



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 10 December 2025
(7.00 - 8.40 pm)

Present:

Councillor Ray Morgan (Leader of the Council), Chairman

Councillor Oscar Ford

Cabinet Member responsibility:

Lead Member for Children & Young People

Councillor Paul McGahey

Lead Member for Housing & Property

Councillor Natasha Summers

Lead Member for Housing Need & Climate Change

Councillor Christopher Wilkins

Lead Member for Finance

Councillor Graham Williamson

Lead Member for Regeneration

In attendance: Councillor Michael White (CON), Councillor Keith Darvill (LAB), Councillor Martin Goode (EHRG), Councillor Keith Prince (REF UK)

47 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.

48 APOLOGIES FOR ABSENCE

Apologies received from Councillor Paul Middleton, Councillor Barry Mugglestone and Councillor Gillian Ford (Cllr Ford joined the meeting via video link)

49 DISCLOSURES OF INTEREST

Councillor Christopher Wilkins declared an interest (as a Havering property owner) relating to item 8 on the agenda and did not vote on the decision.

50 MINUTES

The minutes of the meetings held on **12th November 2025**, were agreed as a correct record and the Chair signed them

51 IMPLEMENTATION OF A 30 PLACE SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND) UNIT AT ROYAL LIBERTY SCHOOL FOR PUPILS WITH COMMUNICATION & INTERACTION (C&I) NEEDS

Report Title: Implementation of a 30 place Special Educational Needs & Disabilities (SEND) Unit at Royal Liberty School for pupils with Communication & Interaction (C&I) need

Presented by: Councillor Oscar Ford – Cabinet Member for Children and Young People.

Summary:

To support the implementation of a SEND Unit at The Royal Liberty School from September 2027.

School	SEND Unit	No of pupils
The Royal Liberty School	Communication & Interaction Needs (ASD – Autistic Spectrum Disorder and SLCN – Speech Language and Communication Needs)	30 (11-16 years)

The cost of Building works required to provide a SEND unit at Royal Liberty School has been estimated at £2.7m and this will be funded from within the High Needs Provision Capital Allocation (HNPCA)

SEND Units in Havering will be normally funded in accordance with a Place Led Funding approach that complies with the Government's SEND Funding Reforms that came into effect in April 2018.

For each place in the SEND unit, The Royal Liberty School will receive £30,000 from Revenue grant funding (DSG). This is made up of £10,000 'place funding' and £20,000 (2025/26 rate) 'top-up funding'.

Cabinet:

Agreed the release of funding up to a total value of £2.7m to SFAET LTD to proceed with build works for the SEND Unit at The Royal Liberty School through a funding agreement – Appendix 3

52 PERMISSION TO PROCURE A HAVERING SHORT BREAKS OPEN FRAMEWORK

Report Title: **Proposal to procure an Open Flexible Framework and interim arrangements for Havering's Children's with Disabilities Statutory Short Breaks.**

Presented by: **Councillor Oscar Ford – Cabinet Member for Children and Young People.**

Summary:

The children with Special Educational Needs and Disability (SEND) population in Havering continues to grow, with the largest groups being children with Autistic Spectrum Disorder and Speech, Language and Communication Needs. A comprehensive internal review and options appraisal of the Short Breaks offer for children and young people with SEND has been carried out to inform recommendation in this decision paper.

Aim of this report is to:

1. Establish a Short Breaks open framework from 01/10/2026 to 30/09/2031, extend existing provision for a period of 6 months pending go live of the new framework.
2. Delegate authority to the Director of Starting Well to make the decision to award and manage the Framework contract.
3. It is proposed the framework will be open to other North East London Commissioning Partnership boroughs (NEL CP). This is reflective of the general agreement for co-operation between NEL CP boroughs which will support economic of scale and improve partnership working.

Cabinet:

1. **Agreed** to procure a Havering Short Breaks open framework commencing on 01 October 2026 for a term of five-years at an estimated value to the Council of £13.136m, noting the price: quality evaluation ratio to be used of 30:70.
2. **Agreed** to extend the current two Havering Short Breaks contracts with Family Information Group (FIG) and Disablement Association of Barking & Dagenham (DABD) for six months from 01 April 2026 until 30 September 2026 to support the interim arrangements.
3. **Agreed** to extend the arrangements for provision of Short Breaks via Individual Placement Agreements (IPAs) with existing providers and if required with new providers until the commencement of the new Short Breaks' framework on 30 September 2026.
4. **Delegated** authority to the Director of Starting Well to:

- a. enter all arrangements and documentation necessary to give effect to 2 and 3 above
- b. establish the Short Breaks Framework and award initial framework contracts; and open the framework and award framework contracts as required throughout the term of the framework.
- c. set the fee for access to the Short Breaks Framework and enter into access agreements as required

5. **Noted** that call off contracts throughout the term of the framework will be awarded in line with the Council's financial scheme of delegation

53 PERMISSION TO EXTEND THE ADULTS DRUG & ALCOHOL CONTRACT FOR 3 YEARS AND APPROVAL FOR AN UPLIFT

Report Title: Permission to extend the Adults Drug & Alcohol Contract for 3 years and approval for an uplift to the contract value

Presented by: Councillor Gillian Ford, Cabinet Member for Health and Adult Care Services

Summary:

This report proposed that Cabinet approves the three-year extension of the Adults Drug and Alcohol Service contract in Havering, delivered by Change, Grow, Live (CGL), from 1 April 2026 to 31 March 2029, along with an uplift of £501,205 to the contract value for this period. The intended outcome is to ensure the continued delivery of high-quality, integrated prevention, treatment, and recovery services for adults in Havering who misuse drugs and alcohol. The extension and uplift are necessary to address rising operational costs and maintain service quality and capacity, thereby supporting vulnerable residents, meeting statutory responsibilities, and aligning with national and local strategies to reduce substance misuse harms.

Since 2013, the service has been funded by the Council's Public Health Grant to deliver support services for the prevention, treatment and recovery of adults in Havering who misuse drugs and alcohol. The service leads on supporting adults recover from their misuse working closely with key local services to ensure primary care, social care, mental health, housing and criminal justice pathways are in place and effective. In addition, the service provides harm reduction services including education and training, needle exchange services across the borough, psychosocial and pharmacological treatment as well as pathways to relevant employment and training services

Cabinet agreed:

A) **To enact** the 3-year extension option within the contract with Change, Grow, Live Services Limited for the Adults Drugs & Alcohol Service for years 26/27 27/28 28/29 with a total value

over the 3-year period of £4,474,904 commencing on 1st April 2026 and,

B) **Approved** an uplift in cost over the 3 years totalling £501,206 (as compared to the base contract), to be funded from the Public Health grant.

54 PRIVATE SECTOR HOUSING ENFORCEMENT SCHEME. NEW DESIGNATIONS FOR ADDITIONAL LICENSING FOR HOUSING OF MULTIPLE OCCUPATION & SELECTIVE LICENSING.

Report Title: **Private Sector Housing Enforcement Scheme. New designations for Additional Licensing for Housing of Multiple Occupation and Selective Licensing**

Presented by: **Councillor Ray Morgan, Leader of the Council obo Councillor Barry Mugglestone, Cabinet Member for Environment**

Summary:

- 1.1. In 2018 and 2021 the Council introduced additional HMO licensing schemes to ensure safety standards of tenants living in smaller houses in multiple occupation (HMOs) and also a selective licensing scheme which extended licensing to all private rented properties in three wards. These schemes expire on 24 January 2026.
- 1.2. On 11 April 2025, Council agreed the decision to launch a statutory consultation seeking stakeholders' views on proposals to introduce a new boroughwide additional HMO licensing scheme and a selective licensing scheme of all other private rented accommodation in seven wards in the borough.
- 1.3. An extensive public consultation, with landlords, tenants, residents, stakeholders and other interested parties started on the 14 April 2025 and ran for 12 weeks, concluding on 6 July 2025. The council used digital and print media to advertise the consultation, as well as in-person methods.
- 1.4. The main feedback method was via an online or paper questionnaire. The Council also hosted two virtual public meetings with landlords, tenants, residents, and landlord groups. 403 individuals or organisations completed the online or postal questionnaire. Qualitative feedback was received at deliberative meetings with interested groups and from written responses from interested parties. In summary it was found that residents (including private tenants) and businesses were in favour of the schemes and landlords letting or managing agents less in favour. Of those who returned the questionnaire 55% were residents or local businesses, 43% were landlords or agents and 2% were other stakeholders.

- 1.5. The consultation looked at the level of support for introducing additional HMO and selective licensing schemes, and looked at views on the proposed licence conditions, fees, scheme objectives and the respondents' perceptions on the issues affecting poor property conditions and anti-social behaviour (ASB) in the borough.
- 1.6. The findings of the consultation exercise are provided in the consultation report (Appendix 2).
- 1.7. This report makes recommendations in relation to designating a new additional HMO licensing scheme to the whole area of the borough and a selective licensing scheme in the seven ward areas of Beam Park, Harold Wood, Rainham & Wennington, Rush Green & Crowlands, Squirrels Heath, St Albans and St Edwards with effect from 01 February 2026.

Cabinet:

- 2.1 **Considered and noted** the evidence supporting the implementation of Additional HMO and Selective Licensing schemes as detailed in the Scheme Implementation Evidence Report (Appendix 1).
- 2.2 **Considered** the outcome of the consultation process detailed in the Consultation Report (Appendix 2), the representations received and the Council's consideration and response to these representations (Appendix 3).
- 2.3 **Noted** that the document to support undertaking this public consultation (consultation evidence pack) (Appendix 4) and Housing Conditions and Stressors Report (Appendix 5) highlight the scale of problems arising from poorly managed private rented properties, identifies the objectives that the proposed licensing schemes would help the Council achieve and alternatives to licensing which have been considered.
- 2.4 Upon consideration of the matters at (2.1) and (2.2) and using its powers under s.56 Housing Act 2004, **agreed** to designate a new Additional Licensing area of the whole of the London Borough of Havering from 18/03/2026 as delineated and edged in red on the map in the draft designation in Appendix 6 for a five-year period. (The designation will be finalised ahead of publication).
- 2.5 Upon consideration of the matters at (2.1) and (2.2) and using its powers under s.80 Housing Act 2004, **agreed** to designate a new Selective Licensing area in the seven ward areas of Beam Park, Harold Wood, Rainham & Wennington, Rush Green & Crowlands, Squirrels Heath, St Albans and St Edwards and from 18/03/2026 as delineated and shaded in red on the map in the draft designation in Appendix 7 for a five-year period. (The designation will be finalised ahead of publication).

- 2.6 **Agreed** to the proposed licensing scheme objectives as set out in Appendix 8.
- 2.7 **Agreed** the proposed additional HMO licensing conditions that would accompany any granted HMO licence as set out in Appendix 9.
- 2.8 **Agreed** the proposed selective licence conditions that would accompany any granted selective licence as set out in Appendix 10.
- 2.9 **Agreed** that the proposed fee structure for licence applications made under the additional and selective licensing schemes at Appendix 11.
- 2.10 **Considered** and **noted** the result of the Equality and Health Impact Assessment in Appendix 12.
- 2.11 Subject to the agreement of recommendations 2.4 and 2.5 above, **delegated** to the Director of Planning and Public Protection in consultation with the Portfolio Lead Member for Environment and where appropriate the Deputy Director of Legal and Governance, to:
 - a. **Agree** any minor changes to the proposed implementation and delivery of the schemes including administration and changes to licence fees and conditions where necessary
 - b. ensure all statutory notifications are carried out in the prescribed manner for the licensing designation
- 2.12 **Agreed** to delegate to the Director of Planning and Public Protection in consultation with the Chief Finance Officer to approve the carry forward of any surplus or deficits to the established ring-fenced trading account each financial year for both schemes as and when necessary.

55 **BRIDGE CLOSE REGENERATION - MAKING OF THE COMPULSORY PURCHASE ORDER**

Report Title: **Bridge Close – Proposed Making of the Planning Compulsory Purchase Order**

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

Summary:

- 1.1 The purpose of this report is to fulfil a recommendation within the Bridge Close Regeneration LLP Business Plan Refresh 2025-26 report approved by Cabinet on the 5th February 2025.
- 1.2 That recommendation requested that Cabinet:

“Note that the Strategic Director of Place, in consultation with the Strategic Director of Resources and the Deputy Director of Legal and Governance, will bring forward a report providing status of the proposed making of the Compulsory Purchase Order (CPO) for the Bridge Close Regeneration scheme at the appropriate time in the financial year 2025-2026.”

1.3 Cabinet also noted that the Council would support Bridge Close Regeneration LLP (BCR LLP) in the implementation of the land acquisition process as set out in the BCR LLP Land Acquisition Strategy through the deployment of its CPO powers to enable the acquisition of the land interests required for the regeneration development scheme and infrastructure which cannot be acquired by private treaty.

1.4 A hybrid planning application with reference P1765.23 was submitted and validated on 29 November 2023 for the redevelopment of land at Bridge Close, Romford (the Scheme), to provide a high quality mixed-use residential quarter delivered across three phases. On 28th August 2025, Strategic Planning Committee (SPC) resolved to grant planning permission for the Scheme.

1.5 This paper is brought to Cabinet setting out details on;

- The proposed CPO within the Order Plan; and
- Requests that Cabinet approves the making of a CPO and related powers in respect of the land, interests and rights to obtain vacant possession, where necessary, to enable the delivery of the regeneration of Bridge Close where it has not been possible to acquire the land, interests and rights by agreement. The scheme, which is shown on the CPO Map of the Order Land at Appendix B, provides for the comprehensive regeneration of Bridge Close, Romford, including the following:

- i. Up to 1,070 new homes (incl. between 35% and 50% affordable homes subject to viability)
- ii. A 3-form entry primary school with nursery and SEND provision
- iii. Community and cultural space
- iv. Local health facilities
- v. Commercial floor space, including affordable work space
- vi. Improved east-west links, including a new pedestrian and cycle bridge
- vii. Environmental improvements to the River Rom.

Cabinet:

1. **Agreed** to the Council making Compulsory Purchase Order(s) (CPO) pursuant to the statutory powers contained in section 226 of the Town and Country Planning Act 1990 (as amended), and section 13 of the Local

Government (Miscellaneous Provisions) Act 1976 and all other necessary powers to facilitate acquisition of all property and other proprietary interests on the land, including where appropriate new rights, located within the outline on the CPO Order Plan at Appendix B, for the purpose of securing the comprehensive regeneration of Bridge Close, Romford ("Order Land").

2. **Agreed** that the Strategic Director of Place after consultation with the Leader of the Council, the Strategic Director of Resources and Deputy Director of Legal Services be authorised to:

- a) Make the CPO to enable the acquisition of land, interest and rights within the CPO Map of the Order Land as attached to this report at Appendix B;
- b) Appoint surveyors, barristers and any other professionals required to promote the CPO and to facilitate the vacant possession of interests located within the CPO Order Plan;
- c) Settle the final form and content of the CPO and associated documentation to include the:
 - Draft Map of the Order Land, see Appendix B
 - Draft Schedule Freehold and Leasehold Interests, see Appendix C
 - Draft Statement of Reasons, see Appendix D
 - Draft Equalities Impact Assessment, see Appendix E
 - Draft Statement of Community Involvement, see Appendix F
- d) Take all necessary steps to secure the making, confirmation and implementation of the CPO, including issuing notices on land owners and stakeholders with a view to obtaining information to facilitate deduction of title under section 16 Local Government (Miscellaneous Provisions) Act 1976, publication and service of CPO notices, addressing any objections to the CPO, presentation of the Council's case at Public Inquiry, or Court should such representation be necessary and entering into agreements with objectors/stakeholders;
- e) Take such actions so as to facilitate Bridge Close LLP acquiring properties and proprietary interests within the CPO Map of the Order Land by agreement, such actions to include; the relocation of businesses, residents and statutory undertakers apparatus or Communication Code Operators; and any other interests and setting out the terms for the withdrawal of objections to the CPO; and
- f) Amend the number of properties and leasehold acquisitions within the CPO Map of the Order Land at Appendix B and including the extension and revision of the blue line, should such amendments be required to deliver the overall comprehensive regeneration of Bridge Close.
- g) Undertake any further actions and matters incidental to progressing the CPO and facilitating the acquisition of the Order Land.

3. **Agreed** that the Strategic Director of Place after consultation with the Leader of the Council, the Strategic Director of Resources and Deputy

Director Legal Services be authorised following the confirmation of the CPO by the Secretary of State to secure vacant possession of all properties and proprietary interests located within the confirmed CPO Blue Line land to include:

- a) to take all necessary actions to secure the making and service of a General Vesting Declaration (GVD) or multiple GVD's under the Compulsory Purchase and (Vesting Declarations) Act 1981 and /or to serve Notices to Treat and Entry (if required); and
- b) to appropriate to planning / or housing purposes any parcel of land within the CPO Order Plan; and
- c) to; transfer, or grant a license over, all properties and proprietary interests acquired pursuant to the CPO to the relevant development or contractor partner; and
- d) if necessary, make representation of the Council's case such as at the Upper Tribunal (Lands Chamber) or court should such representation be necessary.

4. **Agreed** that in the event that the Cabinet approves recommendations 2 and 3 above, and upon the Deputy Director of Legal Services being satisfied that further information and all the Equalities Impact Assessment recommendations have been considered to not require reference back to Cabinet, that the Deputy Director of Legal Services be authorised to affix the common Seal of the Council to the CPO, GVD(s), maps and elsewhere and to take all steps as necessary, such as to issue notices and sign certificates to attain the resolutions above.

56 FUTURE PROPOSALS FOR FORMER LIBRARY PREMISES

Report Title: Future proposals for former library premises

Presented by: Councillor Graham Williamson, Cabinet Member for Development & Regeneration

Summary:

Following the Cabinet decision in February 2025 to close three branch libraries as part of the wider budget-savings requirements, this report summarises subsequent actions and proposals for each site emerging from the Asset Review process, with relevant approvals sought, as appropriate, in each case.

A lengthy discussion was had relating to the information and decisions included in the report, with concerns raised regarding the lack of clarity on the proposals.

Cabinet:

Approved in principle the re-purposing of the former Gidea Park Library site for the development of a 6-person accommodation facility for

children with disabilities, subject to a separate business case being submitted by the Director of Starting Well.

Endorsed a request for capital expenditure in the sum of £120,000 and approve the submission of any related planning application for the demolition of the former library building at Gidea Park, to provide a cleared site.

Noted the ongoing evaluation of the proposal received from the Harold Wood Foundation in respect of use of the former Harold Wood library premises.

Agreed to the disposal of the former South Hornchurch library site, as identified in Appendix A, at a value representing the best consideration reasonably obtainable to the Council.

Endorsed a request for capital expenditure in the sum of £110,000 and approve the submission of any related planning application for the demolition of the former library building at South Hornchurch – the final decision to demolish will be subject to the evaluation of offers received following marketing of the site and premises.

Delegated authority to the Assistant Director of Regeneration & Place Shaping, in consultation with the Deputy Director of Legal and Democratic Services to conduct all appropriate steps to progress and conclude the asset disposals in a manner that satisfies all legal/regulatory requirements. This delegation to include any appropriation of the assets for planning purposes.

57 **CORPORATE PLAN - Q2 PERFORMANCE REPORT (2025/26)**

Report Title: **Corporate Plan Q2 Performance Report: (2025/26)**

Presented by: **Councillor Ray Morgan – Leader of the Council**

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 1 2025/26)
- Long-term performance – with the same time the previous year (Quarter 2 2024/25, where available)

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

Cabinet:

Members noted all indicators (especially the red indicators highlighted within the body of this report) and note the levels of performance set out in the power-bi report.

Chairman