



**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 11 March 2026**  
**(7.00 - 8.53 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 Middleton

Lead Member for Digital, Transformation & Customer Services

Councillor Natasha Summers

Lead Member for Housing Need & Climate Change

Councillor Christopher Wilkins

Lead Member for Finance

Councillor Graham Williamson

Lead Member for Regeneration

Apologies were received for the absence of Councillors Paul McGeary and Barry Mugglestone.

**9 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.

**10 APOLOGIES FOR ABSENCE**

Apologies received from Councillor Barry Mugglestone and Councillor Paul McGeary.

**11 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

**12 MINUTES**

The minutes of the meetings held on **18<sup>th</sup> February 2026**, were agreed as a correct record and the Chair signed them.

**13 APPROVAL TO PROCEED WITH HAVERING'S HEALTHY CHILD PROGRAMME PROCUREMENT AND TO DELEGATE AUTHORITY FOR DECIDING THE PROCUREMENT ROUTE**

Report Title: **Approval to proceed with Havering's Healthy Child Programme procurement and to delegate authority for deciding the procurement route**

Presented by: **Councillor Gillian Ford (Cabinet Member for Adults and Health Wellbeing)**

**Summary:**

Havering Council has a statutory duty to commission public health services for children and young people aged 0–19 years old. The 0–5 element of the Healthy Child Programme (HCP) is led by the health visiting service through the five mandated health assessment visits. The 5–19 element is led by the school nursing service, which includes delivery of the mandated National Child Measurement Programme (NCMP).

The current HCP contract is due to end on 31st March 2027, and the Council must commence procurement for a new contract. This paper seeks Cabinet's permission to begin this procurement and to delegate authority for deciding the final procurement route to the Director of Public Health, in consultation with the Cabinet Member for Adults and Wellbeing and the Strategic Director of Resources, with oversight from the Procurement Gateway Review Group.

The new 7-year contract is expected to include additional investment, with an estimated lifetime contract value of £29 million, reflecting increased population demands particularly amongst the school-aged cohorts.

A Key Executive Decision paper will be presented to Cabinet to make the decision about the contract award.

The intended outcome of this paper is to ensure a compliant, timely procurement that secures a sustainable and high-quality HCP services for Havering's children, young people and families, while enabling the selection of the most appropriate procurement route based on thorough assessments and best value.

**Cabinet:**

1. **Agreed** with the procurement of the Havering Healthy Child Programme.

2. **Delegated** authority on the decision regarding contract procurement route to the Director of Public Health, in consultation with the Cabinet Member for Adults and Wellbeing, Strategic Director of Resources and with oversight from Procurement Gateway Review Group.

14 **PERMISSION TO PROCURE THE INTEGRATED SEXUAL HEALTH SERVICE**

Report Title: **Permission to Direct Award under PSR Process C the Integrated Sexual and Reproductive Health Service to BHRUT**

Presented by: **Councillor Gillian Ford (Cabinet Member, Adults and Health Wellbeing)**

**Summary:**

Local Authorities have a statutory responsibility, as outlined in the Health and Social Care Act 2012, to commission sexual and reproductive health (SRH) services for their residents. This ensures that individuals have access to essential healthcare services in line with national legislation.

At present, Barking Havering and Redbridge University Hospitals NHS Trust (BHRUT) delivers the Integrated Sexual Health Service (ISHS) with the contract set to conclude on 30 September 2026. The London Borough of Havering (LBH) has been working in partnership with the London Boroughs of Barking and Dagenham (LBBD) and Redbridge (LBR) to jointly commission ISHS services for several years, with the intention to continue this arrangement for the new contract. Newham Shared Services will continue to monitor the contract on behalf of all three boroughs in accordance with an existing Inter Authority Agreement

Under Provider Selection Regime (PSR) procurement regulations that were implemented in 2024, authorities have the option to directly award healthcare contracts if the new contract is not deemed materially different and the incumbent provider is assessed as having delivered the contract to a satisfactory standard. Following detailed assessment of incumbent provider performance against the PSR Direct Award C Criteria, commissioners from the three participating boroughs have concluded that this is an acceptable and desirable route of award.

**Cabinet:**

For reasons set out in this report, it is recommended that Cabinet:

1. **Approved** the Direct Award under PSR Process C of the Integrated Sexual and Reproductive Health Service to BHRUT for the period 1st October 2026 to 30th September 2033 at an estimated total cost of £9.1m. as set out in this report.

2. **Delegated** authority to the Director of Public Health, in consultation with the Cabinet Member for Adults and Health Wellbeing to:

- a) award the contract upon completion of the Direct Award Process C
- b) Agree any variations to baselines, tariffs, and work packages over the lifetime of the contract

15 **EXTENSION OF CONTRACT FOR ESTATE IMPROVEMENTS AND RETROFIT**

Report Title: **Approval to increase the term and value of a contract for Estate Improvements and External Works**

Presented by: **Councillor Ray Morgon, Council Leader**

**Summary:**

As part of the Council's responsibilities as a landlord, it has a duty to undertake repairs and maintenance to its HRA housing stock. The Council entered into a contract with BTS Property Solutions Limited (formally Build-Therm Services Limited) for estate improvements and external works. The original contract was awarded for a five-year term.

The Council is in the process of awarding and mobilising several long-term Major Works contracts through which these services will be delivered in future, but due to a longer than anticipated procurement and mobilisation programme, there may be a gap in service delivery, which this requested extension will address.

In order to allow the timely delivery of works already identified, it is proposed to extend the existing contract for 12 months until the new contracts are fully operational, later in 2026. This will also allow for the current procurement to be completed and time for mobilisation under the new contract.

**Cabinet:**

**Agreed** to extend the contract with BTS Property Solutions Limited to deliver estate improvements and external works to HRA properties for a period of one year at a maximum value of £3 million.

16 **ADOPTION OF FLOOD RISK MANAGEMENT PLAN AND SURFACE WATER MANAGEMENT PLAN**

Report Title: **Adoption of Flood Risk Management Strategy and Surface Water Management Plan**

Presented by: : **Councillor Ray Morgon, Council Leader**

**Summary:**

- 1.1 The Council is legally required to develop and maintain a Flood Risk Management Strategy (FRMS) under the Flood and Water Management Act 2010, which designates local authorities as Lead Local Flood Authorities (LLFAs). This duty includes identifying local flood risks, setting out measures to manage them, and coordinating with other Risk Management Authorities such as the Environment Agency and water companies. The strategy ensures compliance with statutory obligations and provides a framework for monitoring and reporting flood risk activities.
- 1.2 Without this strategy, the Council would risk legal non-compliance, financial penalties, and reputational damage.
- 1.3 Under the Flood and Water Management Act 2010, councils acting as Lead Local Flood Authorities must manage local flood risks, including those from surface water. The Surface Water Management Plan (SWMP) provides the detailed analysis and actions needed to meet these statutory duties and align with national flood risk regulations.
- 1.4 A FRMS provides a structured approach to:
  - Identify high-risk areas and prioritise interventions.
  - Integrate sustainable drainage and resilience measures into planning.
  - Coordinate with stakeholders for emergency preparedness and recovery.
  - Secure funding and meet statutory obligations under environmental and planning law.
- 1.5 By adopting this strategy, the Council ensures legal compliance, long-term resilience, protects communities, and supports sustainable growth.

**Cabinet:**

**Agreed to adopt** the Local Flood Risk Management Strategy, Surface Water Management Plan & Action Plan. These are attached as Appendix A, B, C & D.

**17 ACTIVE TRAVEL STRATEGY ADOPTION**

Report Title: **Active Travel Strategy Adoption**

Presented by: : **Councillor Ray Morgon, Council Leader**

**Summary:**

The Council has developed an Active Travel Strategy for the borough setting out the Council's long-term vision for providing residents with opportunities for travel within the borough sustainably, should they choose to do so.

The strategy proposes a coordinated, ambitious approach to making active travel a realistic and attractive choice for everyone in Havering. It combines infrastructure improvements, behaviour change initiatives, and policy alignment to deliver measurable benefits for health, environment, economy, and community life.

### **Purpose and Vision**

The strategy sets out a 15-year plan to transform travel in Havering by making walking, cycling, and public transport the preferred modes for everyday journeys. It aims to address challenges such as traffic congestion, air pollution, and health inequalities, while supporting economic vitality and community wellbeing. The vision is for Havering's residents, businesses, and visitors to be less dependent on cars and to benefit from a healthier, more sustainable environment.

### **Key Proposals**

To achieve its vision by 2041, measures will be delivered in three key areas:

- Physical measures: Creating an active travel network, mobility hubs, and upgraded travel information.
- Supporting measures: Traffic management, data collection, and policy and design guidance.
- Soft measures: Encouraging behaviour change, engagement, and facilitating access to cycles and micro-mobility.

The Havering Active Travel Strategy has been developed collaborating with key internal and external stakeholders. Workshops have given the Council a greater understanding of stakeholder needs and priorities which has helped identify emerging plans across the borough.

This strategy aligns with the latest regional and national objectives and has been tailored to Havering's unique context.

### **Delivery and Monitoring**

A detailed action plan sets out specific measures, timeframes, and policy alignments across seven themes (infrastructure, engagement, funding, policy, traffic management, information, and micromobility).

Progress will be reported back on an annual basis to the Council's Place Overview and Scrutiny Committee (OSC).

**Cabinet:**

1. **Approved** the active travel principles and measures set out within the active travel strategy for implementation in Havering, throughout the period between 2026 and 2041.
2. **Agreed** to the adoption of the Active Travel Strategy

18 **PROPOSALS FOR THE VOLUNTARY MAKING OF FOUR FURTHER VILLAGE GREENS WITHIN HAVERING**

Report Title: **Proposals for the voluntary making of four further Village Greens within Havering.**

Presented by: **Councillor Graham Williamson (Cabinet Member, Development and Regeneration)**

**Summary:**

This is a report to enable Cabinet to consider proposals to make voluntary village green registrations of four green spaces in the borough. If the recommendations in the report receive approval, Officers will carry out the necessary actions to ensure the delivery of the village greens.

**Cabinet:**

1. **Agreed** to apply for the voluntary village green registration of the four pieces of open land considered in this report.
2. **Instructed** officers to carry out all necessary actions to achieve successful registration as agreed in recommendation 1 above.
3. **Agreed** the attached engagement and consultation process.

19 **DFE CAPITAL FUNDING FOR CHILDREN'S HOMES**

Report Title: **DFE Capital Funding for Children's Homes**

Presented by: **Councillor Oscar Ford (Cabinet Member for Children and Young People)**

**Summary:**

In February 2025 the Council made a formal bid to the Department for Education (DFE) for a capital grant to create two children's homes. The Council was notified of its successful bid at the end of the summer 2025.

Havering's proposal is to purchase and adapt two family homes in the borough. The intention is to purchase a five or six bedroomed property and a four bed roomed property with the plan to provide a four bed and a two bed children's home.

The grant application identified three capital financial partners and the proportion of their capital commitment;

DFE- £1.03m (50%)

LBH- £0.515m (25%) NEL ICB- £0.515m (25%)

The DFE wants to support councils to create new local authority owned children's homes for three purposes:

- To provide an alternative care pathway for children who may require in-patient mental health care.
- To provide a step-down from in-patient mental health care to prevent delays of discharge from hospital; and
- To prevent children from being placed in high-cost unregulated care homes.

Havering's application identified cohorts of children this service would be appropriate for. At the point of making the application Havering had experienced four young people being discharged from in-patient hospital treatment, their average weekly care costs in children's homes were £16,000 each, which equates to an annual cost of £3.33m. All four of these children needed specialist provision which was only available outside of Havering. The transition from hospital to out of authority care placements also ceased the involvement of NELFT's CAMHS service.

The application estimated that the creation of Havering owned children's homes would reduce the care costs of these four young people. The estimated annual cost avoidance of £1m is based upon an estimated targeted unit cost per child per week which will be published when the contract for the care provider is tendered for.

Since the application was submitted the complexity of some of the children in care has resulted in the Council needing to use services that could not meet the needs of the young people. Four young people were placed with OFSTED Registered Supported Accommodation providers, but they required registered children's homes rather than support providers.

Their packages of support included 2:1 or 3:1 staffing ratios and at times the use of Deprivation of Liberty Orders. The average cost of these children's packages was £10,993 per week, and they were also all placed outside of Havering.

Therefore, the Council has greater evidence that by providing a local registered children's home service more children can be cared for within the borough, close to their families and friends, will be able to maintain their schooling and continue to access mental health services provided by NELFT's CAMHS service. The Council will also be able to reduce expenditure and place fewer children in unsuitable provision.

The new homes will also enable the planning to return children from high cost out of borough care provision back into their local communities, close to family and friends, as well as support services who know them. This transition planning will be managed through the Havering Access to Resources Panel (HARP). This is chaired by the Assistant Director for Safeguarding, and ensures that resources are managed appropriately, and offer best value.

**Cabinet:**

1. **Accepted** the £1.03m capital grant from the DFE and enter into the grant agreement with DfE.
2. **Committed** £0.515m in capital funding to the total capital requirement of £2.06m to purchase and develop the homes.
3. **Delegated** authority to the Strategic Director for Place to select and agree to the purchase of the two homes on behalf of the Council.
4. **Agreed** the procurement of a care provider via an open tendering process.
5. **Agreed** the waiver of the standard weightings of 70% price and 30% quality for the procurement of the care provider to 40% price and 60% quality (including social value) for the reasons set out below.
6. **Delegated** authority to the Lead Member of Children's Services to make the decision to award the care contract to the successful bidder following the competitive tender process.

20 **REVENUE AND CAPITAL BUDGET MONITORING REPORT 2025/26.**

Report Title: **Revenue and Capital Budget Monitoring Report 2025/26.**

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 January 2026 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 three.

**Cabinet:**

- 2.1 **Noted** the improvements in the Council's financial position that have mean that the forecast outturn position as at the end of P10 is an underspend on the Council's General Fund of £17.4m (sections 4, 5 and 6) and an underspend on the HRA of £2.83m (Section 8)
- 2.2 **Noted** the progress toward the delivery of savings as set out in the Council's MTFS as at the end of December 2025 (quarter three of the financial year) as set out in section 7

- 2.3 **Noted** the forecast overspend of £31.5m DSG budgets that will bring the overall DSG deficit to £67.7m (section 9). An update on the impact on the Council's financial position following the announcement of the High Needs Stability Grant is given in the same section.
- 2.4 **Noted** the update in section 10 on the position of the Council's maintained schools.
- 2.5 **Noted** the capital monitoring position of the Council as at the end of December 2025 (quarter three of the financial year) as set out in section 12
- 2.6 **Noted** that £3,695,506.79 of irrecoverable Council Tax debt has been passed for approval to write-off.

## 21 **QUARTER 3 CORPORATE PERFORMANCE REPORT**

Report Title: **Quarter 3 Corporate Performance Report**

Presented by: **Councillor Ray Morgon, Council Leader**

### **Summary:**

The Council's Corporate Plan was formally adopted in April 2024. A review of the metrics took place towards the end of the financial year and the updated corporate plan was agreed and formally adopted at cabinet in April 2025.

The Corporate Plan continues to be 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) and 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 2025/26 are as follows:

- Red = Below target

- Amber = Below target but within target tolerance
- Green = On or above 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 2025/26)
- Long-term performance – with the same time the previous year (Quarter 3 2024/25, where available)

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

**Cabinet:**

**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.

22     **AWARD OF CONTRACT TO CONSTRUCT THE NEW BALGORES SPECIAL SCHOOL**

Report Title: **Award of the Main Contract for the Construction of Balgores Special School**

Presented by: **Councillor Oscar Ford (Cabinet Member, Children's Services)**

**Summary:**

This report provides a summary of the Balgores School project, with recommendations to award the main contract to construct the school following the successful completion of Stage 1 (the Pre-Construction Services Contract) and the provision of a firm price for Stage 2 - construction of the new Special School on the Balgores Field on Balgores Lane, Gidea Park, to provide the children of Havering with special educational needs with the educational care they require.

**Cabinet:**

- 1) **Approved** the award of a JCT Design and Build Contract (with LBH Amendments) to Galliford Try Ltd for the construction of the new special educational needs school on Balgores Field, Balgores Lane, Romford, for the value of £ 38,552,461, subject to grant of Planning Approvals as set out within this report; and
  - 2) **Agreed** to enter into all associated documentation.
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**Chairman**