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**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 13 March 2024**  
**(7.30 - 9.18 pm)**

**Present:**

Councillor Ray Morgon (Leader of the Council), Chairman

Councillor Keith Darvill

Councillor Gillian Ford

Councillor Oscar Ford

Councillor Paul McGearry

Councillor Paul Middleton

Councillor Barry Mugglestone

Councillor Christopher Wilkins

Councillor Graham Williamson

**Cabinet Member responsibility:**

Lead Member for Climate Change & Housing Need

Lead Member for Adults & Wellbeing

Lead Member for Children and Young People

Lead Member for Housing & Property

Lead Member for Digital, Transformation & Customer Services

Lead Member for Environment

Lead Member for Finance

Lead Member for Regeneration

**In attendance:**

Councillor Keith Prince (Group Leader – Conservatives)

Councillor Martin Goode (Group Leader – EHRG)

Also, in the chamber, Cllr Jane Keane (Labour)

**161 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.

**162 APOLOGIES FOR ABSENCE**

None received.

163 **DISCLOSURES OF INTEREST**

Disclosure of interests: Councillor Paul McGeary declared his work association as Head of Estates, with North East London Trust Foundation (NELFT), in relation to item 7 on this agenda, Havering Combating Substance Misuse Strategy 2024-2029, but is not of a prejudicial interest.

164 **MINUTES**

The minutes of the meeting held on 7<sup>th</sup> February 2024, were agreed as a correct record and the Chair signed them.

165 **PARKS VEOLIA ENVIRONMENTAL TRUST GRANT FUNDED PROJECTS 2024-25**

**Report:** Application and acceptance of Veolia Environmental Trust Funding

**Presented by:** Cllr Barry Mugglestone, Lead Member for Environment  
Report summary, confirms that from March 2024 to October 2025 the Council will be able to apply for up to £900,000 of external grant funding from Veolia Environmental Trust over various funding rounds. Given the funding criteria, this will allow priority projects to be delivered in parks and open spaces.

**Cabinet:**

1. **Approved** a series of applications, as set out in Appendix A, for up to £900,000 of grant funding from Veolia Environmental Trust (VET).
2. **Authorised** the Strategic Director of Place to take all steps necessary to apply for, accept and thereafter spend the grant funding (including but not limited to negotiating and signing any grant agreement issued by VET) received from VET.
3. **Authorised** the Strategic Director of Place, in consultation with the Cabinet Member for Environment, to update, amend or otherwise vary the list of projects at Appendix A, from time to time.

166 **ONESOURCE ICT DECOUPLING AND CREATION OF A SOVEREIGN IT SERVICE FOR HAVERING**

**Report:** OneSource ICT Decoupling and creation of a Sovereign IT Service for Havering

**Presented by:** Councillor Paul Middleton, Portfolio Lead for Resources

Report Summary:

1.1 In April 2023 the London Borough of Havering and London Borough of Newham decided to separate from the OneSource IT service, associated shared infrastructure and create their own IT service.

1.2 Both councils are on shared IT infrastructure, much of which is end of life and requires investment to modernise and improve. This infrastructure is unreliable and limits the Council's ability to modernise and achieve its corporate priorities. The separation of oneSource IT will be achieved when the Council has migrated off this shared IT infrastructure onto its own dedicated modern IT infrastructure and services.

1.3 The work to undertake the decouple is by nature a joint activity with Newham, as any activities relating to the shared infrastructure and the shared IT support team will require joint coordination and agreement.

1.4 This report outlines the approach that will be taken to create the Havering IT service, manage the infrastructure and service decoupling and receive the handover of IT services from OneSource onto a dedicated (improved where required) infrastructure.

1.5 The Havering IT Service will be delivered by a hybrid of in-house staff and supplier provided services. This approach will allow us to maintain internal points of contact, maximise previous investment and control over supplier-maintained services.

1.6 Havering's Corporate Plan 22/23-26/27 sets out actions required for the Council to be "digitally enabled" including:

- Refresh the Council IT hardware and move to the cloud where appropriate.
- Increase the Council's digital offer to its residents and workforce.
- Ensure that the Council's Cyber security is as robust as it can be.

These key deliverables have helped shape the recommendations in this report.

1.7 This report seeks approval on the above approach to separate from the OneSource joint IT service and the creation of Havering's Sovereign IT Service and confirmed revision of the delegations therein. An equivalent report is also being taken through Newham's formal decision-making process.

**2.1 Cabinet approved the following strategic actions:**

- 2.1.1 The establishing of the Havering Sovereign IT Service by December 2025, marking the conclusion of OneSource IT's services to Havering. Transition to a new hybrid IT service, optimised for cost-effectiveness, with potential residual shared services governed by inter-authority agreements when beneficial.
- 2.1.2 Adoption of a structured programme comprising three distinct workstreams to realise sovereign IT Services for Havering and Newham. Each borough will oversee its respective work stream to ensure tailored outcomes, while the third will prepare OneSource's infrastructure for a seamless handover. This collaborative yet independent approach safeguards against service disruption during the transition.
- 2.1.3 Repurpose approved capital set aside for "Evergreening Capital" programmes to focus on improving and modernising IT infrastructure and services as part of that handover process, where it is possible to do so within time and budget constraints.
- 2.1.4 LBH authorisation that the s.151 Officer, in consultation with the Chief Executive, to make all necessary arrangements to give effect to the authorisation at 2.1 above, including but not limited to:
  - a) Implementing the HR and other operational processes to give effect to the recommendations.
  - b) Agreeing the dates for the withdrawal of the joint ICT service.
  - c) Agreeing, amending and finalising any variation or variations to the Agreement and the delegations contained therein as necessary to give effect to 2.1 above, and thereafter to sign and complete any variation on behalf of LBH.
  - d) Making arrangements to receive staff into LBH as a result of the amendments to the Agreement.
  - e) Making arrangements to allow LBH to share some of the proposed withdrawn services for a transitional period beyond the agreed date of implementation whilst permanent arrangements are put in place within LBH.
  - f) Making arrangements to provide a support service to the retained One Source services.
  - g) To prepare and/or receive and thereafter agree and set the investment case for the ICT function.
  - h) To delegate the authority to conduct procurement, award, and enter into contracts associated with the recommendations in this report in coordination with the Portfolio Lead for Resources.

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

Cllr Ford thanked the officers for their work drafting this strategy. It was confirmed that the funding has been ring-fenced within the Public Health fund.

Summary:

A final draft of the Havering Substance Misuse Strategy 2023 has been completed and is now ready for approval. This strategy was produced jointly with all key stakeholders and has been produced in response to the national strategy and to replace the existing local strategy which expired in 2019.

Havering had a similar strategy called the “Drug and Alcohol Harm Reduction Strategy 2016-19,” the revision of which was delayed due to the COVID-19 pandemic. In addition, a new 10- year national drugs strategy called ‘From Harm to Hope: A 10-year Drugs Plan to Cut Crime and Save Lives’ was published by the government in December 2021. The national strategy was accompanied by a three-year supplementary grant to increase capacity in the local treatment system. The grant requires local partnerships to produce a new strategy. Thus Havering Combating Drugs Partnership (“CDP”) drafted this strategy in response to the national drugs strategy thereby renewing the previous Havering strategy.

Our strategy covers all substances which have the potential for abuse and addiction, except tobacco. It treats addiction as a chronic (long-term) health condition and requires all relevant local agencies to work together to provide effective long-term support. It aims to tackle the stigma around addiction to encourage individuals and families who are affected to get support, and to minimise community violence towards those with substance-misuse problems.

The draft strategy describes some key findings from the needs assessment; for example, it is estimated that 1 in 5 adults (around 41,000 people) in Havering drink excessive amount of alcohol and 14,000 16 to 74-year-olds use illicit drugs. Two workshops with local and regional partners and people with lived experience followed by direct communication with delivery partners informed the set of actions in the strategy.

Substance misuse and addiction affect more than just the person with dependency problems – they can affect the family and wider community in many ways. Substance misuse can lead to criminal behaviour including domestic violence, assaults, antisocial behaviour, theft and burglaries, sexual exploitation, slavery and gang violence. This is why the partners in Havering will work together to:

- break drug supply chains;
- deliver a world-class treatment and recovery system;
- achieve a generational shift in the demand for

- drugs; and
- reduce risk and harm to individuals, families and communities.

A plan to address these four key areas was developed through working with all key stakeholders such as the National Health Service (NHS), drug and alcohol treatment services, voluntary care sector, schools, Police, trading standards, licensing, Department for Work and Pensions (DWP), children services, adult services etc. To achieve our intended outcomes of reducing drug use and drug-related crime, harm and deaths, Havering CDP will monitor progress using the national and local outcome frameworks.

This strategy will be implemented over a five-year period commencing from the date of publication and will be reviewed at least annually by the Havering Combating Drugs Partnership and amendments made where necessary. Feedback from the consultation and engagement with service users has been incorporated into the final draft and the Equality Health Impact Assessment report is also included. Havering Combating Drugs Partnership has signed off the final draft and allowed submission for approval by Cabinet. The draft strategy has also been presented at the Health and Wellbeing Board and Place-based Partnership meetings and adopted.

**Cabinet:**

**Approved and adopted** the Havering Combating Substance Misuse Strategy 2024-2029

168 **BOROUGH OF CULTURE**

**Report:** Borough of Culture

**Presented by:** Councillor Gillian Ford, Cabinet Lead for Adults & Wellbeing

Cllr Ford thanked the officers and the senior staff from Queen's Theatre for their work producing the bid.

Summary:

1.1 An application for the London Borough of Havering (the "Borough") to become the London Borough of Culture ("LBOC") in either 2025/26 or 2027/28 and for a Cultural Impact Award for 2026/27 was submitted to the Greater London Authority ("GLA") at the end of November 2023.

1.2 The announcement of the successful boroughs for the LBOC title awards and the cultural impact awards were made on 11 March 2024. (A verbal update was given at the Cabinet meeting confirming that unfortunately Havering was not successful

1.3 The application included a proposal to establish a new cultural and place making organisation that will support the Council to deliver the LBOC programme and realise future opportunities, irrespective of the outcome of the application (the “Company”).

1.4 This report seeks authority to establish the Company as a Council controlled company limited by guarantee initially, with a longer term ambition to evolve into charitable status which would be subject to an options appraisal and relevant decisions.

**Cabinet approved the following recommendations:**

1. **Agreed** to the incorporation of a company limited by guarantee wholly owned by the Council for the purpose of realising and delivering other cultural and place making opportunities
2. **Delegated** the Strategic Director, People in consultation with the Deputy Director of Legal Services to take all steps necessary to incorporate the Company
3. **Delegated** the Strategic Director, People in consultation with the Leader the authority to make the appointments to the board of directors of the Company.

169 **AWARD OF CONTRACT - THE LONDON COLLABORATION (MSTAR4)**

**Report:** Award of Contract – the London Collaboration (MSTAR4)

**Presented by:** Cllr. Ray Morgon, Leader of the Council

Summary:

This report is seeking approval from Cabinet for the award of the London Collaboration (MSTAR4) contract to the preferred bidders following a competitive tendering exercise. This report outlines the procurement procedure and presents details of the stages conducted during the process to identify the preferred bidders.

The contract is due to commence on 1<sup>st</sup> April 2024 for a term of 4 years. The estimated value if all participating boroughs use the contract over the initial period of 4 years is £2bn.

**Cabinet:**

**Agreed** to award the London Collaboration (MSTAR4) Contract to the preferred bidders as set out in Appendix A in the three separate Lots, subject to a voluntary standstill period of 10 working days, for a period of 4 years at a total estimated value of £2bn.

170 **APPROVAL OF TRANSPORT POLICY**

**Report:** Approval to implement a new Transport policy for Adults which sets out the Council's approach to the provision of travel assistance for Care Act 2014 eligible adult service users - ensuring an equitable needs-based system is in place across Adult Social Care.

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

Summary:

To approve the implementation of a New Transport policy which sets out the Council's approach to the provision of travel assistance for Care Act 2014 eligible adult service users - ensuring an equitable needs-based system is in place across Adult Social Care.

The New Transport policy sets out the Council's approach to the provision of travel assistance for Care Act 2014 eligible adult service users, ensuring an equitable needs-based system is in place across Adult Social Care.

It also outlines the criteria, that assessors should use to determine whether a service user should be provided with travel assistance, as part of their Care and Support Plan and seeks to ensure all suitable alternatives have been explored and exhausted.

**Cabinet:**

**Approved** the Transport Policy attached at Appendix A of the report.

171 **COMMUNITY ENGAGEMENT STRATEGY**

**Report:** Community Engagement Strategy

**Presented by:** Cllr. Ray Morgon, Leader of the Council

Summary:

The Community Engagement Strategy attached at Appendix A aims to:

- Build reputation and trust by listening to residents and acting on concerns
- Demonstrate community leadership
- Encourage participation and involvement in delivery of community services (community clean ups, mentoring of pupils, parks Friends groups, library groups, etc.)
- Develop consistent approach to community consultation and engagement, embedding Gunning Principles and encouraging collaboration



- Strengthen engagement in development and delivery of health and wellbeing services and programmes
- Provide intelligence to support council-wide policy development
- Evolve service over time from information and engagement to empower residents

**Cabinet:**

**Approved** the attached Community Engagement Strategy 2024 - 27

172 **FINANCE PERIOD 9 REVENUE MONITORING REPORT**

**Report:** Budget Monitoring Report - Period 9 December 2023

**Presented by:** Councillor Chris Wilkins - Cabinet Member for Finance  
Summary:

The report sets out the monitoring position for the Council for 2023/24 based on figures to period nine (31st December).

The table included in the report shows the net service controllable budgets, spend and variances and actuals to date.

The Cabinet and Group Leaders discussed the budget figures in detail; Areas covered included financial targets, expected savings and proposed actions, under each area of the council, and listed separately under *People*, *Place*, *Resources* and *oneSource*.

**Cabinet:**

**Noted** the revenue financial position at Period 9 and the action taken to mitigate the overspend.

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**Chairman**

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