



**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 18 September 2019**  
**(7.30 - 9.45 pm)**

**Present:**

Councillor Damian White (Leader of the Council), Chairman

Councillor Robert Benham

Councillor Osman Dervish

Councillor Joshua Chapman

Councillor Jason Frost

Councillor Roger Ramsey

**Cabinet Member responsibility:**

Cabinet Member for Education,  
Children & Families

Cabinet Member for Environment

Cabinet Member for Housing

Cabinet Member for Health & Adult  
Care Services

Cabinet Member for Finance &  
Property

Apologies were received for the absence of Councillors Viddy Persaud.

**84 DISCLOSURES OF INTEREST**

There were no declarations of interest.

**85 MINUTES**

The minutes of the Cabinet meeting held on Tuesday 9<sup>th</sup> July, 2019 were agreed and signed by the Chair as an accurate copy of the same.

**86 QUARTER 1 CORPORATE PERFORMANCE REPORT**

Cabinet noted the report which provided an overview of the Council's Performance for each strategic goal. Members noted areas of good performance and areas for improvement.

Cabinet noted that 81% of the performance measures were rated Green, 11% were Amber and 8% were rated Red.

**Cabinet:**

- Considered the performance set out within the report and noted the corrective action that is being taken.

**87 UPDATE REPORTS ON THE 2021 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

The report presented to Cabinet updates members on the MTFS between 2020/2021 and 2023/24 that will be developed to deliver the Council's objectives, priorities and vision.

**Cabinet:**

1. **Noted** the financial context.
2. **Agreed** the proposed consultation process and associated timetable as set out in section 1.6.
3. **Will Recommend** to Full Council that additional capital budget is added into the 2019/20 Capital Programme of £4 million to fund the Smart Working Programme, with the revenue costs of the capital funding to be met by the income raised through renting out spare office capacity freed up by the programme.
4. **Will Recommend** to Full Council that £14.7 million is added into the 2019/20 Capital Programme to replenish the capital allocation for new opportunities with capital charges funded from the business cases

**88 APPROVAL FOR CEMETERY EXTENSION PHASES 2 AND 3**

Cabinet members noted that approximately 300 burials are made in Havering Cemeteries each year and this includes both new and existing graves. Members were notified that at the current burial rate, Upminster Cemetery has sufficient space to last until approximately June 2023.

Phase 1 of the project to extend Upminster Cemetery was completed in 2014 and it was planned to extend the Cemetery further. It is recommended that detailed designs for Phases 2 & 3 are created.

**Cabinet:**

1. **Agreed** to proceed with Option 4 as outlined within the report to further develop the site (Phases 2&3) at Upminster to provide sufficient land for burials until approximately 2040.
2. **Agreed**, subject to 1 above, to endorse and recommend the inclusion of an additional budget of £3.1m for the Phase 2 and 3 Cemetery Extension within the proposed capital programme that will be considered in Cabinet in February 2020.

89 **SMART WORKING PROGRAMME**

Cabinet noted the report presented to members that sets out the proposals for a Smart Working programme. The programme seeks to improve the Council's hardware and software to allow for agile working.

**Cabinet:**

1. **Will recommend** to Council to approve additional capital budget of up to £4.637 million funded from borrowing for the proposed rollout of the Smart Working programme, across the 19/20 and 20/21 financial years, to deliver all elements of the programme, which will support delivery of the Council's digital and efficiency aspirations as set out within the Havering Vision and Corporate Plan and will be funded by invest to save.
2. **Approved** £410k from Business Risk Reserves
3. **Approved** the award of a contract for the supply of laptop equipment and associated peripherals to **XMA Ltd** via the Crown Commercial Services Framework CCS National Aggregated call off (EA16) from RM1054

90 **SOCIAL VALUE STRATEGY**

The report presented to Cabinet details the benefits that can be achieved from the Social Value Strategy. The strategy sets out the Council's commitments to social value and the benefits that can be gained from public procurement for the residents of Havering. The strategy will ensure that consideration is given to the social value of any tender process; it will ensure that contractors, investors and local operators encourage social values and residents are included both socially and digitally.

**Cabinet:**

1. **Approved** the Havering Council Social Value Strategy, attached at Appendix A of the report
2. **Agreed** that the monitoring of the Strategy and its outcomes be undertaken by the Opportunities Theme Board.

91 **STATEMENT OF GAMBLING POLICY 2019-2022 CONSULTATION**

Members were presented with a revised Statement of Gambling Policy for 2019-2022 as this was required under s349 of the Gambling Act 2005. The report outlines the Policy's objectives which are; prevent gambling from being associated with, a source of or a support of crime and disorder.

**Cabinet:**

- **Authorised** commencement of a consultation on adopting the Statement of Gambling Policy 2019 to 2022.

92 **EXCLUSION OF THE PRESS AND PUBLIC**

93 **UPDATE TO PHASE 4 AND PHASE 5 SCHOOL EXPANSION PROGRAMME**

Cabinet noted that the number of early years, primary, secondary and SEND pupils is forecasted to increase beyond the current Phase 4 expansion. Therefore, the commissioning strategy sets out a plan to implement a Phase 5 of the Council's School Expansion Programme.

Phase 5 proposes for a capital investment of £37.9m to for the expansion of school places that have been identified as being in need of sustained growth over the next 5 years.

**Cabinet:**

1. **Agreed** Phase 5 school expansion programmes should continue to be developed based on the following approach in line with the [decision on the Commissioning Plan for Education Provision 2019-2023](#)
  - 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 in areas where there are no schools with high surplus capacity.
  - ii. To consider the expansion of existing schools, but only to a maximum size of 4 FE in the primary phase, ensuring at all times that high standards of education are paramount.
  - iii. To consider the delivery of additional primary and secondary places as a result of major regeneration through establishment of new schools.
2. **Agreed** that in respect of all proposals set out below that all relevant statutory processes, including planning, should be followed and where the process is the responsibility of an Academy to provide all necessary support. Where consultation is necessary the proposals below are subject to the outcome of such consultation.
3. **Approved** Capital Budget of £33.500m to fund Phase 5 of the Schools Expansion Programme from 2020/21 to 2023/24 including:
  - 3.1. **Increase in Early Education and Childcare Places including implementation of :**

- i. New 20 place nursery provision at Forest Approach Academy following the outcome of a successful bid for grant of Capital funding from the Department for Education to create new high-quality school-based nursery places, targeted at closing the gap for disadvantaged children.
- ii. A maintained nursery at The R J Mitchell Primary School of 47 places for 2, 3 and 4 year olds from 2021/22
- iii. A 47 place nursery provision on Beam Park School for 2, 3 and 4 year olds from 2021/22
- iv. A 47 place nursery on Bridge Close for 2, 3 and 4 year olds from 2023/24

**3.2. Increase in Primary Places including implementation of:**

3.2.1. Establish one-off bulge classes as an interim measure to increase Primary places in 2020/21

3.2.2. Permanent Primary Places expansion proposals in the following planning areas where there is clear evidence of a sustained need over the next five years subject to planning and consultation where necessary:

i. Elm Park Planning area:

- Expansion of The R J Mitchell Primary School from 2FE to 3FE from 2021/22

ii. Harold Hill Planning area:

- Expansion of Drapers' Pyrgo Priory Primary from 2FE to 3FE for 2022/23
- Expansion of Broadford Primary from 3FE to 4FE for 2023/24 if growth is sustained

iii. Rainham and South Hornchurch Planning area:

- To agree for LBH to enter into a 125 year peppercorn lease with Emmanuel Community Trust for a site on the Beam Park estate following practical completion of the school build and drawing down the freehold interest of the site. The new school on Beam Park is due to open on 1 September 2021.

iv. Romford Planning area

- Agree to seek proposals to establish the Bridge Close School under the Free School presumption process.

v. Upminster and Cranham Planning area

- 1 FE permanent expansion from 2023/24 if growth is sustained.

**3.2.3. Increasing SEND Places**

i. Nursery SEND places

- To approve the implementation of the 20 place nursery provision at Forest Approach Academy for 2, 3 and 4 year old pupils with SEND
- ii. Primary SEND places:
- One Additionally Resourced Provision (ARP) for primary children with Communication and Interaction Needs with 12 places in Scotts Primary School for 2020/21.
  - One Additionally Resourced Provision (ARP) for primary children with SEMH (Social, Emotional, Mental and Health) needs with 12 places at Suttons Primary School for 2020/21
  - An ARP for 12 places (4-11) for pupils with ASD/SEMH on Beam Park School for 2021/22
  - An ARP for 18 places – 6 places (2-4) and 12 places (4-11) for pupils with ASD and SEMH for 2023/24 as part of the Bridge Close development
- iii. Secondary SEND places:
- Agree to establish two ARPs containing 20 places each in secondary schools to meet the needs of secondary pupils with Communication and Interaction (mainly ASD) and SEMH needs. One to be delivered in 2020/21 and one to be delivered in 2021/22
- iv. Special Schools:
- Agree to expand Corbets Tey School from 155 to 170 places for 2021/22
  - New special free school (3-16) with 60 places for ASD and SEMH in 2022/23
  - Agree for the LA to submit bids for a new special school when the DfE announces another Wave of special (SEND) and alternative provision (AP) free school applications round.
4. **Delegated** the power to take further decisions regarding the implementation of these proposals and the approval of which settings/schools should be expanded including any amendments to the proposals above, such as a decision not to proceed or to expand a different setting/school, in the light of developing circumstances or the results of consultation (subject to the appropriate statutory processes) for Phase 5 of the Expansion Programme to the Lead Member for Children & Learning.
5. **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 Phase 5 expansions required- noting that tender awards will remain the subject of separate Executive Decision(s).

6. **Delegated** to the Assistant Director of Education authority to select proposers for new schools and make recommendations to the Secretary of State for Education in respect of free school processes.
7. **Approved** virement of £1.526m from Schools Expansion Programme Unallocated Fund

94 **PUBLIC REALM TRANSFORMATION**

The report presented to Cabinet gave details of the Business Case and the Procurement Strategy for the Integrated Public Realm Services Contract. The contract is aimed to improve delivery of services using an integrated approach. The main service delivery models are; outsourcing, in-house and local authority company. These models have been evaluated in detail and detailed risk, benefit and savings analyses have been made and it was concluded that the preferred model is outsourcing.

**Cabinet:**

1. **Reviewed and approved** exempt Appendix 1: Business Case for the Public Realm Transformation and future delivery of Public Realm services to meet Council priorities and the optimum delivery option(s) which includes:

- The case for change and the considerations for the various options assessed.
- The chosen service delivery model for the future delivery of the Public Realm services to meet the Council's priorities.
- The commercial case for the procurement process.
- The governance, risks and control framework for the Public Realm Transformation Programme to ensure successful delivery.

2. In consideration of the Procurement Strategy, to approve the commencement of the procurement for the Public Realm Provision which includes:

- The choice of procurement procedure that will be implemented to procure a new Integrated Public Realm Services Contract.
- The initial contract length of 8 years with the option for the Council to extend for up to a further 8 years (extension could range from one to eight years, subject to relevant decisions at the time).
- The evaluation criteria for the award of the new Contract based on a 50% Price / 50% Quality split.
- The indicative procurement timetable.

95 **MERCURY LAND HOLDINGS ANNUAL BUSINESS PLAN**

Cabinet noted that Mercury Land Holdings was set up in 2015 and was created to support the provision of the housing supplying in Havering. When the original Year 1 Business Plan was agreed it was on the condition that

there would be annual reviews and changes to the business plan would be put before Cabinet. The financial model had its key inputs reviewed and they are costs, rental values, cost of finance, expected sales revenue, land values and other expected costs.

**Cabinet:**

1. **Approved** the Mercury Land Holdings Limited Business Plan 2020/21 (Contained with the Appendices to Exempt Agenda)
2. **Agreed** to delegate authority to the Leader of the Council, after consultation with the s151 Officer, the Director of Regeneration Programme Delivery and the Director of Legal and Governance, to approve the detailed business cases, related viability assessments and funding requirement for the individual schemes noted within the Business Plan as they may be presented during the business plan period in order to enable them to proceed.
3. **Agreed** in principle to provide additional gross investment of £92.6m capital funding to MLH up to a maximum of £228 million (effective from 2020/21) in respect of projects contained in Exempt Agenda through a combination of equity investment and state aid compliant loans subject to detailed approved business cases made under delegated authority in recommendation 2 above.
4. **Agreed** to delegate authority to the S151 Officer to agree, after consultation with the Director of Legal and Governance, the completion of all relevant agreements and appointments of relevant professionals relating to the provision of debt finance by the Council to MLH.
5. **Agreed** to delegate to the S151 Officer, following consultation with the Director of Asset Management, and the Director of Legal and Governance, the authority to determine the principles and processes by which any assets shall be disposed of and the terms of disposal to MLH.

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**Chairman**