL MONITORING**

Report Title: First Quarter of Financial Year 2025/26 Revenue and Capital Monitoring Report

Presented by: Councillor Chris Wilkins (Cabinet Member for Finance.)

Summary:

This report gives an overview of the Council's financial position setting out the forecast revenue expenditure as at the end of June 2025 with an explanation of the significant variances. It also provides an update on progress towards savings targets and an overview of the capital programme at the end of quarter one.

Cabinet:

- 2.1 **Noted** the revenue monitoring position of the Council as at the end of June 2025 (quarter one of the financial year.) This includes the position on the Council's General Fund (sections 4, 5 and 6), HRA (Section 8) and DSG budgets (section 9). The consequent impact on the Council's reserves is set out in section 10.
- 2.2 **Noted** that £11.3m of funding being held centrally will be transferred to Ageing Well (£7.6m) and Living Well (£3.7m) to meet the ongoing demographic pressures in these areas; Also, **noted** that over allocated growth funding of £0.6m in Starting Well and £1.25m in Environment will be transferred to the corporate budget to reduce the Council's exceptional financial support requirement. These changes will have no impact on the overall budget variance.
- 2.3 **Noted** the progress toward the delivery of savings as set out in the Council's MTFS as at the end of June 2025 (quarter one of the financial year) as set out in section 7
- 2.4 **Noted** the capital monitoring position of the Council as at the end of June 2025 (quarter one of the financial year) as set out in section 11
- 2.4 **Noted** the write-off of uncollectable NNDR debt approved by the Strategic Director of Resources as set out in paragraph as set out in section 12.

Chairman