Havering
LONDON BOROUGH

OVERVIEW & SCRUTINY BOARD AGENDA

7.00 pm	**Tuesday 23 July 2024**	**Havering Town Hall, Main Road, Romford**

Members 12: Quorum 5

COUNCILLORS:

Conservative Group (3)	**Havering Residents' Group (5)**
Keith Prince	Philippa Crowder
Timothy Ryan	Laurance Garrard (Chairman)
David Taylor	David Godwin
	Bryan Vincent
	Julie Wilkes

Labour Group (1)	**East Havering Residents (1)**
Mandy Anderson	Martin Goode
Vacancy	

Residents' Association Independent Group (1)

Philip Ruck

For information about the meeting please contact:
Anthony Clements 01708 433065
anthony.clements@oneSource.co.uk

Under the Committee Procedure Rules within the Council's Constitution the Chairman of the meeting may exercise the powers conferred upon the Mayor in relation to the conduct of full Council meetings. As such, should any member of the public interrupt proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room and may adjourn the meeting while this takes place.

Excessive noise and talking should also be kept to a minimum whilst the meeting is in progress in order that the scheduled business may proceed as planned.

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

OVERVIEW AND SCRUTINY BOARD

Under the Localism Act 2011 (s. 9F) each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements.

The Overview and Scrutiny Board acts as a vehicle by which the effectiveness of scrutiny is monitored and where work undertaken by themed sub-committees can be coordinated to avoid duplication and to ensure that areas of priority are being reviewed. The Board also scrutinises general management matters relating to the Council and further details are given in the terms of reference below. The Overview and Scrutiny Board has oversight of performance information submitted to the Council's executive and also leads on scrutiny of the Council budget and associated information. All requisitions or 'call-ins' of executive decisions are dealt with by the Board.
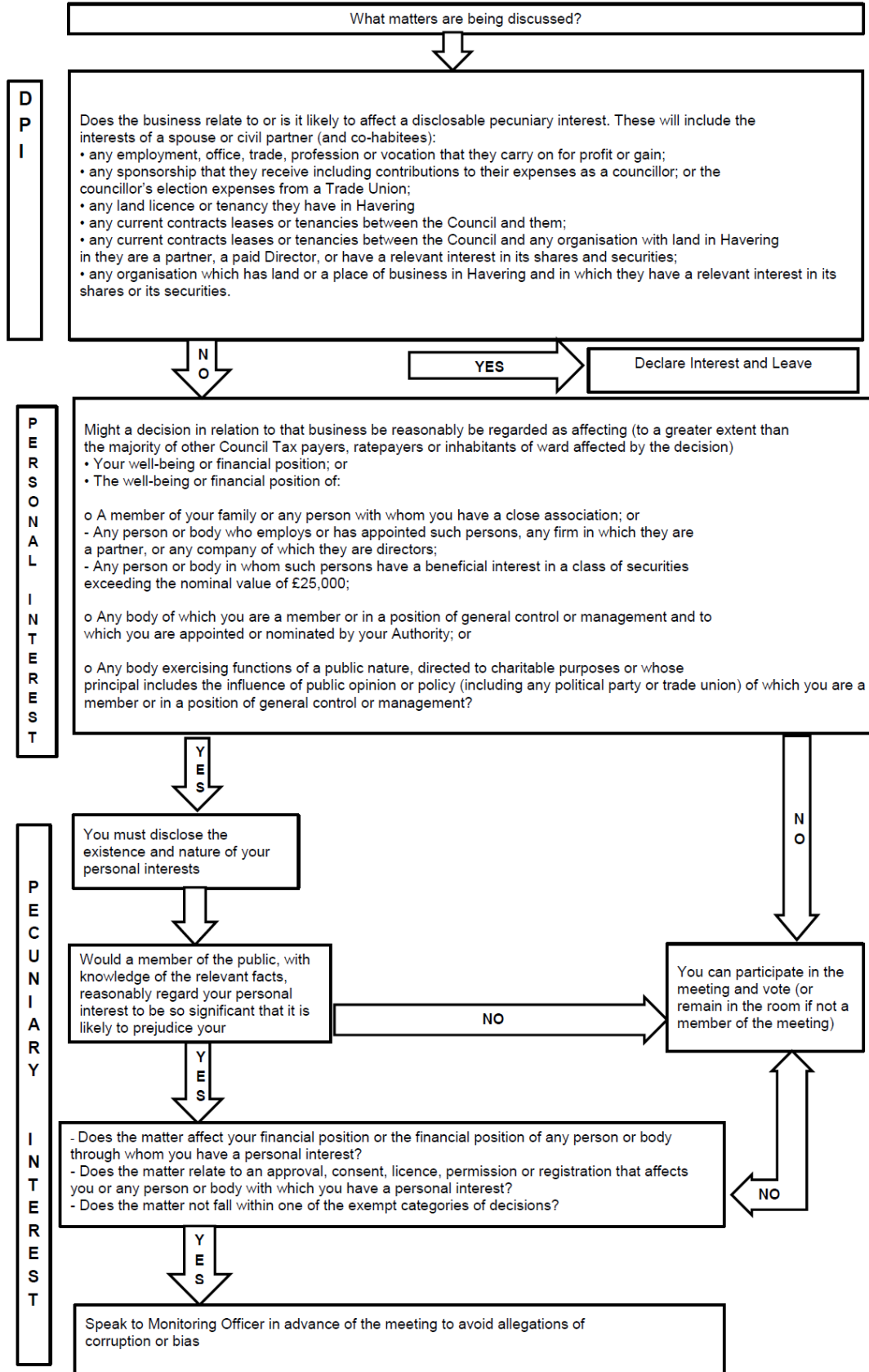
The Board is politically balanced and includes among its membership the Chairmen of the six themed Overview and Scrutiny Sub-Committees.

Terms of Reference:
The areas scrutinised by the Board are:

- Strategy and commissioning
- Partnerships with Business
- Customer access
- E-government and ICT
- Finance (although each committee is responsible for budget processes that affect its area of oversight)
- Human resources
- Asset Management
- Property resources
- Facilities Management
- Communications
- Democratic Services
- Social inclusion
- Councillor Call for Action

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

What matters are being discussed?

D P I

Does the business relate to or is it likely to affect a disclosable pecuniary interest. These will include the interests of a spouse or civil partner (and co-habitees):
• any employment, office, trade, profession or vocation that they carry on for profit or gain;
• any sponsorship that they receive including contributions to their expenses as a councillor; or the councillor's election expenses from a Trade Union;
• any land licence or tenancy they have in Havering
• any current contracts leases or tenancies between the Council and them;
• any current contracts leases or tenancies between the Council and any organisation with land in Havering in they are a partner, a paid Director, or have a relevant interest in its shares and securities;
• any organisation which has land or a place of business in Havering and in which they have a relevant interest in its shares or its securities.

NO

YES → Declare Interest and Leave

P E R S O N A L   I N T E R E S T

Might a decision in relation to that business be reasonably be regarded as affecting (to a greater extent than the majority of other Council Tax payers, ratepayers or inhabitants of ward affected by the decision)
• Your well-being or financial position; or
• The well-being or financial position of:

o A member of your family or any person with whom you have a close association; or
- Any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000;

o Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your Authority; or

o Any body exercising functions of a public nature, directed to charitable purposes or whose principal includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management?

YES

NO

P E C U N I A R Y   I N T E R E S T

You must disclose the existence and nature of your personal interests

Would a member of the public, with knowledge of the relevant facts, reasonably regard your personal interest to be so significant that it is likely to prejudice your

NO → You can participate in the meeting and vote (or remain in the room if not a member of the meeting)

YES

- Does the matter affect your financial position or the financial position of any person or body through whom you have a personal interest?
- Does the matter relate to an approval, consent, licence, permission or registration that affects you or any person or body with which you have a personal interest?
- Does the matter not fall within one of the exempt categories of decisions?

NO

YES

Speak to Monitoring Officer in advance of the meeting to avoid allegations of corruption or bias

AGENDA ITEMS

1   CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2   APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

3   DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

Members may still disclose any interest in an item at any time prior to the consideration of the matter.

4   DLUHC IMPROVEMENT AND TRANSFORMATION PLAN (Pages 7 - 36)

Report attached.

5   DLUHC NEW PRODUCTIVITY PLAN (Pages 37 - 60)

Report attached.

Zena Smith
Head of Committee and Election Services

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Overview & Scrutiny Board

23 July 2024

REPORT

Subject Heading:	DLUHC Improvement and Transformation Plan
SLT Lead:	Kathy Freeman	Strategic Director Resources
Report Author and contact details:	Jodie Gutteridge	Corporate Policy and Performance Lead Jodie.gutteridge@havering.gov.uk
Policy context:	The plan is intended to meet the requirement to produce an Improvement and Transformation plan, as a condition of the 'exceptional financial support' approved in principle by the Secretary of State.
Financial summary:	The Improvement and Transformation Plan is required to secure the Capitalisation Direction

The subject matter of this report deals with the following Council Objectives

People – Supporting our residents to stay safe and well   **X**

Place - A great place to live, work and enjoy   **X**

Resources – Enabling a resident-focussed and resilient council **X**

SUMMARY

After significant systemic underfunding since 2010, the Council's financial challenge is no longer one we could manage without Government intervention. A Capitalisation Direction was applied for to prevent us from issuing a S114 for this financial year (2024/25). As part of the requirements to receive the capitalisation direction, an Improvement & Transformation Plan is required to be submitted no later than 27ᵗʰ August.

Another condition of the Capitalisation Direction is for the Council to undergo an independent Financial Management review. The review is an assessment of Havering's Financial Management arrangements and governance arrangements, and the Chartered Institute of Public Finance and Accountancy have been commissioned by the Department of Levelling Up, Housing and Communities to undertake this on their behalf, and submit a report to them directly in due course.

This review has commenced and is likely to conclude at the end of July. The Council must incorporate the review recommendations in the Improvement and Transformation Plan prior to its submission, so as agreed by Cabinet, the Chief Executive shall incorporate any changes to the plan as he shall deem necessary to satisfy the terms and conditions of the capitalisation directive, including the financial review recommendations.

RECOMMENDATION

That the Board note and endorse the plan and associated actions and decide if they wish to receive future monitoring progress reports.

REPORT DETAIL

On the 14 November 2023 the Strategic Director of Resources and S151 Officer, wrote a letter to the Minister for Local Government, requesting 'exceptional financial support'. On 27 February 2024 the Leader received a response from the Minister which confirmed that: "With respect to the financial year 2024-25, the Secretary of State is minded to approve a capitalisation direction of a total not exceeding £53.7 million."

The letter continues to confirm that 'Before the capitalisation direction can be approved, your council will need to undertake certain actions. This is consistent with the approach used by the Department since 2020 to those councils that have applied for exceptional financial support.'

The annex to this letter said: "In order for the Department to provide a final capitalisation direction, the Council is required:

    1.   To undergo an external assurance review which will include, but will not be limited to, an assessment of the Council's financial position and financial management practices and the Council's work to improve its productivity and efficiency, linked to the broader work expected by the Department to produce

productivity plans to improve service performance and reduce wasteful expenditure.

2.   To produce an improvement and transformation plan within six months of the date of this letter that is focused on delivering the Council's key objectives and securing the medium-term financial position. The plan should take into account broader work required by the Department to produce productivity plans to improve service performance and reduce wasteful expenditure. This plan should be rooted in clear deliverables and tangible, measurable outcomes over the next 12-months and beyond. The plan should incorporate any recommendations identified as part of the external assurance review once that review is completed and a commitment to ongoing reporting on the progress that is made."

Our Improvement & Transformation Plan sets out how we intend to respond to these challenges and aligns with the Governments Productivity plan.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

Environmental and Climate Change implications and risks: None of this covering report.

BACKGROUND PAPERS

None

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Havering
LONDON BOROUGH

CABINET	**17th July 2024**
Subject Heading:	Improvement & Transformation Plan
Cabinet Member:	Councillor Ray Morgon
ELT Lead:	Kathy Freeman, Strategic Director, Resources
Report Author and contact details:	Louise.warner@havering.gov.uk Jodie.Gutteridge@havering.gov.uk
Policy context:	The plan is intended to meet the requirement to produce an Improvement and Transformation plan, as a condition of the 'exceptional financial support' approved in principle by the Secretary of State.
Financial summary:	The Improvement and Transformation Plan is required to secure the Capitalisation Direction.
Is this a Key Decision?	No
When should this matter be reviewed?	
Reviewing OSC:	Overview and Scrutiny Board

The subject matter of this report deals with the following Council Objectives

People - Supporting our residents to stay safe and well   x

Place - A great place to live, work and enjoy   x

Resources - Enabling a resident-focussed and resilient council   x

SUMMARY

Havering is a well-run cost effective Council. Our unit costs are the 16th lowest compared to 16 other Outer London boroughs, i.e. the lowest as assessed by LG Futures. We are ranked by IMPOWER (at their last point of formal publication) as being the 5th most productive council in the country. Our income collection for Council Tax is in the top-quartile in London. We have consistently sold off assets (over £160m since 2013/14) to minimise borrowing costs of our capital programme, and Members have maximised Council Tax increases throughout austerity.

The Council takes its financial responsibilities very seriously. We have maximised Council Tax income, have one the lowest unit costs in the country, we have sold assets, we don't have high levels of borrowing and now we are depleting our reserves.

After significant systemic underfunding since 2010, the Council's financial challenge is no longer one we could manage without Government intervention. A Capitalisation Direction was applied for to prevent us from issuing a S114 for this financial year (2024/25). As part of the requirements to receive the capitalisation direction, an Improvement & Transformation Plan is required to be submitted no later than 27th August.

Another condition of the Capitalisation Direction is for the Council to undergo an independent Financial Management review. The review is an assessment of Havering's Financial Management arrangements and governance arrangements, and the Chartered Institute of Public Finance and Accountancy have been commissioned by the Department of Levelling Up, Housing and Communities to undertake this on their behalf, and submit a report to them directly in due course.

This review has commenced and is likely to conclude at the end of July. The Council must incorporate the review recommendations in the Improvement and Transformation Plan prior to its submission.

RECOMMENDATIONS

Cabinet is asked to make the following recommendations:

   (1) Approve the Improvement and Transformation Plan.

(2) Authorise the Chief Executive to implement and deliver the Plan and to agree any changes to the Plan as he shall deem necessary to satisfy the terms and conditions of the capitalisation directive.

Cabinet is asked to note that the delivery of actions set out within this plan is the responsibility of the Executive Leadership Team and that this plan will be subject to regular and frequent monitoring and reporting.

REPORT DETAIL

1.1 On the 14 November 2023 the Strategic Director of Resources and S151 Officer, wrote a letter to the Minister for Local Government, requesting 'exceptional financial support'. On 27 February 2024 the Leader received a response from the Minister which confirmed that: "With respect to the financial year 2024-25, the Secretary of State is minded to approve a capitalisation direction of a total not exceeding £53.7 million."

1.2 The letter continues to confirm that 'Before the capitalisation direction can be approved, your council will need to undertake certain actions. This is consistent with the approach used by the Department since 2020 to those councils that have applied for exceptional financial support.'

1.3 The annex to this letter said: "In order for the Department to provide a final capitalisation direction, the Council is required:

1. To undergo an external assurance review which will include, but will not be limited to, an assessment of the Council's financial position and financial management practices and the Council's work to improve its productivity and efficiency, linked to the broader work expected by the Department to produce productivity plans to improve service performance and reduce wasteful expenditure.

2. To produce an improvement and transformation plan within six months of the date of this letter that is focused on delivering the Council's key objectives and securing the medium-term financial position. The plan should take into account broader work required by the Department to produce productivity plans to improve service performance and reduce wasteful expenditure. This plan should be rooted in clear deliverables and tangible, measurable outcomes over the next 12-months and beyond. The plan should incorporate any recommendations identified as part of the external assurance review once that review is completed and a commitment to ongoing reporting on the progress that is made."

1.4 In the statement on 5 February 2024, accompanying the Local Government Finance Settlement, the Secretary of State, Michael Gove MP, announced that "As part of our efforts to return the sector to sustainability in the future, we are also asking all local authorities to develop and share productivity plans

1.5 This Improvement & Transformation Plan sets out how we intend to respond to these challenges and aligns with the Governments Productivity plan.

REASONS AND OPTIONS

Reasons for the decision:

Simon Hoare outlined the process and conditions in order for the council to receive the capitalisation direction, one of which was for the plan to be produced and submitted by the 27th August.

Other options considered:
Do not approve the Improvement and Transformation plan. This option was quickly dismissed as if Cabinet do not approve we will not receive the capitalisation direction.

$$\boxed{\textbf{IMPLICATIONS AND RISKS}}$$

Financial implications and risks:
 There are no immediate additional financial implications arising from approving the Productivity Plan. It is expected that the work identified within the Productivity Plan will be delivered within approved Revenue and Capital budgets in this financial year and any issues arising will be flagged as part of the normal budget monitoring process. The Financial implications of specific proposals will be assessed on an individual basis as part of the relevant decision-making processes. Additional future costs and any new savings or benefits delivered will be considered as part of the annual MTFS (Medium Term Financial Strategy) cycle.

Legal implications and risks:
There are no immediate legal implications arising from this report.

Human Resources implications and risks:

There are no major direct HR implications or risks from this report. Any HR issues which occur will be managed in accordance with the Council's HR policies and procedures and any change processes that are required will be managed in accordance with both statutory requirements and the Council's Organisational Change Policy and Procedure and associated guidance.

Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

(i)   the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
(ii)   the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
(iii)   foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

Equality impact assessments are systematically carried out for any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage.

Equalities assessment is normally required for significant impacts upon ANY of the "protected characteristics". As this is a Plan that pulls together the work that is already being completed or due to start, an assessment is not required at this stage, but will be considered for any future projects.

Health and Wellbeing implications and Risks

Under the Health and Social Care Act 2012 the Council is responsible for improving and protecting the health and wellbeing of local residents. Havering Council is committed to improving the health and wellbeing of all residents.

There are no health and wellbeing implications arising from the proposed decision to approve and publish this Improvement & Transformation Plan.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The Council has committed to taking action towards the organisation and the borough becoming carbon neutral by 2040.

No detrimental climate change implications or risks are expected as a direct outcome of this plan.

BACKGROUND PAPERS

Appendix 1: Havering Improvement & Transformation Plan 2024

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Improvement & Transformation Plan
July 2024

Contents

Introduction

In March 2024, Havering applied for a Capitalisation Direction of £54m to balance the 2024/25 budget and ensure that vital services continue to be delivered, without triggering a 114 situation.

As highlighted in our letter to Minister Hoare of 28th February 2024, we will endeavour to deliver additional efficiencies wherever possible, but it will be challenging to secure our medium term financial position unless the much needed Local Government funding reforms redress the inadequacies and imbalance of the national funding formula.

Through this Improvement & Transformation Plan we aim to provide assurance to DLUHC that our continuous improvement and transformation arrangements meet their Best Value Guidance issued in May 2024, and to demonstrate how we meet the characteristics of a well-run Council.   We will also take into account the broader work required by the department to produce productivity plans to improve service performance and reduce wasteful expenditure. PLACEHOLDER LINK TO PUBLISHED DOCUMENT

A requirement of the Capitalisation Direction, is for the Council to have an independent Financial Management review. The review is an assessment of Havering's Financial Management arrangements and governance arrangements. The Chartered Institute of Public Finance and Accountancy were commissioned by DLUHC to undertake this and submit a report directly to them. The review recommendations will be incorporated into this Plan.

Havering's Position

The council has forecast a budget gap of £32.5m for 2024/25 rising to £81.3m over the four years to 2028.

Presently there are only three ways by which this funding gap can be closed:

1. A significant and fundamental reform of the funding formula.
2. Business rates from the East Havering Data Centre[1]. If approved, the East Havering Data Centre Campus, Green Energy Infrastructure and Ecology Park Project will deliver thousands of local jobs, a new public green space, and new digital infrastructure to support the local and wider UK economy. It is **imperative** that the site is included in the Thames Freeport[2] to enable Havering to retain 100% of the NNDR for the next 25 years, in the region of £50m.
3. National intervention from the government in terms of regulation of the social care provider market and a move towards a not-for-profit model, particularly for Children's Social Care. As part of this the Council is also exploring creating an in-house provision which could help reduce costs.

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[1] https://www.havering.gov.uk/info/20135/regeneration/882/east_havering_datacentre_and_ecology_park
[2] https://thamesfreeport.com/
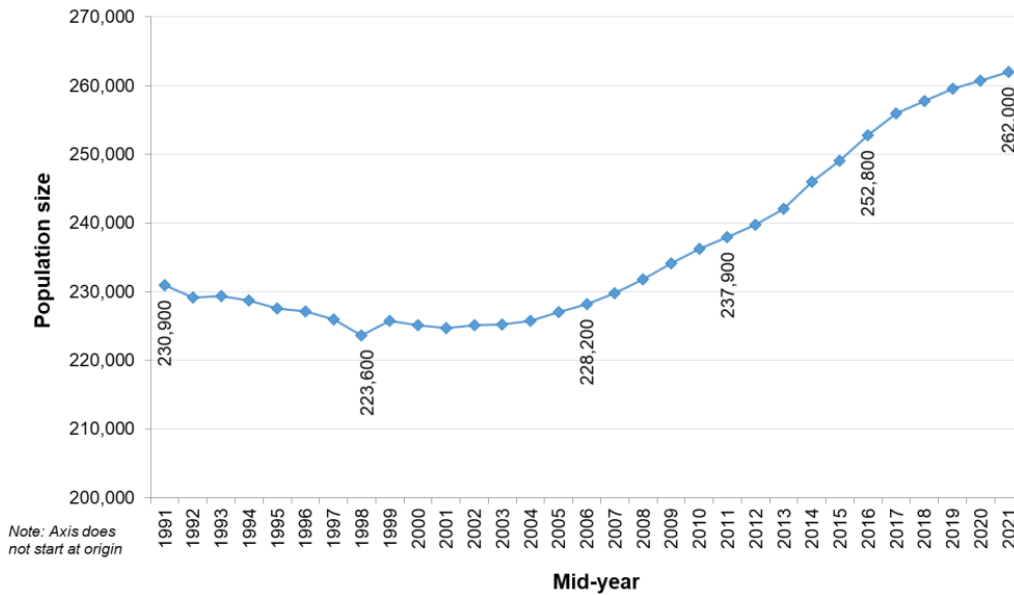
2

Background

Chart 1 Trend in population size in Havering, 1991-2021[3]

As shown in Chart 1, Havering's population has increased year on year since 1998 to approximately 262,000 in 2021.   The Borough's young people population is growing rapidly and, according to the census[4], we are the fourth fastest growing in percentage terms nationally. This is alongside the second oldest population in London[5], which is also increasing. This demographic growth in our younger and older population has resulted in increased costs to the council for which we are receiving inadequate funding to support.

Chart 2 shows that Havering currently receives the third lowest level of general grant support of all London boroughs.
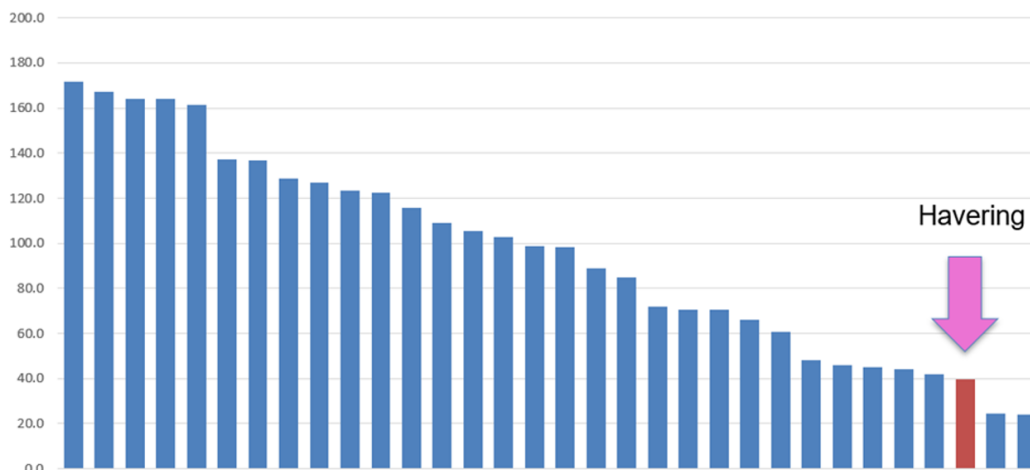
Chart 2 Settlement Funding Assessment 2024/25 by London Borough

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[3] Source: ONS 2021 Mid-Year Population Estimates; Produced by LBH Public Health Intelligence
[4] https://www.ons.gov.uk/visualisations/censusareachanges/E09000016/
[5]https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/populationandhouseholdestimatesenglandandwales/census2021unroundeddata

Havering is a well-run and cost effective Council. Our unit costs are the 16th lowest compared to 16 other Outer London boroughs, i.e. the lowest as assessed by LG Futures[6]. We are ranked by IMPOWER[7] (at their last point of formal publication) as being the 5th most productive council in the country. Our income collection for Council Tax is in the top-quartile in London, and, despite having the 5th lowest core spending power in London, our performance against the Oflog[8] dataset is strong overall.

Over 70% of the Council's revenue spend goes on funding statutory Adults' and Children's social care, which is provided to a small proportion of the Council's most vulnerable residents, many of whom have very complex needs requiring extensive support. Demand for services has increased to significantly greater than the sum of the funding we receive and are able to generate through council tax and other fees and charges. It is, therefore, becoming more difficult to deliver universal services with the remaining budget, and harder to find the savings required to deliver a balanced budget each year.

The Council has made £164m of savings since 2010 and sold assets to the value of £160m. We have evidenced within this plan and our productivity plan that we are keen to innovate and maximise productivity within the limited resources available. Regrettably, unless there is fundamental reform which recognises our systemic underfunding in light of the diverse and complex needs of our fast growing population, then the progress we can make will be limited.

Our Vision – The Havering you want to be part of

Since November 2022, the Council has set a vision and has also agreed three member priorities and a refreshed corporate plan. Member priorities are: 'Improved Customer Service and Resident Engagement', 'Digital Capability' and more recently 'Financial Stability', (with an emphasis on lobbying of central government as outlined in our Corporate Plan).

The Vision[9] and new Corporate Plan start the 'Golden Thread' in Havering. This feeds into Director Service plans through a balanced scorecard approach, and filters down to individual performance reviews. Interactive Power BI Corporate Performance Reports monitor the Corporate Plan KPIs, with the first report due in August for Q1 2024-25 data.   We did not publish our corporate KPIs quarterly last year, however we produced an annual report for 2022/23 summarizing our performance and achievements over the year[10]. We are currently finalising the 2023/24 annual report[11].

Our Annual Governance Statement[12] follows the CIPFA/SOLACE Good Governance Framework[13] and is updated every year by officers. Our Executive Leadership Team see and comment on the draft version, following updates from specific significant governance issue (SGI) owners. The final version is then reviewed by our S151 officer and Chief Executive before formal sign-off by the Leader and publication on the Havering website. A revised Constitution was approved by full Council 21st March 2024[14].

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[6] https://lgfutures.co.uk/

[7] https://www.impower.co.uk/reports/which-councils-are-best-2/

[8] https://oflog.data.gov.uk/

[9] https://www.havering.gov.uk/vision

[10] https://www.havering.gov.uk/download/downloads/id/6306/havering_annual_report_2022_to_2023.pdf

[11] https://www.havering.gov.uk/downloads/download/1001/corporate_annual_reports

[12] https://www.havering.gov.uk/download/downloads/id/6517/annual_governance_statement_2022_to_2023.pdf

[13] https://www.cipfa.org/policy-and-guidance/publications/d/delivering-good-governance-in-local-government-framework-2016-edition

[14] https://democracy.havering.gov.uk/ieListDocuments.aspx?CId=588&MId=6098&MD=Constitution&Ver=4&info=1

Continuous Improvement

Havering welcomes and benefits from opportunities for independent external scrutiny and challenge. Examples over the last three years include our LGA Corporate Peer Challenge, Adult Social Care Peer Review delivered by ADASS, a number of deep dives delivered by our Independent Scrutineer in the areas of child and adult safeguarding, and our READI review.

A Race, Equality, Accessibility, Diversity, and Inclusion (READI) review was undertaken by the LGA in May 2021, which outlined 15 recommendations[15]. Work on these have been gathered into an improvement plan which is monitored through the Equality, Diversity, Inclusion & Cohesion (EDIC) Development group and corporate plan. A self-service model has now been adopted which has removed the need for a permanent EDI team.

A Corporate Peer Challenge was undertaken in November 2022 by the LGA[16], and 11 recommendations have been worked up into an action plan[17]. A one-day progress review took place in May 2024.[18]

The Department of Levelling Up, Housing and Communities visited Havering in June 2023 to review the progress and development of the Local Authority's Supporting Families Programme and how we are working towards evidencing significant, sustained change for children and families. Feedback received from the visit highlighted the service's emphasis on preventative, early interventions and the strength of the local partnership approach, underpinned by a shared practice framework via the co-produced Early Help Strategy. The service's approach to Contextual Safeguarding (and the development of the Single View Dashboard), improving school attendance through the 'Peace of Mind' programme, implementing our Text Service, our Cost of Living dashboard and the co-production of Parenting networks were all recognised as strengths.

In the last two years, our Children's Services have been subject of two inspections. The first was of our Youth Justice Service, by HMIP, in August 2022, which found the service to be 'Good'[19]. More recently, in December 2023, we were inspected by Ofsted under the Inspection of Local Authority Children's Services (ILACS) framework. Inspectors found Havering to be 'Inadequate'[20] for Overall effectiveness and in all areas with the exception of "The experiences and progress of care leavers", which requires improvement to be good. In their report, Ofsted recognised that "With the support of corporate and political leaders, work is under way to strengthen services"; however the report also noted that "While the scale and nature of the necessary improvements are well understood, and plans for improvement are in development, this is within a challenging context of increasing demand linked to marked growth in Havering's child population. Substantial resources are needed to deliver core statutory services". It is imperative that we are able to demonstrate progress against our fully costed improvement plan, (currently in the process of being finalised). Corporate investment of £13.2m will be necessary to secure the required level of improvement in our services, and in outcomes for children. Of this, ca. £4.7m will be needed for the Ofsted Improvement Plan to appoint more staff and reduce the social worker – client ratios which were central to the weaknesses identified by Ofsted.

In March 2024, we invited the Association of Directors of Adult Social Services (ADASS) to undertake a peer challenge, as part of our preparation for assurance under the new Care Quality Commission (CQC)

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[15] https://www.havering.gov.uk/downloads/file/5131/readi_review_feedback_report

[16] https://www.local.gov.uk/our-support/council-assurance-and-peer-support/peer-challenges-we-offer/corporate-peer-challenge-89

[17] https://democracy.havering.gov.uk/ieDecisionDetails.aspx?AIId=33028

[18] https://www.local.gov.uk/our-support/council-assurance-and-peer-challenge/peer-challenges-we-offer/corporate-peer-3

[19] https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/haveringyos/

[20] https://files.ofsted.gov.uk/v1/file/50239788

framework. The review confirmed the areas for improvement we had already identified as well as a number of strengths, including the commitment of our workforce to doing the best for our residents. A comprehensive action plan is being developed in response, as part of our on-going self-directed improvement work.

Our Data Intelligence Hub[21] contains a number of links to useful 'open data' resources which we promote, including those published by the DfE, DHSC, OHID, Oflog, etc. and the LG Inform data explorer. Our Local Insight platform[22] is a data explorer which hosts an interactive JSNA and related data at lower geography levels. We make regular use of benchmarking in our internal reporting and when setting targets and our quarterly corporate performance reporting from April 2024 will include comparative data for England / London or Statistical Neighbours, where available, to aid the understanding of context as well as scrutiny.

Partnerships & Community Engagement

Our statutory Directors engage well with their peers across London and the sub-region, and with sector-led improvement initiatives, regularly bringing best practice and learning back into the authority. We have entered collaborative commissioning arrangements for areas such as foster carer recruitment and the Pan London Vehicle for Children's Complex Commissioning (to build and operate a secure children's home for London). We are also the host authority for the regional adoption agency, Adopt London East.
Our recent Ofsted inspection report found that "Constructive and mature relationships contribute to a sense of shared accountability" and that "Through the integrating of commissioning teams with the integrated health board, Havering is pooling resources to create joint funding initiatives". Our ADASS Peer Review also noted the strength of relationships within the local partnership as a key strength.

Our work during the Covid-19 pandemic and more recently our Cost of Living crisis response demonstrates how we work with our local voluntary and community sector partners to support our residents through challenging times. Through our Integrated Care System, we are beginning to embed Population Health Management, using our collective data to identify populations who would benefit from targeted interventions. We have adopted a 'whole systems' approach to tackling obesity (a key priority for the borough) and recently consulted partners and the community on our new Healthy Weight Strategy.[23]

The administration is keen to improve resident engagement and recently approved a new Resident Engagement and Participation Strategy.[24] This sets out an intention to build on the good progress we have made over the last year in engaging under-represented groups, including children and young people. Our consultation platform[25] is being used extensively by services both to undertake and also to feed back on the results of consultations. Recent successes include our record-breaking budget consultation, which for the first time also sought the views of children and young people on our various savings proposals. Following the Havering Youth Wellbeing Census, (delivered in Summer 2023), the Executive Leadership team have collectively committed to improving engagement with this growing population.

We recognise that we are early in our journey to move up the ladder of participation and that whilst we have increased consultation activity, this is only one aspect of engagement. Examples of true coproduction are minimal. We are implementing a new social prescribing platform, the Joy App, which will act as a referral and case management system for social prescribers, as well as increasing the accessibility of information

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[21] https://www.haveringdata.net/

[22] https://havering.localinsight.org/

[23] https://democracy.havering.gov.uk/documents/s73892/5.1%20Healthy%20Weight%20Strategy%20draft%20version%200.2.pdf

[24] https://democracy.havering.gov.uk/documents/s72943/11.1%206886%20Resident%20engagement%20V11.pdf

[25] https://consultation.havering.gov.uk/

about services via the Joy Marketplace. Plans are being developed to coproduce the site, including with some of our less engaged communities.

We continue to develop in our role as corporate parents, and we accept Ofsted's finding that "Havering's approach to corporate parenting is underdeveloped and, while there is a commitment to hearing children's voices, this has not been consistently acted on."

We recognise that we need to develop a clear, long-term strategy for place shaping. Our Corporate Plan sets out our priorities for the next three years and the high-level actions we will take to deliver these, however our financial position, as a result of years of underfunding, has forced us to scale back on our ambitions and this makes longer term planning more challenging. We remain very cognisant of the changing demographic and needs of our borough and continue to pursue conversations with our integrated care system partners about our respective roles as anchor organisations.   We are exploring how we can embed a focus on borough productivity, including relevant insight such as the Productivity Institute's scorecard,[26] within our Health and Wellbeing Strategy (currently being refreshed).

Partners in Havering are keen to invest more in our community and voluntary sector. The Havering Place based Partnership oversaw circa £90,000 of investment in Community and Voluntary sector organisations in the borough through our Community Chest funding, linked to reducing Health Inequalities. Social Prescribers and Local Area Coordinators were involved in the development and review process, using their knowledge of the community and voluntary sector services that local people use the most to inform the programme.

Services are taking steps to better understand who is accessing their services and whether the needs of different groups within the community are being met. For example, within Adults and Children's Social Care, demographic analysis is provided as standard to help identify under and over-represented groups. We have produced a standardised set of equalities monitoring questions for use in our consultations, and committed to publishing our Equality and Health Impact Assessments (EqHIAs) to aid transparency around the impact of our decisions on those sharing various protected characteristics (though this has not yet started). Our new Corporate Plan includes a commitment to use feedback from those receiving support to inform service improvement.

Actions
Please note, actions that have already been published in the Council's Productivity Plan have been included for completeness but are shown in grey.

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[26] https://www.productivity.ac.uk/the-productivity-lab/the-tpi-uk-itl3-productivity-scorecard-series/

7

Data Centre and Thames Freeport

Objective	Action	ELT lead	Timescales
Open the East Havering Data Centre Campus, Green Energy Infrastructure and Ecology Park Project, subject to planning approval[27].	Lobby central Government to be included in the Thames Freeport[28], which will enable Havering to keep 100% of the NNDR for the next 25 years, in the region of £50m.	Neil Stubbings	

Reducing Wasteful Spend

Havering is a well-run Council and significantly experienced in the elimination of wasteful expenditure, borne from years of systemic underfunding against unprecedented levels of demand. We are focused on maximising our financial sustainability by reducing demand and increasing productivity. We have resilience and recovery boards to monitor spending activity and our ongoing plans to reduce wasteful spend include the following:

Area	Objective	Actions	ELT Lead	Timescale	RAG rating
Workforce	Reduce agency and consultancy cost **Success Criteria:** Agency and consultancy costs are reduced.	Review of agency and consultancy costs across all services whilst increasing capacity in critical services including social care and housing	Kathy Freeman	Ongoing	
	Review of staff resources to ensure the right capacity and capability supports delivery of efficiencies and savings **Success Criteria:** Maintenance of vacancies across the Council wherever possible • Successful MTFS delivery • Reduced agency use Reduced sickness and turnover	Recruitment panel for all posts to see if the vacancy can be held or the role stopped/paused	Kathy Freeman	Complete	
		Maintaining holding of vacancies across the Council wherever possible			
		Move staff who are working for Havering as agency onto fixed term/permanent contracts			
		Invest to save proposals to support delivery of MTFS			

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[27] https://www.havering.gov.uk/info/20135/regeneration/882/east_havering_datacentre_and_ecology_park

[28] https://thamesfreeport.com/

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Area	Objective	Actions	ELT Lead	Timescale	RAG rating
	LGA commissioned independent review of our EDI arrangements **Success Criteria:** A self-service model is adopted and the EDI team is no longer required.	Invest £250k in a programme of work to support the move to a self-service model and reduced the need for a permanent EDI team.	Kathy Freeman	Complete	
Housing	Reduce tenancy arrears **Success Criteria:** Arrears reduced	Focus on collecting former tenant arrears for Council and PSLs (currently about £2m each)	Paul Walker	Ongoing	
	Supported accommodation for care leavers **Success Criteria:** • To ensure all our care leavers eligible for housing obtain their tenancy and hold on to it as a responsible adult. • To reduce the spend on supported accommodation for this cohort of young adults	Monthly review of each young person's plan.	Tara Geere	Ongoing	
		New Panel, to track all care leavers who require housing in the borough.			
Health & Social Care	Social care placements are both appropriate for the service user and represent best value for the authority **Success Criteria:** • Reduction in cost of high-cost social care placements • Reduction in no of out of borough placements	Reviews of all high-cost social care placements	Annette Kinsella	Ongoing	
		Review of placements to identify in-house opportunities rather than more expensive out of borough placements	Tara Geere	Ongoing	
	Review agency expenditure in Starting Well **Success Criteria:** £1.23m of overspend in Starting Well during 2023/24 was largely attributed to staffing costs and reliance on agency workers. We will reduce costly agency expenditure	Implementation of AYSE newly qualified social worker posts	Tara Geere	Ongoing	
		The Council is currently developing new staff structures as part of its response to the recent OFSTED judgement and will actively aim to recruit permanently to this structure in order to minimise dependency on agency staff moving forwards.	Tara Geere	Ongoing	
	Joint work with Health and hospitals to ensure costs for continuing care are shared appropriately	Work even more closely with NHS NEL to: • provide a more robust process to ensure children and adults are supported jointly in care planning	Luke Burton	Ongoing	

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Area	Objective	Actions	ELT Lead	Timescale	RAG rating
	Success Criteria: • Children and adults are supported in care planning • Fairer formula is agreed • Funding is shared	• ensure system-wide funding is shared using a fairer formula agreed by NHS NEL ICB an NEL Local Authorities. • ensure better value from health and social care commissioning through joined up funding where possible and reduced friction between services.			
Education	Reduce spend on Home to school transport by promoting the use of a personal transport budget. **Success Criteria:** Spend on Home to school transport reduced	Use of a prepaid card and individual accounts offered to families so they can organise their own transport, in addition to paying for a travel card for parents to escort their child to school/college using public transport.	Tara Geere	Ongoing	
Savings	MTFS and Star Chamber processes are built into the annual budget setting cycle **Success Criteria:** Savings are made through Members and officers reviewing the following: • Assumptions in the MTFS on income, expenditure, inflation, demographic growth • Delivery of savings put forward to date • Policy decisions that will have a financial impact, incl. areas of investment required • Baselining budgets so there is a shared and deeper understanding of what our money pays for. • Opportunities for further savings and what we would stop if we had e.g. 10% less • Areas where we can push full cost recovery on fees and charges.	Identification of in-year savings proposals and stopping all non-essential or non-statutory spend	Kathy Freeman	Ongoing	
		Undertake Star Chambers to ensure we are delivering the £15m of savings agreed in 2024/25 and identify further savings for 2025/26 onwards	Kathy Freeman	Ongoing	
Procurement	Support local economic growth, when feasible, and foster a procurement ecosystem that minimises waste and maximises resource utilisation. **Success Criteria:** The procurement team is committed to exploring and implementing procurement practices which	To maximise the social value opportunity & local economic activity	Kathy Freeman	Ongoing	

Area	Objective	Actions	ELT Lead	Timescale	RAG rating
	carefully weigh the financial benefits of local purchasing against the efficiencies provided by frameworks.				
Climate Change	Reduce spend on energy across the Corporate Estate **Success Criteria:** • Energy spend is reduced	Consider and agree options for medium term (4 years) flexible Procurement Framework for the supply of electricity and gas.	Paul Walker	August 2024	

Transformation and Service Delivery

A report to Overview and Scrutiny Board in June 2021 "Transformation in Challenging Times"[29] set out the core principles of our transformation programme and some examples of recent work at that time. Whilst impressive in some instances (particularly in relation to our Covid-19 response), not all of these have led to demonstrable improvements or efficiencies that can be evidenced.

Despite our financial position, there are a number of examples of innovation in Havering, including the delivery of our new Target Operating Model which includes an integrated team across the Council and NHS and embedding of the life stage approach to improving outcomes for residents.

In order to support greater productivity and resilience, we need to agree an affordable transformation programme to build on the progress we have already made.

Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
Target Operating Model	Redesign the organisation to include clear design principles that support collaboration and promote efficiency and productivity. **Success Criteria:** Organisation structure in place and culture change taking place	Redesigned the organisation into three areas of 'People', 'Place' and 'Resources'	Andrew Blake-Herbert	Complete	

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[29] https://democracy.havering.gov.uk/documents/s52750/Final%20for%20agenda%20-%20Transformation%20Update%20-%20OSC%20Jun%202021.pdf

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Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
Health and Social Care	Bring together key elements of health and care and the budgets that support those services. **Success Criteria:** Integrated teams set up and joined up working arrangements established	Create an integrated team between Havering and NHS North-East London (NEL)	Andrew Blake-Herbert	Complete	🟩
oneSource Shared Service	On 28 April 2023, the oneSource Joint Committee made the decision to return several services to each borough. Detailed plans were put in place to bring specific services back into Havering over an 18-month period. Human Resources & Organisational Development, Financial Business Partners and Procurement have now all moved back to the Resources Directorate. **Success Criteria:** Teams returned to respective boroughs and provide excellent support services	Human Resources & Organisational Development to move back into Resources Directorate	Kathy Freeman	Complete	🟩
		Financial Business Partners to move back to the Resources Directorate.		Complete	🟩
		Procurement to move back to the Resources Directorate.		Complete	🟩
		Legal & Governance and Transactional Services are currently remaining as a shared service in OneSource.		Ongoing	🟧
ICT	ICT to process the division back to a sovereign IT service which will secure access to dedicated technical resources and a Havering-only focused digital strategy. **Success Criteria:** - Successful separation of technology and IT services from oneSource. - Establishment of a fully functional Sovereign IT Service. - Measurable improvements in service agility and responsiveness.	Under the new operating model, work has started on understanding, refocusing and reframing current transformation project portfolios into four new categories. These are: - IT Sovereignty: Decoupling of technology and IT services provided by oneSource and creation of Sovereign IT Service - Service and System Improvement: Upgrade and migration from ageing legacy systems (presenting cyber and operational failure risks) to modern Software as a Service platforms. In doing so we are reviewing service outcomes, processes and data to ensure we maximise the opportunity of change to modernise our ways of working and deliver better resident outcomes. - BAU: IT BAU projects	Mark Duff	Ongoing	🟧

Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
		• Business Lead: Projects request that come directly from a service			
Commissioning	Improvements in commissioning arrangements are expected under our new integrated team at place. This brings together key elements of health and care and the budgets that support those services, with a joint senior leadership structure under the Director of Partnership, Impact and Delivery, that aims to reduce barriers and duplication, and increase value for money. Focus on partnership working, including leveraging funding from partners to increase the reach of our voluntary sector **Success Criteria:** • Team bought together and vacant roles recruited into. • Develop joint commissioning priorities focussed on quality, efficiencies and value for money, particularly where there is duplication. • Manage large commissioning programmes to deliver savings and spend reductions	Programme Plan for each life cycle (starting well, living well, ageing well), including delivery of Supported Housing and Residential Care programme. • Commissioning of service for Mawneys Close and Mowbrays Close site development • Costed business case development for future schemes, including capital and net revenue savings	Luke Burton	Ongoing	
Health and Social Care	Reduce hospital readmissions and associated costs. **Success Criteria:** Delivery of 2024/25 MTFS following pilots • Ward led enablement • Community reablement	Use a ward-led enablement pilot to support patients against decline during their hospital stay and increase their confidence in returning to their home environment.	Annette Kinsella	Ongoing	
		Discharge to Assess (D2A) residential pilot is to trial the use of block beds for residential D2A. This will align therapy support alongside the care home and the social workers.			
		Creation of local care home capacity			

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Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
Customer Relationship Management (CRM)	Deliver improved resident experience and service efficiency through the implementation of a modern, fit for purpose Digital Platform. **Success Criteria:** • User Satisfaction: Ensuring that the new CRM platform enhances the user experience for residents, with a focus on ease of use and accessibility • Service Efficiency: Measuring the improvement in service delivery times and efficiency, including faster response times for service issues, Freedom of Information requests, and complaints • Scalability and Future-Proofing: The platform should be scalable to accommodate future growth and adaptable to potential changes in technology or service requirements	A CRM platform will deliver improved resident experience and service efficiency through the implementation of a modern, fit for purpose Digital Platform built on Dynamics 365. This will replace the Council's ageing 'My Havering' online portal, and its associated contact centre processes and back office integrations. The programme will be delivered incrementally over a four-year period. CRM Phase 1, which is now in the closedown stage, has improved the online customer experience with enhanced maps for reporting service issues, meaningful status updates and closure reasons on completion of works, Freedom of Information requests, and complaints.	Mark Duff	Ongoing	🟧
Complaints	Improve customer satisfaction levels **Success Criteria:** • Effective monitoring and reporting arrangements established • Improvement in speed of response to complaints • Introduction of CaseTracker platform to reduce admin burden on services • Opportunity to identify trends, insights and lessons learned to improve service delivery	Review our complaints policy and move to a simplified two stage process.	Paul Fisher	Complete	🟩
		Performance data, including that relating to complaint handling and learning, is regularly reviewed by our Executive Leadership Team (ELT) and Cabinet, and will be reported through our quarterly published report from April 2024.	Paul Fisher	Ongoing	🟧
Debt	Continue to be in the top quartile for income collection in London for Council Tax, business rates and rent. **Success Criteria:** • Collection rates maintained for NNDR and Council Tax, debt is dealt with quickly to reduce the debts owed to the Council. • Reduction in debt levels achieved	Set up a debt recovery board to focus on high volume / high amount debts. Using data to focus and target our efforts to identify	Kathy Freeman	Ongoing	🟧

Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
Housing	The reliance on hotel accommodation, particularly chain hotels, remains a risk to the council **Success Criteria:** • Supply from private rented sector is able to help mitigate demand.	• Deliver 2000 units over 5 years, across 11 schemes with equity fund partners, (to be used to reduce the reliance on hotel accommodation and typically expensive night rates). • Improve the quality of our private sector lease stock.	Patrick Odling-Smee	Ongoing	
Climate Change	To implement the Havering Climate Change Action Plan **Success Criteria:** • The Council is carbon neutral by 2024	Continue to monitor the Climate Change Action Plan through annual report to Cabinet	Kathy Freeman	Ongoing	

Technology & Innovation

We recognise that a key driver to improving productivity is to manage our systems and data well in order to become a data driven organisation, as emphasised in our Corporate Plan for 2024/25. Our data is regarded as a valuable resource which is used every day to run our services, and in a proactive manner to inform early intervention and demand management.

Technology

Objectives	Actions	ELT lead	Timescale	RAG Rating
Reduce the challenges from ageing legacy systems including cyber and operational failure risks, the lack of APIs to interrogate the data and the need for maintenance budgets to keep them supported. **Success Criteria:** • All new systems provided as SAAS or hosted in our cloud environment • Native API integration for all new systems • Implementation of new system procurement principals based on the above	As part of the Service and System Improvement Plan, review, upgrade and migrate away from legacy systems to modern Software as a Service platforms.	Mark Duff	Ongoing	
	Add rigour to the selection of new systems through the use of guiding principles, to ensure compatibility and integration with our current systems.	Mark Duff	Ongoing	

Objectives	Actions	ELT lead	Timescale	RAG Rating
Our Technology Roadmap incorporates the introduction of MS Azure tools which include AI and predictive analytics. **Success Criteria:** • Increased time efficiency for key workers • Predictive accuracy in BI to predict tends and outcomes	Test generative AI in the form of Beam Magic notes in Adult Social Care and co-pilot in People initially for supervision, note-taking, minuting and document creation.	Barbara Nicholls	Ongoing	
	Expand the use of Co-Pilot to our BI environment to assist us with general report creating and also predictive analytics.	Mark Duff	Ongoing	
Connect residents seamlessly into local and nationwide support services for health, wellbeing and the wider determinants of health, such as cost of living support to reduce demand on key clinical services, (such as urgent care and GP practices) as residents will be empowered to find more appropriate support services themselves. **Success Criteria:** • Frontline workers using "Joy" to refer residents into preventative support • More residents accessing preventative support	Implement the "Joy" app, a new referral and case management system for all frontline workers and social prescribers.	Luke Burton	Ongoing	
	Use the wealth of analytics on the Joy platform to show the volumes of referrals into different services, key support needs of residents of different demographics and gaps in service provision, to inform future commissioning decisions.	Luke Burton	Ongoing	
Provision of timely and pertinent datasets across all services **Success Criteria:** Data is used to inform evidence based decision making	Develop and publish a suite of Power BI management reports for officers and decision makers in various services such as social care and housing.	Mark Ansell	Ongoing	
	Use the provision of exception highlight reports to allow managers to quickly establish any issues with data quality and therefore supports continuous improvement.	Mark Ansell	Ongoing	
	Look at developing this automation further by exploring data lake technologies.	Mark Duff	Ongoing	
Progress the integration of health and social care data **Success Criteria:** Delivery of the 'Triggers for Care' project and subsequent Population Health Management (PHM) interventions arising from it	Support more joined up working and improved data integration between the local authority and its health partners	Mark Ansell	Ongoing	

Innovation

Despite our financial position, there are a number of examples of innovation in Havering, including the delivery of our new Target Operating Model which includes an integrated team across the Council and NHS and embedding of the life stage approach to improving outcomes for residents. We are making good progress in our use of data, with our cost of living risk model attracting interest from other LAs in the region, and Havering (with Newham) is leading the way within North East London on a number of projects involving the integration of health and social care data. DLUHC were very impressed with our 'single view of adolescent risk' at a visit (June 2023) under the Supporting Families programme.

Innovation	Expected Outcome	ELT Lead	Timescale
A proposed "Family Welcome Centre" will provide emergency accommodation for vulnerable families in Havering. It will form the first phase of the Harold Hill Town Centre Regeneration Masterplan vision, and includes the redevelopment of the Farnham and Hilldene Estate, Chippenham Road and the current Abercrombie House hostel.	Reduce costs in an area where demand is increasing.	Tara Geere	Ongoing
Use the 'Barking Havering & Redbridge (BHR) Integrated Hospital Discharge Hub' as a shared efficiency.	Reduce the duration and cost of hospital stays and get the best outcomes for people.	Annette Kinsella	Ongoing
The 'Triggers for Care' project is an innovative project involving the linkage of data from social care and health records in order to better understand the circumstances that most commonly lead to an individual requiring a first social care package, or an enhancement of an existing care package.	Progress in delivering the 'Triggers for Care' project*. This will then inform our approach to Population Health Management. The foundational work undertaken to support this project will also enable, at a later stage, the linkage of data for direct care purposes, with the aim of providing a more joined up service and better experience and outcomes for individuals receiving care.	Mark Ansell	Ongoing
Through the Supporting Families Programme explore how best to make use of our resources (especially digital) to ensure positive momentum is continued with evidencing multi-agency interventions and outcomes for families.	Launch our 'automatic feedback' module through our case management system to build on partnership engagement and communication routes.	Tara Geere	Complete
	Exploring the completion of Multi-Agency Safeguarding Hub (MASH) checks through this system, which would make the collation and analysis of data more efficient, reduce manual processes and duplication and ultimately lead to timelier decision making outcomes.	Tara Geere	Complete

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Innovation	Expected Outcome	ELT Lead	Timescale
As part of the Council's strategy relating to the on-going Cost of Living Crisis, develop a household-level Risk Model of Havering residents by combining datasets from the Council, the NHS and external sources.	Target communications, signposting those most at need, to financial information and support, for example advice on unclaimed benefits or grants	Patrick Odling-Smee	Complete
	Predict and reduce escalation of need, for example financial hardship leading to crisis intervention and use of statutory services.	Patrick Odling-Smee	Complete

Agile and Engaged Workforce

Research by Gallup[30] substantiates the link between employee engagement and productivity. Engaged employees are critical for high performance: they are more productive, better collaborators, and likely to stay with the company longer. In contrast, disengaged employees can lead to decreased productivity, lower morale, and higher turnover rates. In Havering the staff turnover rate of 9.3%, which is lower than the London borough average of 12.9%. The following actions demonstrate the value we place in our workforce and our commitment to ongoing development.

Objective	Action	ELT lead	Timescale
Continuous professional development and learning opportunities **Success Criteria:** • All staff and members to have access to 10 days' of learning. • Staff are able to take advantage of apprenticeships, mentorships and webinars • 24/7 access to over 400 training modules that can be undertaken online or face to face.	Embed a new Learning Experience Platform and continue to review content and ensure relevance	Kathy Freeman	Ongoing
Leadership development to enable programmes managers to feel more confident in their roles. **Success Criteria:** • Staff attending training and embedding in their work	Introduce 'Aspiring Leadership' and 'Developing Diverse Leaders'	Kathy Freeman	Ongoing

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[30] https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx

Objective	Action	ELT lead	Timescale
Staff feel informed and empowered. **Success Criteria:** • Staff attendance at update meetings / forums • Launch of staff intranet • Staff engagement measured by Pulse survey	Continue the regular two-way communication channels such as Let's Talk, Member and Leader updates, colleague forums and regular meetings with our union partners.	Marcus Chrysostomou	Ongoing
	Development of a new staff intranet to provide the opportunity to co-design ideas and processes and create groups of change champions from across the council.	Paul Fisher	Ongoing
	Staff surveys will be undertaken every six months as measure of staff engagement.	Kathy Freeman	Ongoing

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Overview & Scrutiny Board

REPORT

23 July 2024

Subject Heading:	DLUHC New Productivity Plan
SLT Lead:	Kathy Freeman | Strategic Director Resources
Report Author and contact details:	Jodie Gutteridge | Corporate Policy and Performance Lead Jodie.gutteridge@havering.gov.uk
Policy context:	The recent Local Government Finance Settlement announced that all councils would be asked to produce productivity plans.
Financial summary:	There are no specific financial issues arising from the approval of the plan. It is expected that the Productivity Plan will be delivered within approved budgets. Financial implications of specific proposals will be assessed on an individual basis as part of the relevant decision-making process.

The subject matter of this report deals with the following Council Objectives

People – Supporting our residents to stay safe and well   **X**

Place - A great place to live, work and enjoy   **X**

Resources – Enabling a resident-focussed and resilient council **X**

SUMMARY

The Government is reviewing productivity across all public services and local government is included in this exercise. Local Government have done a huge amount in recent years to improve productivity and efficiency, however, lockdown and the more recent cost of living crisis have proved challenging.

The recent Local Government Finance Settlement announced that councils would be asked to produce productivity plans. A letter received 16th April 2024 formally started that process with a submission deadline for plans on the 19th July 2024. DLUHC will use the plans to understand what is working well, and what more is needed to unlock future opportunities and any gaps.

Productivity is a particular challenge for Havering council, due to the significant systemic underfunding since 2020 and the low costs, actions already taken to date.

RECOMMENDATION

That the Board note and endorse the plan and associated actions and decide if they wish to receive future monitoring progress reports.

REPORT DETAIL

The purpose of this report is to present the content of the Council's Productivity Plan in response to the Local Government request from the Department of Levelling Up, Housing and Communities (DLUHC).

DLUHC asked all councils to complete a Productivity plan, which must have member oversight and endorsement before it is submitted and published on our website by the 19th July.

The plan considers 4 themes, and references the work we, the council, undertakes alongside other public services.

Theme one: How we have transformed the way we design and deliver services to make better use of resources.

Theme two: How we plan to take advantage of technology and make better use of date to improve decision making, service design and use of resources.

Theme three: Our plans to reduce wasteful spend within our organisation and systems.

Theme four: The barriers preventing progress that the Government can help to reduce or remove.

The plan has been approved at Cabinet on the 17th July and aligns with the Councils Improvement and Transformation Plan, which is one of the Conditions of the Capitalisation Direction the Council applied for in February 2024.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

Environmental and Climate Change implications and risks: None of this covering report.

BACKGROUND PAPERS

None

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Havering
LONDON BOROUGH

CABINET	*17th July 2024*
Subject Heading:	DLUHC Productivity Plan
Cabinet Member:	Councillor Ray Morgon
ELT Lead:	Kathy Freeman, Strategic Director, Resources
Report Author and contact details:	Louise.warner@havering.gov.uk Jodie.Gutteridge@havering.gov.uk
Policy context:	The recent Local Government Finance Settlement announced that all councils would be asked to produce productivity plans.
Financial summary:	There are no specific financial issues arising from the approval of the plan. It is expected that the Productivity Plan will be delivered within approved budgets. Financial implications of specific proposals will be assessed on an individual basis as part of the relevant decision-making process**.**
Is this a Key Decision?	No
When should this matter be reviewed?	
Reviewing OSC:	Overview and Scrutiny Board

The subject matter of this report deals with the following Council Objectives

People – Supporting our residents to stay safe and well   x

Place - A great place to live, work and enjoy   x

Resources – Enabling a resident-focussed and resilient council   x

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SUMMARY
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The Government is reviewing productivity across all public services and local government is included in this exercise. The recent Local Government Finance Settlement announced that councils would be asked to produce productivity plans. A letter received 16th April 2024 formally started that process with a submission deadline for plans on the 19th July 2024.

Local Government have done a huge amount in recent years to improve productivity and efficiency, however, lock down and the more recent cost of living crisis have proved challenging. The productivity plan has been requested of all councils and will help DLUHC understand what is working well, and what more is needed to unlock future opportunities and any gaps.

This is a particular challenge for Havering council, due to the significant systemic underfunding since 2020 and the low costs, actions already taken to date.

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RECOMMENDATIONS
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Cabinet is asked to make the following recommendations:

1. Approve the Productivity Plan.

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REPORT DETAIL
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1.1 The purpose of this report is to present the content of the Council's Productivity Plan in response to the Local Government request from the Department of Levelling Up, Housing and Communities (DLUHC).

1.2 DLUHC have asked all councils to complete a Productivity plan. The plan must have member oversight and endorsement of the plan before it is submitted and published on our website by the 19th July.

1.3 Although the plans were not expected to be written in a particular template they were expected to be around three or four pages in length and set out what the council has done in recent years, alongside current plans to transform the organisation and services.

1.4 The plan should consider 4 themes, and reference the work we, the council, undertakes alongside other public services.

Theme one: How we have transformed the way we design and deliver services to make better use of resources.

Theme two: How we plan to take advantage of technology and make better use of date to improve decision making, service design and use of resources.

Theme three: Our plans to reduce wasteful spend within our organisation and systems.

Theme four: The barriers preventing progress that the Government can help to reduce or remove.

1.5 The Council's Productivity Plan will respond to the four themes with an independent approach with language appropriate to the Council Plan and associated processes that are already delivering productivity.

1.6 The plans will be used to identify common themes and issues across the sector to highlight best practice, but the plans will neither be rated nor scored, nor will there be any league tables.

1.7 For Havering, the Productivity plan will align with the Councils Improvement and Transformation Plan, which is one of the Conditions of the Capitalisation Direction the Council applied for in February 2024.

REASONS AND OPTIONS

Reasons for the decision:

All councils must provide a productivity plan, which has received member oversight, by the 19th July 2024 as set out in the letter to all chief executives on the 16th April 2024.

Other options considered:
Do not approve the productivity plan. This option was quickly dismissed as if Cabinet do not approve we will miss the submission deadline of the 19th July.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no immediate additional financial implications arising from approving the Productivity Plan. It is expected that the work identified within the Productivity Plan will be delivered within approved Revenue and Capital budgets in this financial year

and any issues arising will be flagged as part of the normal budget monitoring process. The Financial implications of specific proposals will be assessed on an individual basis as part of the relevant decision-making processes. Additional future costs and any new savings or benefits delivered will be considered as part of the annual MTFS (Medium Term Financial Strategy) cycle.

Legal implications and risks:

There are no immediate legal implications arising from this report.

Human Resources implications and risks:

There are no major direct HR implications or risks from this report. Any HR issues which occur will be managed in accordance with the Council's HR policies and procedures and any change processes that are required will be managed in accordance with both statutory requirements and the Council's Organisational Change Policy and Procedure and associated guidance.

Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

(i)   the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
(ii)   the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
(iii)   foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

Equality impact assessments are systematically carried out for any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage.

Equalities assessment is normally required for significant impacts upon ANY of the "protected characteristics". As this is a Plan that pulls together the work that is

already being completed or due to start, an assessment is not required at this stage, but will be considered for any future projects.

Health and Wellbeing implications and Risks

Under the Health and Social Care Act 2012 the Council is responsible for improving and protecting the health and wellbeing of local residents. Havering Council is committed to improving the health and wellbeing of all residents.

There are no health and wellbeing implications arising from the proposed decision to approve and publish this Productivity Plan.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The Council has committed to taking action towards the organisation and the borough becoming carbon neutral by 2040.

According to figures from Google, one internet search produces 0.2g of CO_2. The average website produces as much as 1.76g of CO_2 per page view. An average website with 10,000 page views per month could generate 211kg of CO_2 per year, which is the same as would be absorbed by 105 trees in a year. It is not envisioned that the productivity plan on the council's website will reach 10,000 views per year, so by approving and publishing the productivity plan is unlikely to make a significant impact on the climate.

No detrimental climate change implications or risks are expected as a direct outcome of this plan.

BACKGROUND PAPERS

Appendix 1: Havering Productivity Plan 2024

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Introduction & Background

Havering is a well-run and cost effective Council, despite being systemically underfunded since 2010, and receiving the third lowest level of general grant support of all London Councils. Our unit costs are the 16th lowest compared to 16 other Outer London boroughs, i.e. the lowest as assessed by LG Futures. We are ranked by IMPOWER (at their last point of formal publication) as being the 5th most productive council in the country. Our income collection for Council Tax is in the top-quartile in London, and, despite having the 5th lowest core spending power in London, our performance against the Oflog dataset is strong overall.

The Borough's young people population is growing rapidly and, according to the Census, we are the fourth fastest growing in percentage terms nationally. This is alongside the second oldest population in London, which is also increasing. We have been vocal and transparent about the need for fundamental reform which recognises our systemic underfunding in light of the diverse and complex needs of our fast growing population, which we cannot resolve on our own. In November 2023 we applied for a capitalisation direction of *ca.* £54m to enable the Council to set a legally balanced budget for 2024/25. This has been agreed in principle subject to an external assurance review of our current financial management arrangements, and the production of an Improvement and Transformation plan, focused on delivering the Council's key objectives and our plan to secure the medium term financial position.

We welcome this opportunity to evaluate what productivity means for Havering, and to broaden our focus from efficiency and cost saving.

Our Vision – The Havering you want to be part of

Since November 2022, the Council has set a vision and has also agreed three member priorities and a refreshed corporate plan. Member priorities are: 'Improved Customer Service and Resident Engagement', 'Digital Capability' and more recently 'Financial Stability', with an emphasis on lobbying of central government as outlined in our Corporate Plan).

The Vision and new Corporate Plan start the 'Golden Thread' in Havering. This feeds into Director Service plans through a balanced scorecard approach, and filters down to individual performance reviews. Interactive Power BI Corporate Performance Reports monitor the Corporate Plan KPIs, with the first report due in August for Q1 2024-25 data.

Transforming the way we design and deliver services

Despite our financial position, there are a number of examples of innovation in Havering, including the delivery of our new Target Operating Model which includes an integrated team across the Council and NHS and embedding of the life stage approach to improving outcomes for residents.

In order to support greater productivity and resilience, we need to agree an affordable transformation programme to build on the progress we have already made. As members of the Local Government AI network we are keen to push forward with projects that could realise future savings, however the investment to undertake this in a cash poor, albeit well run council, is a significant barrier.

	LONDON BOROUGH OF HAVERING – PRODUCTIVITY PLAN JULY 2024				
Area	**Transformation Objective**	**Action**	**ELT Lead**	**Timescale**	**RAG Rating**
Target Operating Model	Redesign the organisation to include clear design principles that support collaboration and promote efficiency and productivity. **Success Criteria:** Organisation structure in place and culture change taking place	Redesigned the organisation into three areas of 'People', 'Place' and 'Resources'	Andrew Blake-Herbert	Complete	
Health and Social Care	Bring together key elements of health and care and the budgets that support those services. **Success Criteria:** Integrated teams set up and joined up working arrangements established	Create an integrated team between Havering and NHS North-East London (NEL)	Andrew Blake-Herbert	Complete	
oneSource Shared Service	On 28 April 2023, the oneSource Joint Committee made the decision to return several services to each borough. Detailed plans were put in place to bring specific services back into Havering over an 18-month period. Human Resources & Organisational Development, Financial Business Partners and Procurement have now all moved back to the Resources Directorate. **Success Criteria:** Teams returned to respective boroughs and provide excellent support services	Human Resources & Organisational Development to move back into Resources Directorate	Kathy Freeman	Complete	
		Financial Business Partners to move back to the Resources Directorate.		Complete	
		Procurement to move back to the Resources Directorate.		Complete	
		Legal & Governance and Transactional Services are currently remaining as a shared service in OneSource.		Ongoing	
ICT	ICT to process the division back to a sovereign IT service which will secure access to dedicated technical resources and a Havering-only focused digital strategy.	Under the new operating model, work has started on understanding, refocusing and reframing current transformation project portfolios into four new categories. These are: • IT Sovereignty: Decoupling of technology and IT services provided by oneSource and creation of Sovereign IT Service	Mark Duff	Ongoing	

Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
	Success Criteria: • Successful separation of technology and IT services from oneSource. • Establishment of a fully functional Sovereign IT Service. • Measurable improvements in service agility and responsiveness.	• Service and System Improvement: Upgrade and migration from ageing legacy systems (presenting cyber and operational failure risks) to modern Software as a Service platforms. In doing so we are reviewing service outcomes, processes and data to ensure we maximise the opportunity of change to modernise our ways of working and deliver better resident outcomes. • BAU: IT BAU projects • Business Lead: Projects request that come directly from a service			
Page 49 Commissioning	Improvements in commissioning arrangements are expected under our new integrated team at place. This brings together key elements of health and care and the budgets that support those services, with a joint senior leadership structure under the Director of Partnership, Impact and Delivery, that aims to reduce barriers and duplication, and increase value for money. Focus on partnership working, including leveraging funding from partners to increase the reach of our voluntary sector **Success Criteria:** • Team bought together and vacant roles recruited into. • Develop joint commissioning priorities focussed on quality, efficiencies and value for money, particularly where there is duplication. • Manage large commissioning programmes to deliver savings and spend reductions	Programme Plan for each life cycle (starting well, living well, ageing well), including delivery of Supported Housing and Residential Care programme. • Commissioning of service for Mawneys Close and Mowbrays Close site development • Costed business case development for future schemes, including capital and net revenue savings	Luke Burton	Ongoing	

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Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
Health and Social Care	Reduce hospital readmissions and associated costs. **Success Criteria:** Delivery of 2024/25 MTFS following pilots • Ward led enablement • Community reablement	Use a ward-led enablement pilot to support patients against decline during their hospital stay and increase their confidence in returning to their home environment.	Annette Kinsella	Ongoing	
		Discharge to Assess (D2A) residential pilot is to trial the use of block beds for residential D2A. This will align therapy support alongside the care home and the social workers.			
		Creation of local care home capacity			
Customer Relationship Management (CRM)	Deliver improved resident experience and service efficiency through the implementation of a modern, fit for purpose Digital Platform. **Success Criteria:** • User Satisfaction: Ensuring that the new CRM platform enhances the user experience for residents, with a focus on ease of use and accessibility • Service Efficiency: Measuring the improvement in service delivery times and efficiency, including faster response times for service issues, Freedom of Information requests, and complaints • Scalability and Future-Proofing: The platform should be scalable to accommodate future growth and adaptable to potential changes in technology or service requirements	A CRM platform will deliver improved resident experience and service efficiency through the implementation of a modern, fit for purpose Digital Platform built on Dynamics 365. This will replace the Council's ageing 'My Havering' online portal, and its associated contact centre processes and back office integrations. The programme will be delivered incrementally over a four-year period. CRM Phase 1, which is now in the closedown stage, has improved the online customer experience with enhanced maps for reporting service issues, meaningful status updates and closure reasons on completion of works, Freedom of Information requests, and complaints.	Mark Duff	Ongoing	
Complaints	Improve customer satisfaction levels	Review our complaints policy and move to a simplified two stage process.	Paul Fisher	Complete	

Area	Transformation Objective	Action	ELT Lead	Timescale	RAG Rating
	Success Criteria: • Effective monitoring and reporting arrangements established • Improvement in speed of response to complaints • Introduction of CaseTracker platform to reduce admin burden on services • Opportunity to identify trends, insights and lessons learned to improve service delivery	Performance data, including that relating to complaint handling and learning, is regularly reviewed by our Executive Leadership Team (ELT) and Cabinet, and will be reported through our quarterly published report from April 2024.	Paul Fisher	Ongoing	
Debt	Continue to be in the top quartile for income collection in London for Council Tax, business rates and rent. **Success Criteria:** • Collection rates maintained for NNDR and Council Tax, debt is dealt with quickly to reduce the debts owed to the Council. • Reduction in debt levels achieved	Set up a debt recovery board to focus on high volume / high amount debts. Using data to focus and target our efforts to identify	Kathy Freeman	Ongoing	
Housing	The reliance on hotel accommodation, particularly chain hotels, remains a risk to the council **Success Criteria:** • Supply from private rented sector is able to help mitigate demand.	• Deliver 2000 units over 5 years, across 11 schemes with equity fund partners, (to be used to reduce the reliance on hotel accommodation and typically expensive night rates). • Improve the quality of our private sector lease stock.	Patrick Odling-Smee	Ongoing	
Climate Change	To implement the Havering Climate Change Action Plan **Success Criteria:** • The Council is carbon neutral by 2024	Continue to monitor the Climate Change Action Plan through annual report to Cabinet	Kathy Freeman	Ongoing	

Use of technology and better use of data to improve decision making

We recognise that a key driver in improving productivity is to manage our systems and data well in order to become a data driven organisation, as emphasised in our Corporate Plan for 2024/25. Our data is regarded as a valuable resource which is used every day to run our services, and in a proactive manner to inform early intervention and demand management.

A good example of how we use data is through our Single View of people, properties and businesses. Combining the data from the different systems used by Council services through the use of unique identifiers and matching algorithms enables us to see a full picture or "single view" of our residents. This in turn allows data to be shared internally between departments, subject to the correct access permissions. It is a valuable resource for checking data integrity and maintaining accurate records, to minimise the proliferation of disparate and non-standardised data sources and support effective decision-making and service delivery. It is also used for our own in-house detection of potential fraud and in annual savings exercises, (such as those undertaken by the London Counter Fraud hub), for example Council Tax single person discount and Freedom Pass verification. It is used in services such as Electoral Registration to verify the details of new voters and as an additional check before the removal of those no longer eligible. We have recently been able to use single view data to underpin our targeted marketing campaign "Havering helps", which aims to get financial support quickly to eligible residents when they need it most.

For all services there is an ongoing process of continuous improvement which is supported by diligent Information Governance, and transparent reporting protocols. Valuable data resources include:

- The Havering Data Intelligence Hub https://www.haveringdata.net
- Havering Local Insight https://havering.localinsight.org/, which focusses on public health
- Havering online mapping https://www.havering.gov.uk/info/20143/contact_us/186/online_mapping_system
- Havering Consultation site https://consultation.havering.gov.uk/
- Havering internet site www.havering.gov.uk which has a specific page dedicated to the publication of financial data and transparency information https://www.havering.gov.uk/info/20044/council_data_and_spending
- The MyHavering account https://www.havering.gov.uk/info/20205/my_account. This is an online facility which supports self-service by allowing residents to view their Council accounts in one place.

We regularly share data with many partners including the NHS, Companies House, Electoral Reform Commission, and the ONS. We also value the benefit of collaboration with organisations such as the London Office of Technology and Innovation (LOTI), who have substantially improved digital collaboration across London since 2019. Sharing data is essential to a number of Council processes and improves outcomes for residents by getting things right first time and speeding up processes.   It is monitored through the use of data sharing impact assessments and data sharing agreements.   Our privacy notice https://www.havering.gov.uk/privacynotice informs residents of how we gather and process their personal information and their individual data rights.

Objectives	Actions	ELT lead	Timescale	RAG Rating
Reduce the challenges from ageing legacy systems including cyber and operational failure risks, the lack of APIs to interrogate the data and the need for maintenance budgets to keep them supported. **Success Criteria:** • All new systems provided as SAAS or hosted in our cloud environment • Native API integration for all new systems • Implementation of new system procurement principals based on the above	As part of the Service and System Improvement Plan, review, upgrade and migrate away from legacy systems to modern Software as a Service platforms.	Mark Duff	Ongoing	
	Add rigour to the selection of new systems through the use of guiding principles, to ensure compatibility and integration with our current systems.	Mark Duff	Ongoing	
Our Technology Roadmap incorporates the introduction of MS Azure tools which include AI and predictive analytics. **Success Criteria:** • Increased time efficiency for key workers • Predictive accuracy in BI to predict tends and outcomes	Test generative AI in the form of Beam Magic notes in Adult Social Care and co-pilot in People initially for supervision, note-taking, minuting and document creation.	Barbara Nicholls	Ongoing	
	Expand the use of Co-Pilot to our BI environment to assist us with general report creating and also predictive analytics.	Mark Duff	Ongoing	
Connect residents seamlessly into local and nationwide support services for health, wellbeing and the wider determinants of health, such as cost of living support to reduce demand on key clinical services, (such as urgent care and GP practices) as residents will be empowered to find more appropriate support services themselves. **Success Criteria:** • Frontline workers using "Joy" to refer residents into preventative support • More residents accessing preventative support	Implement the "Joy" app, a new referral and case management system for all frontline workers and social prescribers.	Luke Burton	Ongoing	
	Use the wealth of analytics on the Joy platform to show the volumes of referrals into different services, key support needs of residents of different demographics and gaps in service provision, to inform future commissioning decisions.	Luke Burton	Ongoing	
Provision of timely and pertinent datasets across all services **Success Criteria:** Data is used to inform evidence based decision making	Develop and publish a suite of Power BI management reports for officers and decision makers in various services such as social care and housing.	Mark Ansell	Ongoing	
	Use the provision of exception highlight reports to allow managers to quickly establish any issues with data quality and therefore supports continuous improvement.	Mark Ansell	Ongoing	

Objectives	Actions	ELT lead	Timescale	RAG Rating
	Look at developing this automation further by exploring data lake technologies.	Mark Duff	Ongoing	
Progress the integration of health and social care data **Success Criteria:** Delivery of the 'Triggers for Care' project and subsequent Population Health Management (PHM) interventions arising from it	Support more joined up working and improved data integration between the local authority and its health partners	Mark Ansell	Ongoing	

Your plans to reduce wasteful spend within your organisation and systems

Havering is a well-run Council and significantly experienced in the elimination of wasteful expenditure, borne from years of systemic underfunding against unprecedented levels of demand. We are focused on maximising our financial sustainability by reducing demand and increasing productivity. We have resilience and recovery boards to monitor spending activity and our ongoing plans to reduce wasteful spend include the following:

Area	Objective	Actions	ELT Lead	Timescale	RAG rating
Workforce	Reduce agency and consultancy cost **Success Criteria:** Agency and consultancy costs are reduced.	Review of agency and consultancy costs across all services whilst increasing capacity in critical services including social care and housing.	Kathy Freeman	Ongoing	
	Review of staff resources to ensure the right capacity and capability supports delivery of efficiencies and savings **Success Criteria:** Maintenance of vacancies across the Council wherever possible • Successful MTFS delivery • Reduced agency use • Reduced sickness and turnover	Recruitment panel for all posts to see if the vacancy can be held or the role stopped/paused	Kathy Freeman	Complete	
		Maintaining holding of vacancies across the Council wherever possible			
		Move staff who are working for Havering as agency onto fixed term/permanent contracts			
		Invest to save proposals to support delivery of MTFS			
	LGA commissioned independent review of our EDI arrangements	Invest £250k in a programme of work to support the move to a self-service model and reduced the need for a permanent EDI team.	Kathy Freeman	Complete	

Area	Objective	Actions	ELT Lead	Timescale	RAG rating
	Success Criteria: A self-service model is adopted and the EDI team is no longer required.				
Housing	Reduce tenancy arrears **Success Criteria:** Arrears reduced	Focus on collecting former tenant arrears for Council and PSLs (currently about £2m each)	Paul Walker	Ongoing	
	Supported accommodation for care leavers **Success Criteria:** • To ensure all our care leavers eligible for housing obtain their tenancy and hold on to it as a responsible adult. • To reduce the spend on supported accommodation for this cohort of young adults	Monthly review of each young person's plan.	Tara Geere	Ongoing	
		New Panel, to track all care leavers who require housing in the borough.		Ongoing	
Health & Social Care	Social care placements are both appropriate for the service user and represent best value for the authority **Success Criteria:** • Reduction in cost of high-cost social care placements • Reduction in no of out of borough placements	Reviews of all high-cost social care placements	Annette Kinsella	Ongoing	
		Review of placements to identify in-house opportunities rather than more expensive out of borough placements	Tara Geere	Ongoing	
	Review agency expenditure in Starting Well **Success Criteria:** £1.23m of overspend in Starting Well during 2023/24 was largely attributed to staffing costs and reliance on agency workers. We will reduce costly agency expenditure	Implementation of AYSE newly qualified social worker posts	Tara Geere	Ongoing	
		The Council is currently developing new staff structures as part of its response to the recent OFSTED judgement and will actively aim to recruit permanently to this structure in order to minimise dependency on agency staff moving forwards.	Tara Geere	Ongoing	
	Joint work with Health and hospitals to ensure costs for continuing care are shared appropriately	Work even more closely with NHS NEL to: • provide a more robust process to ensure children and adults are supported jointly in care planning	Luke Burton	Ongoing	

Area	Objective	Actions	ELT Lead	Timescale	RAG rating
	Success Criteria: • Children and adults are supported in care planning • Fairer formula is agreed • Funding is shared	• ensure system-wide funding is shared using a fairer formula agreed by NHS NEL ICB an NEL Local Authorities. • ensure better value from health and social care commissioning through joined up funding where possible and reduced friction between services.			
Education	Reduce spend on Home to school transport by promoting the use of a personal transport budget. **Success Criteria:** Spend on Home to school transport reduced	Use of a prepaid card and individual accounts offered to families so they can organise their own transport, in addition to paying for a travel card for parents to escort their child to school/college using public transport.	Tara Geere	Ongoing	
Savings	MTFS and Star Chamber processes are built into the annual budget setting cycle **Success Criteria:** Savings are made through Members and officers reviewing the following: • Assumptions in the MTFS on income, expenditure, inflation, demographic growth • Delivery of savings put forward to date • Policy decisions that will have a financial impact, incl. areas of investment required • Baselining budgets so there is a shared and deeper understanding of what our money pays for. • Opportunities for further savings and what we would stop if we had e.g. 10% less • Areas where we can push full cost recovery on fees and charges.	Identification of in-year savings proposals and stopping all non-essential or non-statutory spend	Kathy Freeman	Ongoing	
		Undertake Star Chambers to ensure we are delivering the £15m of savings agreed in 2024/25 and identify further savings for 2025/26 onwards	Kathy Freeman	Ongoing	
Procurement	Support local economic growth, when feasible, and foster a procurement ecosystem that minimises waste and maximises resource utilisation. **Success Criteria:** The procurement team is committed to exploring and implementing procurement practices which	To maximise the social value opportunity & local economic activity	Kathy Freeman	Ongoing	

Area	Objective	Actions	ELT Lead	Timescale	RAG rating
	carefully weigh the financial benefits of local purchasing against the efficiencies provided by frameworks.				
Climate Change	Reduce spend on energy across the Corporate Estate **Success Criteria:** Energy spend is reduced	Consider and agree options for medium term (4 years) flexible Procurement Framework for the supply of electricity and gas.	Paul Walker	August 2024	

Barriers preventing progress that the Government can help to reduce or remove

As emphasised in our letter to Minister Hoare of 28 February 2024, we believe the financial landscape for councils such as Havering is extremely bleak. The Council has made £164m of savings since 2010, sold assets to the value of £160m, and our unit costs are amongst the lowest compared to our neighbouring boroughs. The most significant barrier that Government can support us with is to address the inadequacy of the national funding formula to ensure that funding reflects need.   We have evidenced within this plan that we are keen to innovate and maximise productivity within the limited resources available. Regrettably, unless there is fundamental reform which recognises our systemic underfunding in light of the diverse and complex needs of our fast growing population, then the progress we can make will be limited.

In addition to updating the funding formula, the following Government actions would also help to reduce barriers to productivity:

Area	Barrier	Request	ELT lead
For Priority attention			
Fees & Charges	Thames Freeport decision	The inclusion of the East Havering Data Centre Campus, Green Energy Infrastructure and Ecology Park in the Thames Freeport, would enable Havering to keep 100% of the business rates for the next 25 years, currently estimated at £50m per year. (Project subject to planning approval).	Neil Stubbings
Adult Social Care	Deliver the adult social care funding reforms which are crucial to providing long-term financial certainty for the sector.	Baseline all existing ASC grants and consolidate them into one fund. Implement the Hewitt Review recommendation of 1% of ICB budgets towards prevention.	Barbara Nicholls
	The high number of care homes in the borough means we are effectively "importing" residents, and when their funding runs out, we are required to pick up the cost.	Review the definition of a person's "ordinary residence (LA)" within the Care Act. This should be based on their address when they started receiving social care (either from the local authority or self-funded).	Barbara Nicholls
	When people funded by another LA/ICB area are placed in Havering and then are sectioned (e.g. S3) again, we are then responsible for the ongoing costs.	Review the definition of a person's "ordinary residence (LA)" within the Section 117 (Mental Health Act). This is a similar issue to the point above for the Care Act.	Barbara Nicholls

Area	Barrier	Request	ELT lead
Children's Social Care	Profit making and Risk in Independent Children's Social Care Placement Providers.	Urgently reform the children's social care market to reduce profiteering, as per the Independent review of Children's Social Care. The LGA's report estimates the aggregated income of the top 20 providers to be around £1.94 billion, with the top 6 providers making up as much as 85% of the total profit.	Tara Geere
Education	There is a rising demand in the number of children requiring EHCPs and not enough spaces locally.	Allow Local Authority Maintained Schools to change their designation to be able to admit greater numbers of children with EHCPs or convert to become a special school.	Tara Geere
Multi-year settlements	One-year settlements.	The uncertainty driven by one-year settlements is a huge barrier to becoming more productive and enabling boroughs to plan services strategically and take invest-to-save decisions. Consider three or four-year settlements as an alternative.	Kathy Freeman
Grant funding	Ringfences and reporting	Remove ringfences and reporting requirements associated with grant funding to empower and trust councils to get on with delivering services.	Kathy Freeman
	Funding pots	Reduce the number of specific funding pots and arduous bidding processes, particularly in economic development and skills.	Kathy Freeman
	Public Health grant	Address Public Health underfunding relative to need, (data used to determine fair share more than 10 years old and historical underfunding by NHS never fully remedied), to reflect the rapidly changing population and needs of the borough. Currently Havering's 24/25 Public Health Grant (PHG) is £12,287, the equivalent of £45.6 per head. This is the 125th lowest out of 155 local authorities in receipt of the grant.	Mark Ansell
Pay Award	At the moment Havering spends in the region of 5-10% of our reserves on inflation costs.	Updating the funding formula to include the pay award would reduce this financial burden.	Kathy Freeman
ICT / Innovation	Investment cost of AI projects	Becoming a funded partner in government projects would enable us to realise the full potential from AI and reduce costs	Mark Duff
Social Care	LAs competing on Agency worker Pay	Consider expanding legislation around children's agency workers to adult social care and other key roles (for example Occupational Therapists).	Tara Geere
	Outdated funding formula not reflective of our population needs	Ensure the Social Care Grant reflects children's social care needs (rather than only adult social care relative needs)	Tara Geere
Education	Improve identification of children at risk of harm	Introduce a mandatory register for electively home educated children	Tara Geere

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Area	Barrier	Request	ELT lead
Education	Lack of financial certainty in respect of DSG	Extend the DSG statutory override to provide financial certainty for councils – otherwise at least a quarter of councils risk running out of general fund reserves	Tara Geere
		Consider writing-off accumulated DSG deficits	Tara Geere
Apprentice-ships	Requirement of unused Apprenticeship funds to be returned to government.	We would like to use more of the levy to fund employment opportunities for young people and carers and not just the courses/qualifications, instead of having to return the grants back to government. If we continue on the projector that we are seeing today, we give approximately £700k back which we would be able to offer approximately 20 young people employment on a G4 role an average salary of £35k (including on costs)	Julie Harris
Housing	Right to buy legislation	Allow councils to retain 100% of Right to Buy receipts generated to support new housing development	Paul Walker
		Remove the cap on the proportion of individual sites that can be funded through Right to Buy receipts	Paul Walker
	Temporary increases in LHA rates	Make the increase in Local Housing Allowance rates from Autumn Statement 2023 a permanent measure.	Paul Walker
	Cap on Local Housing Allowance payable for Temporary Accommodation	Remove the cap on Local Housing Allowance payable for Temporary Accommodation in Housing Benefit subsidy (set at 90% of January 2011 LHA rates).	Patrick Odling-Smee
	Lack of funding	Provide funding to help councils buy accommodation sold by private landlords	Patrick Odling-Smee
	Government policy changes have altered the existing 2012 agreement beyond recognition.	Deliver a new HRA debt settlement based on updated assumptions	Neil Stubbings
	Home office bidding outbidding council	Reduce number of hotel rooms bulk booked by the Home Office. (The need for hotel accommodation, particularly chain hotels, remains a risk to the council as low levels of supply from private rented sector are unable to help mitigate demand).	Patrick Odling-Smee
		Reduce number of local properties purchased by the Home Office in the borough.	
Regulatory framework	Regulatory Framework	Simplify the regulatory framework, including developing a coordinating role for Oflog.	Kathy Freeman
		Ensure regulators have the appropriate capacity and understanding of councils and local places, including their financial context.	Kathy Freeman

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