

**London Borough of Havering  
Record of Decisions of Cabinet  
Wednesday 7 July 2021**

1. **TITLE: Consideration of the report of a Topic Group - COVID-19 PANDEMIC COMMAND RESPONSE TOPIC GROUP**

2. **DECISION MADE BY:** Cabinet

3. **DECISION:**

Cabinet agreed to refer this matter to Full Council.

1. **TITLE: Decision to increase allowances and benefits for in-house foster carers.**

2. **DECISION MADE BY:** Cabinet

3. **DECISION:**

**Cabinet:**

**AGREED** to increase both the support and the financial incentives provided to 'in-house' carers in order to increase retention of our in-house foster carers by:

- a. Increasing the financial allowances as set out in Appendix 1 one of the report and improve a comprehensive wrap-around support package as covered in this report;
- b. Approving Havering resident foster carers as a class subject to Council Tax Relief from 1 April 2021.
- c. Approving the amendment to the Council Tax Discretionary Policy to include Havering foster carers with effect from 1 April 2021
- d. Providing complimentary access to the borough's leisure centres for in-house carers and children in their care;
- e. Waiving free green bin refuse collection charges; and
- f. Offering free parking in resident bays and council car parks borough-wide, this will not include paid for parking bays.

4. **REASON FOR DECISION**

This decision proposes to improve our offer to prospective and existing foster carers, by increasing some specific rates, in addition to providing additional benefits such as council tax reduction, complimentary access to leisure facilities at borough leisure centres, free parking and free green bin collections for all in-house carers. The proposals in this report will enable the Borough to compete better in the foster carer market and make the borough a

destination of choice for local foster carers.

## 5. **ALTERNATIVE OPTIONS CONSIDERED**

Option 1: Do nothing.

This option is not recommended as doing nothing will mean fewer in-house carers and higher reliance on the independent market, where costs are dictated by competition. Alongside, outcomes for children in our care would not be as strong and likely to impact at the borough's next Ofsted inspection.

6. **DOCUMENT CONSIDERED:** CABINET July 2021 Fostering FINAL  
CABINET July Fostering Appendix 1 FINAL  
CABINET July Fostering Appendix 2 FINAL

1. **TITLE: Decision to begin a consultation in respect of Havering's Street Trading Policy**

2. **DECISION MADE BY:** Cabinet

3. **DECISION:**

**Cabinet:**

**APPROVED** the commencement of a 10 week public consultation on a draft Street Trading Policy beginning on 1<sup>st</sup> September 2021.

## 4. **REASON FOR DECISION**

Havering adopted Street Trading in 1999 as part of its Environment Strategic Policy. Following natural changes in the Borough since the adoption of the relevant provisions of the London Local Authorities Act 1990 (as amended) in 1999 a new Policy is now required for street trading in the borough.

The policy is intended to provide a framework for the Council to administer and regulate street trading to ensure a consistent approach is taken. It also serves as a reference for licence holders, relevant stakeholders and enforcement officers as to the Council's intended vision and approach to street trading activities.

Before the authority can introduce a new Street Trading Policy there is a requirement under the London Local Authorities Act 1990 to consult on the proposed policy.

## 5. **ALTERNATIVE OPTIONS CONSIDERED**

Option 1 - Not to adopt a Street Trading Policy

This was rejected, as it would encourage unregulated activity which would leave Havering streets looking untidy and unattractive, and would make the streets difficult to maintain and keep safe for pedestrians.

This would also leave the Borough with potentially unmanageable street trading issues.

6. **DOCUMENT CONSIDERED:** Cabinet report Street Trading final 280621  
Appendix 1 Draft Street Trading Policy v4 181220  
Appendix 2A Designated Streets  
Appendix 2B Designated Streets  
Appendix 3 Fees and charges  
Appendix 4 EqHIA

1. **TITLE: East London Joint Resources and Waste Strategy - Approval of Public Consultation**

2. **DECISION MADE BY:** Cabinet

3. **DECISION:**

**Cabinet:**

1. **APPROVED** the release of the Preliminary Draft of the East London Joint Resources and Waste Strategy (ELJRWS) and associated documents to the four statutory consultees (Environment Agency, Greater London Authority, Historic England and Natural England).
  2. **APPROVED** the start of wider public engagement in line with the proposals in this report.
  3. **DELEGATED** to the Director of Neighbourhoods in consultation with the Cabinet Member for Environment, the decision to make minor amendments to the proposal set out in this report. Such amendments will be limited to changes in the public consultation timeline and minor changes within the Strategy document.
4. **REASON FOR DECISION**

The WCAs and WDAs in ‘two tier’ areas (i.e. areas with separate WCAs and WDAs) in England are required under s32 of the Waste Emissions Trading Act to have in place a joint strategy for the management of household and similar wastes. The Act also obligates these Authorities to:

- Ensure that the policies in the joint strategy are kept under review;
- Have regard to the relevant government guidance; and
- When formulating a joint strategy “carry out such consultation as they consider appropriate”.

5. **ALTERNATIVE OPTIONS CONSIDERED**

Not produce a new strategy. However, given the above statutory requirements, this is not considered a viable option.

6. **DOCUMENT CONSIDERED:** JMWS Consultation cabinet report FINAL  
Appendix 1 - East London Joint Resources and Waste Strategy - Preliminary Draft

Appendix 2 - Current and Future Government and Mayoral Waste Policy and Targets  
Appendix 3 - Strategy Development Process  
Appendix 4 - Individual Borough LACW Recycling Rate targets  
Appendix 5 - ELWA - Draft SEA Screening\_v1.0 DC 21-5-21  
Appendix 6 - Joint Strategy Public Consultation Plan  
Appendix 7 - Timeline for consultation and adoption

1. **TITLE:** EXCLUSION OF THE PRESS AND PUBLIC

2. **DECISION MADE BY:**

3. **DECISION:**

Cabinet resolved to exclude members of the public and press for agenda item 10.

1. **TITLE:** **Public Realm Transformation- New Operating Model**

2. **DECISION MADE BY:** Cabinet

3. **DECISION:**

**Cabinet:**

**APPROVED** the new operating model whereby waste and street cleansing, trunk road cleaning, recycling collection and weed control services are combined in one single integrated contract offering and the commencement of the procurement of that contract; and

**DELEGATED** authority to the Director of Neighbourhoods, in consultation with the Cabinet Member for Environment and Director of Legal & Governance, to take all necessary steps to award the contract post procurement at the estimated value of £10 million per year and deliver an integrated contract for street cleansing, trunk road cleaning, waste and recycling collection and weed control.

4. **REASON FOR DECISION**

1. It is recommended the option for the waste and recycling services, weed control, trunk road cleaning and street cleansing services are procured as a single integrated Contract as this option is capable of delivering the “best” balance of benefits and risks:
  - The ability to transfer some of the financial risks to the selected contractor.
  - Maximises market participation.
  - The opportunity to attract greater competition during the procurement process to secure best value for money.
  - The ability to maximise market innovation to secure a contract which is fit for the future.
  - The opportunity for improved technology, embracing innovative systems to

improve service delivery and communications.

2. The procurement of this integrated contract achieves the following benefits:

- Reducing demarcation inefficiencies and conflicts at the interface of service delivery, especially in the street scene.
- Increased operatives' accountability and more collaborative working.
- Improved co-ordination and sharing of resources, offering better value for money.
- Improved ICT systems leading to quicker decisions to rectify issues if they arise
- Increased value of the potential contract to the market which could lead to improved competition and better demonstration of value for money.

3. The Council has a legal obligation to tender contracts of this value. It also provides an opportunity to demonstrate that the Council is obtaining best value for money by carrying out an open and transparent process and engaging with the market. The competitive tension provided through a procurement process incentivises innovation and reduces costs.

## 5. **ALTERNATIVE OPTIONS CONSIDERED**

Other service delivery model options were considered. The selection of the options was mainly driven by the following considerations:

The nature of the services in scope.

The solutions available, taking into account existing and new ways of working, re-design of the business process and configuration.

The availability of service providers.

The ability of the supply side to deliver the required services within the constraints of delivery timeframe with other procurement opportunities in the pipeline.

Option 1: continuing to deliver services as the current operating model, i.e. waste & recycling collection to remain outsourced while street cleansing to remain an in-house service.

This option was not deemed viable as, because of the number of procurement opportunities in the pipeline in England, to retender a standalone waste services contract would significantly curtail participation for this lower valued contract compared to other procurement opportunities available to bidders at the same time. This situation is compounded by other risks as outlined in Appendix 3 (Exempt). Also, this option would not allow the Council to negotiate with suppliers the best delivery model for waste services, particularly removing the flexibility to allow the market to suggest ways to capitalise from any changes in the ELWA contract.

Option 2: contracting out (outsourcing) an integrated solution for the entirety of the Public Realm services, or various combinations of Public Realm services to be included in the procurement with waste services

The outsourcing completely of Public Realm services into a single integrated option is dismissed as research indicates, with fewer companies tendering for public realm contracts, a significant number of companies indicated they would not participate in the procurement if grounds and tree maintenance were included. Others indicated if they did participate, these services would have to be sub-contracted to third parties.

The Market strongly suggested procuring the waste and recycling collection service to be tendered in an integrated contract to include street cleansing would be the better procurement route (for reasons already outlined in this report). The market strongly indicated it would not bid for a waste and recycling collection service combined with grounds maintenance only.

Option 3: Set up a Local Authority Company to deliver the Contract.

The option to deliver the services through a Local Authority Company was considered and rejected as this option leaves all the financial risks with the Council and does not allow for contractors to inform the Council of the best way to structure and deliver services. Also, unless refuse delivery specialists were engaged, the Council lacks the skills and management to progress this option at the present time.

The option of “insourcing the services” was not considered as this option has been rejected before as it is prohibitively expensive; the circumstances that led to this conclusion have not changed.

6. **DOCUMENT CONSIDERED:** Cabinet report PRT 7 July 2021  
Appendix 1 (Exempt) Market testing  
Appendix 2 (Exempt) Market testing  
Appendix 3 (Exempt) Risk  
Appendix 4 (Exempt) Finance  
Appendix 5 EqHIA