



**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 12 December 2018**  
**(7.30 - 8.20 pm)**

**Present:**

Councillor Damian White (Leader of the Council), Chairman

**Cabinet Member responsibility:**

Councillor Robert Benham

Cabinet Member for Education,  
Children & Families

Councillor Osman Dervish

Cabinet Member for Environment

Councillor Joshua Chapman

Cabinet Member for Housing

Councillor Jason Frost

Cabinet Member for Health & Adult  
Care Services

Councillor Roger Ramsey

Cabinet Member for Finance &  
Property

Councillor Viddy Persaud

Cabinet Member for Public  
Protection and Safety

**23 DISCLOSURES OF INTEREST**

6. Implementation of Phase 4 expansion programme -Royal Liberty Secondary school expansion - Virement.

Councillor Jason Frost, Pecuniary, Councillor Frost has recently been invited to be a Governor at Royal Liberty Secondary School. Councillor Frost left the meeting and did not participate in the debate or vote.

**24 CORPORATE PERFORMANCE REPORT - QUARTER 2**

The Leader of the Council, Councillor Damian White introduced the Quarter 2 Corporate Performance Report to Cabinet. The report was summarised by Sandy Hamberger, Interim Assistant Director of Policy, Performance and Community.

It was noted that for Quarter 2, of those Performance Indicators that had been rag rated, 24 (74%) have a green "on track" status, 3, 5% have an amber status and 6, 17% have a red "off track" status. The proportions of indicators that are green have improved for the second successive quarter.

It was considered good practice for the report to come to Cabinet on a quarterly basis even though the performance indicators for each directorate were taken to the Overview and Scrutiny Sub Committee meetings. It ensures transparency and allows Cabinet to have an overview on how things are going. Scrutiny however, is a different function and takes place within the various Scrutiny Committees in work plans and meetings. This process allows for a public and more specific analysis of performance. Each Overview and Scrutiny Sub Committee should be actively involved in thorough examination of the indicators and Chairs of the various Committees will be encouraged to do this through the Committee work plans.

**Cabinet:**

- **Reviewed** the performance set out in **Appendix 1** and the corrective action that is being taken.
- **Noted** the content of the Demand Pressures Dashboard attached as **Appendix 2**

**25      KEEPING HAVERING MOVING - THE PARKING STRATEGY AND HIGHWAYS RESURFACING POLICY**

Councillor Osman Dervish, Cabinet Member for Environment presented the report to Cabinet for decision.

Everyone in Havering is affected by the way the traffic, highways and parking in the Borough are maintained and delivered. It is imperative for everyone to have arrangements in place for a well-managed highways system and appropriate arrangements for parking. It impacts on families, businesses and the community as a whole. Residents and visitors should be able to move around the Borough efficiently and affordably and this has been demonstrated in feedback from the recent IPSOS Mori Survey of residents, which highlights local highways and parking as being of concern.

The report under consideration details a Parking Strategy and a Highways Resurfacing Policy which is designed to shape services and help to keep Havering moving in the future.

The pace of regeneration and the pending completion of Crossrail make it even more imperative for parking and well maintained infrastructure to be an essential priority.

There are many challenges in dealing with the pace of new development and to this end the Parking Strategy before Cabinet is a very broad document. It reflects the links between parking and transport, environmental, economic, health and planning issues. The Strategy is written to complement other strategic policies such as the Local Plan and the Air Quality Action Plan as well as the Mayor of London Strategies such as the London Plan. It takes into account what is happening in other parts of London and Essex and recognises that consistency can be helpful but

also takes account of the fact that strategies elsewhere may not be the best for Havering.

The Strategy is also mindful of the level of car ownership in Havering which is among the highest in England. Over 75% of households in Havering have at least one car.

Cllr Dervish went on to outline the Highways Resurfacing Policy to Cabinet. Maintaining the Highways in Havering is challenging and expensive but Havering have a statutory duty to do so. With a restricted budget for this work it is crucial that funding is spent in the most effective way possible to get the maximum benefit for the highways network. The Policy set out in Appendix B of the report sets out the objectives by which locations for any available resurfacing investment will be determined to enable the Borough to tackle the roads and footways most in need.

Horizons is a web based mapping application allowing users to visualise, manage and optimise asset management strategies. The software identifies and prioritises highway maintenance schemes and determines the cost implications of various treatments. The “worst first approach” methodology has been applied within Horizon for determining which roads and pavements are to be repaired. Additional inputs can also be used to give priority and weighting to various other factors should the council wish to in the future. It is intended to use the Policy in its current state for a period of three years. It would then be reviewed and updated if appropriate.

This year a full set of road surveys has been completed. This has previously been done on a three year rolling programme and it is believed that this will increase confidence in the “worst first approach”.

Councillor Barrett highlighted some issues and indicated that the Environment Scrutiny Sub Committee should have a full role in scrutinising the consistency of approaches:

- Havering is different to other authorities yet benchmarking has been mentioned.
- Controlled Parking Zones need to be considered in the light of financial implications.
- Consideration must be given to whether the system is fair

Dipti Patel, Assistant Director of the Environment indicated that the Road Surfacing Policy had been through the Scrutiny Committee but the Parking Strategy had not. The documents are high level and further detail will ensue.

Further work is needed and an Action Plan would assist. Input from all Councillors is welcomed. However, work needs to be done without delay. Residents are clear that road surfacing work and parking issues should be dealt with as soon as possible. Roads can deteriorate very quickly especially in bad weather and so it is important that there is continual review of the condition of the roads in the Borough.

Additionally, the Parking Strategy must work for all. Councillor Martin Goode stated that it is essential the Council acts to assist and support small businesses in the Parking Strategy.

**Cabinet:**

- **Agreed** the Parking Strategy at Appendix A of the report;
- **Agreed** the Highways Resurfacing Policy at Appendix B of the report;
- **Delegated** to the Director of Neighbourhoods in consultation with the Lead Member for Environment authority to take all necessary steps to enable and complete the strategy documents including minor revisions to the Parking Strategy and the Highways Resurfacing Policy and the future introduction of the service Parking Operation Plan.

**26 IMPLEMENTATION OF PHASE 4 EXPANSION PROGRAMME -ROYAL LIBERTY SECONDARY SCHOOL EXPANSION - VIREMENT**

Councillor Robert Benham, Cabinet Member for Education, Children and Families presented the report to Cabinet. In October 2016, Cabinet approved the inclusion of the Royal Liberty School to the Phase 4 School Expansions Programme. The proposed expansion was to increase capacity from a four form of entry school to a five form of entry school proposed from 1<sup>st</sup> September, 2018 to meet the growing demand for secondary school places in the Borough.

The Local Authority undertook the non-statutory consultation following Cabinet approval and the decision was taken to expand the school on 29<sup>th</sup> August, 2017, subject to the school submitting a business case to the Department for Education (DfE), as the school is an academy.

The business case was approved. The Cabinet report detailed an estimate at that time of £4 million for the associated building works to enable the school to accommodate the additional pupils. The estimate was based on a feasibility assessment carried out by council departments and external stakeholders.

As the school was included in the DfE Priority School Building Programme it was agreed that the DfE should incorporate the building works associated with the expansion as part of the wider condition works to minimise disruption to the school and maximise the tendering opportunities.

Following the initial feasibility, further work was undertaken including significant dialogue with local Planners and other interested parties including English Heritage due to the fact that the existing building was listed.

The further work led to changes being required to the originally planned project and this had the effect of increasing the programme budget. In particular the shape of the sports hall building had to be changed. Building and cladding requirements had to be put in place and tree protection measures implemented. There were further inflationary increases due to the extended tendering procedures.

The project costs now total £5.2 million which do not reflect good value for money when compared to other Havering Projects, although it should be noted that Havering has provided excellent value for money in respect of other matters and has recently been commended by the DfE.

However, it was not feasible to abort the project given the significant amount of money already invested and whilst the increase is unfortunate, the costs are affordable within the Basic Needs Grant that Havering receives from the DfE. There would be no impact on council funds.

Cllr Benham stated that he and the Leader had requested a review as to how the budget gap occurred and this is underway to ensure lessons can be learned and factored into any future project.

**Cabinet:**

- **Agreed** to vire funding of £1.2m from the DfE Basic Need Capital Grant - Phase 4 School Expansions contingency budget to the Royal Liberty expansion.
- **Agreed** to release funding to the ESFA (Education and Skills Funding Agency) to proceed with expansion build works.
- **Agreed** to review the feasibility process to ensure more accurate forecasting of costs.

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**Chairman**