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**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 12 October 2016**  
**(7.30 - 9.00 pm)**

**Present:**

Councillor Roger Ramsey (Leader of the Council), Chairman

	<b>Cabinet Member responsibility:</b>
Councillor Damian White	Housing
Councillor Robert Benham	Children & Learning
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Osman Dervish	Environment, Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Clarence Barrett	Financial Management, ICT (Client) and Transformation
Councillor Ron Ower	Housing Company Development and OneSource Management
Councillor Joshua Chapman	Deputy Cabinet Member assisting Cabinet Member for Housing
Councillor Jason Frost	Deputy Cabinet Member assisting Cabinet Member for Environment, Regulatory Services & Community Safety

There were about 25 members of the public present for part of the meeting.

Councillors Ray Morgon, David Durant and Keith Darvill also attended.

Unless otherwise indicated, all decisions were agreed unanimously with no Member voting against.

71 **MINUTES**

The minutes of the meeting held on 21 September 2016 were agreed as a correct record and were signed by the Chairman.

## 72 THE COUNCIL'S FINANCIAL STRATEGY

*Councillor Roger Ramsey, Leader of the Council, introduced the report*

Cabinet was informed that the report set out the Council's Medium Term Financial Strategy to manage the implications of funding reductions and cost pressures over the next three years.

The report set out the process for bridging the funding gap with a view to achieving a balanced two-year budget.

It reviewed the cost pressures faced by the Council and updated the financial model as reported to the Council in February 2016 when setting the Council Tax requirement for 2016-17.

The financial strategy had been updated on the assumption that the Government's four year financial settlement would be implemented – though Members were reminded that should there be changes to Government's policies, the financial strategy would be reviewed and appropriate action taken.

The report also explained the process and timescales for identifying further cost savings and income generation proposals that might be required to meet the funding gap over the three year cycle.

Cabinet was assured that all proposals would be subject to full and proper consultation, before any final decisions are made.

### **Reasons for the decision:**

It was essential that the Council's financial strategy took due account of Government plans and any other material factors where these were likely to have an impact on the Council's financial position. The report set out the process for developing the Council's budget strategy for the next three years and reflected the expected continued Government approach of reduced levels of funding.

### **Other options considered:**

None. The Constitution required this as a step towards setting the Council's budget.

After accepting an amendment in the wording of recommendation two (deleting "agreed" and inserting "noted") Cabinet:

1. **Noted** the original and currently projected budget gap and the assumptions upon which these had been based, and the risks associated with them.
2. **Noted** the draft Medium Term Financial Strategy (MTFS), covering the period from 2017/18 to 2019/20, set out in the report.

3. **Noted** that there was a range of risks and assumptions made as part of the development of the strategy and that updates would be provided to Cabinet should these vary, in the build-up to Council Tax setting.
4. **Noted** that any alternative proposals from Overview & Scrutiny or opposition groups, that would need to be subject to consultation, would need to be subject to a robust review before they could be considered for inclusion in the Council's budget and therefore had to be submitted by 10<sup>th</sup> November prior to the next meeting of Cabinet on 14<sup>th</sup> December in order to be considered as part of the consultation process.
5. **Noted** that a range of corporate strategies might be impacted by the budget strategy and these would need to be updated and approved accordingly.
6. **Reviewed** the initial proposal to maintain a core capital programme of around £4.9m a year subject to a detailed review of available receipts and to a further review of borrowing costs.
7. **Agreed** to receive a further report in December to consider progress to date in delivering the 2016/17 budget, developing further proposals for 2017/18 and beyond and providing an update on the prospects for the financial settlement following the Chancellor's Autumn Statement.
8. **Noted** the advice of the Section 151 Officer in setting a robust budget.

73 **HOUSING ACCOMMODATION PLAN - REVIEW OF OLDER PERSON'S HOUSING NEEDS**

*Councillor Damian White, Cabinet member for Housing, introduced the report*

Cabinet was reminded that the report followed the initial report considered by Members at an Executive Briefing held on the 6 June and reviewed on the 26 September at a further Executive Briefing.

In essence it embraced a thorough review of the housing needs of older people across the borough. At the Executive Briefing on the 6 June, officers were instructed to carry out consultation with residents of the sheltered schemes and to report back to Members the outcome of those consultations and any changes to the proposals for older persons' housing in Havering. The report before Cabinet provided that information using which had been presented to the Executive Briefing meeting on the 26 September 2016.

The report was set within the overall statistical analysis of supply and demand data and conclusions which had been presented in the previous reports were attached as Appendices 8 and 9 to the current report, namely:

- There was a current and projected surplus of affordable sheltered schemes within the borough and that this was anticipated as likely to continue even with the projected growth in the number of older people living in Havering.
- There was a current and projected deficit in sheltered/retirement housing for lease and sale within Havering.
- There was a current and projected deficit of enhanced and extra care housing and dementia provision of all tenures within Havering.

Members were reminded that at Cabinet on 15 June 2016, a revised Housing Revenue Account (HRA) Business Plan (item 8) had identified funding for the redevelopment of 12 key estates owned by the HRA including the Sheltered Schemes identified within the current report.

Cabinet was informed that whilst the current report dealt with Older Persons' Housing, it was also an integral part of the HRA Regeneration Project, (both elements made-up the overall plans for Housing Accommodation across the borough). That report followed and the two reports were to be considered as two aspects of the same programme though focused on different issues.

**Reasons for the decision:**

The over-supply of Council rented sheltered accommodation and the lack of older persons' accommodation for sale needed to be addressed in order to ensure that the Council made best use of its assets, assist with the pressures facing social services care budgets and meet the future housing needs of older people in Havering.

**Other options considered:**

The option of not reducing the provision of sheltered accommodation was considered, but rejected, as it would not begin to address the difficulty of letting bedsits, un-lifted properties or with meeting the future housing needs of older people in Havering.

Cabinet:

1. **Noted** the findings of the review of older persons' future housing needs in Havering.
2. **Noted** the outcome of the consultations carried out at the sheltered housing schemes across Havering
3. **Agreed** the final recommendations for the provision of housing for older persons in Havering, and specifically agreed the recommendations for each scheme as detailed in Section 3 of the report.

4. **Agreed** to delegate authority to the Director of Housing Services, after consultation with the Cabinet Member for Housing, to make variations to or substitutions for disposal or alternative use of any of the schemes already in the Housing Development Programme subject to financial viability, full resident consultation and there being no need for additional capital investment beyond the existing programme budget.

#### 74 **HOUSING ACCOMMODATION PLAN - NEW BUILD UPDATE**

*Councillor Damian White, Cabinet member for Housing, introduced the report*

Cabinet was reminded that at its meeting on 15 June it was agreed that officers would commence consultation with local residents and initiate procurement of a preferred partner for the delivery of 12 key regeneration sites for the provision of affordable housing, including older persons' housing. The report provided an update on the progress made since that decision.

##### **Reasons for the Decision:**

These actions were necessary in order to achieve the agreed recommendations from the June Cabinet paper. The outcomes from these actions would lead to an increase in the number of affordable homes available for local residents and thus help to mitigate the increased pressure on housing in Havering.

An increased housing supply would improve the options for local people to access safe, affordable housing, reduce homelessness and ease potential pressures on the General Fund. In addition, the creation of new homes within the HRA would enable increases to rent, which could be used to offset losses from properties lost through the right to buy (RTB) scheme and would enable RTB receipts to be used for the benefit of Havering rather than being handed back to Government.

##### **Other Options Considered:**

The options relating to the preferred methods of procurement and the delivery model were detailed within the report.

Cabinet:

1. **Noted** the outcome of the consultations carried out.
2. **Noted** the progress made regarding the procurement of preferred partners.
3. **Agreed** the prioritisation of estates as identified in Section 5 of the report.

4. **Agreed** that the Director of Housing had the authority to arrange for the service of demolition notices at the appropriate time in relation to all affected properties on the estates and schemes in the programme.

75 **OUTLINE PROPOSALS TO ADDRESS EARLY YEARS, PRIMARY, SECONDARY AND SEN RISING ROLLS - PHASE 4 EXPANSION PROGRAMME**

*Councillor Robert Benham, Cabinet member for Children & Learning, introduced the report*

Cabinet was informed that Havering had seen an increase of over 45% in the number of births between 2002 and 2015. The Office for National Statistics (ONS) live birth data for 2013 showed that most London boroughs had experienced a drop in their birth rate from 2013 to 2014. Havering, however, had experienced a 5% increase.

While many London boroughs had already had an increase in birth rate - which was now starting to plateau - Havering was still at the early stages of its increase in the birth rate. The borough therefore needed to build the necessary capacity to accommodate its children who required a school place for years to come. In 2014/15-2015/16 an additional permanent 4 Forms of Entry (FE) in Primary schools were created together with 292 temporary places to cover short-term pressures for primary age pupils.

The number of Primary age pupils however, was expected to continue rising significantly from 21,074 in 2015/16, to 25,677 in 2020/21 which was more than 4,000 extra pupils over the next five years and this would continue to rise further. The result would be that there would be a need to make new provision available in most planning areas across the borough on both a permanent and temporary basis.

Members were informed that as these pupils advance toward secondary education the borough's current surplus of places in the secondary sector would be eroded and surpassed. Havering would exceed its overall Secondary places (in all year groups) around 2019/20, but was projected to exceed its Year 7 capacity sooner; in 2018/19.

There were currently 3,252 places available in Havering for Year 7 pupils. The Local Authority would begin the process of planning additional capacity across the borough for the projected increase in secondary pupil numbers through phases 3 and 4 of the expansion programme.

This rise in demand meant that the Council needed to do two things:

1. Find ways to absorb the immediate extra demand for places, while protecting the Borough's historic good reputation for schools – which was already well underway.
2. Plan for a longer term growth in pupil numbers, which meant creating more capacity in the Havering school system.

The report before Members sought Cabinet's approval to an approach to managing the forecast increase in early years, primary, secondary and SEN pupil numbers beyond the current Phase 3 of the Council's Programme of Primary School Expansions.

Cabinet was assured that the recommendations took account of the very wide resident, parent and stakeholder consultation outcomes, the Council's agreed Commissioning Plan for Education Provision 2015/16 - 2019/20 (appendix 1 to the report), updated pupil forecasts (appendix 2 to the report) and other related developments.

Cabinet was informed that approval of the recommendations would enable officers to undertake consultation with stakeholders including the encouragement of new Free Schools where appropriate and ensuring value for money as part of the Council's strategy of ensuring that there were sufficient school places to meet likely future demands.

**Reasons for the decision:**

This decision was necessary to ensure the provision of sufficient school places to meet the forecast rise in early years, primary, secondary and SEN pupil numbers projected beyond Phase 3 of the Council's Programme of School Expansions.

**Other options considered:**

A number of options had been identified in the report each requiring further consideration. So far no option had been rejected.

Not providing any additional places was not an option as the Council would be failing to meet its statutory duties.

Cabinet:

1. **Agreed that** Phase 3 and 4 of the school expansion programme should continue to be developed based on the following approach in line with consultation responses:
  - i. To have a preference for expanding existing popular and high-performing schools and inclusion of nursery provision and Additional Resource Provisions (ARPs) where appropriate and practicable.
  - ii. To consider the expansion of existing schools, but only to a maximum size of 4 Forms of Entry (FE) in the primary phase, ensuring at all times that high standards of education was paramount; to consider the possible establishment of primary phase provision on secondary school sites as "all through" provision and the encouragement of Free Schools where needed and where they provided best value.

2. **Delegated** the power to take further decisions regarding the approval of which settings/schools included within the report should be expanded or supported financially (subject to the appropriate statutory processes) for Phase 4 of the Expansion Programme to the Cabinet Member for Children & Learning.
3. **Delegated** the power to take further decisions regarding expansion or financial support for Academies - not included within the report - in urgent and exceptional circumstances, (subject to the appropriate statutory processes and within the agreed capital programme) for Phase 4 of the Expansion Programme, to the Cabinet Member for Children & Learning after consultation with the Leader.
4. **Delegated** to the Director of Asset Management authority to submit planning applications after consultation with planning officers, commission all associated surveys/investigations (including transport assessment, soils survey, environmental check etc.) and commence tender processes as required to support the development of options appraisals to deliver Phases 3 and 4 expansions required and **noted** that tender awards would remain the subject of separate Executive Decision(s).
5. **Noted** the updated Commissioning Plan for Education Provision 2015/16 – 2019/20 and School Planning Data Pack appended to the report.

**In respect of increasing Primary places:**

6. **Agreed** the following Phase 4 proposals for **Permanent** expansion, to be subject to consultation and statutory processes, including planning:

Harold Hill Planning area:

Expansion of Pyrgo Priory Primary School from 2FE to 3FE for 2017/18.

Expansion of Broadford Primary School from 3FE to 4FE for 2018/19.

Romford Planning area:

Expansion of Hylands Primary School from 2FE to 3FE for 2017/18.

Expansion of Gidea Park Primary School from 2FE to 3FE for 2019/20.

Rainham and South Hornchurch Planning area:

Expansion of Rainham Village Primary School from 2FE to 3FE for 2017/18.



Expansion of Whybridge Infant and Junior School from 2FE to 3FE for 2017/18.

Expansion of Brady Primary School from 1FE to 2FE for 2017/18.

Expansion of Parsonage Farm Primary School from 3FE to 4FE for 2018/19.

Expansion of Newtons Primary School from 2FE to 3FE in 2019/20.

7. **Agreed** to support proposals for a new 3FE Primary Free School in the Rainham and South Hornchurch Planning area on the Beam Park development site.

**In respect of increasing Secondary places:**

8. **Agreed** the **Permanent** expansion through the rationalisation of Published Admission Numbers of the following schools for 2017/18;

Marshalls Park School from 172 to 180 places 8

Emerson Park School from 192 to 210 places 18

Frances Bardsley Academy from 220 to 240 places 20

9. **Agreed** to financially support the Phase 4 proposals for **Permanent** expansion, in the following schools:

North East Planning area:

Expansion of Drapers' Academy from 6FE to 8FE for 2018/19.

North West Planning area:

Expansion of Bower Park Academy from 6FE to 7FE for 2019/20.

Central Planning area:

Expansion of Royal Liberty School from 4FE to 5FE for 2018/19.

Expansion of Marshalls Park School from 6FE to 8FE for 2018/19.

Expansion of Redden Court Academy from 5FE to 7FE for 2019/20.

Expansion of Emerson Park School from 7 FE to 8FE for 2019/20.

East Planning area:

Rationalisation of PAN for Hall Mead Academy from 192 to 210 for 2019/20.

**In respect of increasing SEN places:**

10. Primary SEN places:

**Agreed** to establish two Additionally Resourced Provisions (ARPs) for primary children with Communication and Interaction Needs, each with 12 places in mainstream primary schools for 2017/18. The ARPs would be established in the Upminster, or Harold Hill, or Rainham and South Hornchurch primary planning areas.

Secondary SEN places:

**Agreed** to establish two ARPs containing 12 places each in secondary schools in the schools in the North West, or East, or South, or Central secondary planning areas to meet the needs of secondary pupils with Communication and Interaction Needs for 2017/18.

Special Schools:

**Noted** that plans to address the SEN need for 2018/19 would be the subject of future reports.

**In respect of increasing Early Education and Childcare places:**

11. **Approved** the implementation of the following four projects subject to the grant of capital funding from the Department for Education to support the delivery of 30 hours free childcare for working parents of 3- and 4-year-olds from September 2017, and **RECOMMENDED to Council** that it agree funding of approximately 25% of the total project cost for each project.

Early Years Capital Bid 30 hours of free childcare - 4 projects;

<b>Projects</b>	<b>Wards</b>	<b>Type of Project</b>	<b>Expected number of newly created 30 hour places</b>
James Oglethorpe Preschool	Upminster	New build	30
Crownfield Nursery	Mawney	Extension	30
The Old School Playgroup	Harold Wood	Extension	18
Towers Nursery	Hylands	New build	30

**In respect of the Romford Housing Zone:**

12. **Noted** that recommendations regarding preferred sites for one 4 FE primary school or two 2 FE primary schools and one 5/6FE secondary school in Romford to meet the need for places for the Romford new housing zone framework. Delivery would be subject to a future Cabinet report.

**In respect of additions to the Capital Programme:**

13. Cabinet **RECOMMENDED to Council** that the following items of funding were added to the Capital Programme:
- i. £2.5m of unallocated S106 developer contributions for Education purposes
  - ii. £1.4m early years grant referred to in recommendation 7 above (subject to bid being successful)
  - iii. £5m estimated 19/20 basic need grant (to be adjusted to final grant allocation once announced).  
*NOTE: tenders would not be awarded to commit expenditure against this grant prior to confirmation of the grant. However, inclusion within the capital programme at an earlier stage would enable schemes to be developed.*
14. Cabinet **RECOMMENDED to Council** that the detailed schemes as attached at appendix 3 to the report and subject to any revisions following confirmation of any grant funding, should be approved for inclusion in the Capital Programme.

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**Chairman**

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