

1. Delivery of a balanced budget: The Council was able to set a balance budget for the 2019/20 financial year. As set out in the report to Council there continues to be continued pressures over the medium term to the Council due to increased service demand and pressures while available resources are reducing. The continued financial landscape for the Council isn't set to change over the medium term and will continue to present challenges to the Council in setting a balance budgets for 2019/20 and beyond. Uncertainty around many aspects of the future funding model for Local Government remains a challenge in the medium term.

Action Already Taken	Planned Actions for 2019/20 and Progress
<ul style="list-style-type: none"> • At the end of 2018/19 the Council was able to achieve a balance budget for 19/20. • The development of the 2019/20 budget and MTFS has fully taken account of the financial position being reported for 2018/19. At budget setting, the period 8 (30th November) monitoring report reviewed by Overview and Scrutiny Committee reported an overspend across Council service departments of £2.787m for 2018/19. The Senior Leadership Team has continued to focus on measures to contain expenditure within the approved budget in order to ensure financial stability as a basis for the 2019/20 budget and beyond. Work continued in year to reduce the overspend by the year end. • Officers reported to the Senior Leadership Team on a monthly basis from period 2 – 12 the anticipated outturn for the financial year, which identified medium term financial pressures and opportunities, and demonstrated management action to contain the in year position. • The Medium Term Financial Strategy, sets out the Council's financial forecast for the coming five years, aligned to the Corporate Plan, and will continue to monitor the anticipated levels of expenditure and income to the Council and the requirement for officers to identify efficiency opportunities. • The Council established a wider transformation and modernisation programme supporting the delivery of efficiencies whilst improving outcomes to residents and delivering the Council's corporate plan. • A corporate capital strategy was developed in line with the revised code of practice and this was approved with the capital programme alongside the MTFS report. This incorporated the work of the council's regeneration programmes. 	<p>Officers will continue to report to the Senior Leadership Team on a monthly basis from period 2 – 12 the anticipated outturn for the financial year, which will identified medium term financial pressures and opportunities.</p> <ul style="list-style-type: none"> • The Medium Term Financial Strategy will continue to be updated and the corporate work plan is beginning from April to consider the budget challenge for the next year and medium term. Cabinet will receive updates on the MTFS and overarching financial position throughout the year. • The Council continues to deliver the transformation and modernisation programme, including the transition to Oracle Fusion. The theme boards will focus on the delivery of the transformation and core business. • Officers will continue to work with the administration to ensure that the financial challenge is clearly understood and they work collaboratively to support officers in identifying new opportunities to reduce the financial pressures facing the Council.
Lead Officer	Target Date for Completion
Jane West, Chief Operating Officer	March 2020

2. Embedding the Governance Culture and Framework within the organisation: Further work needs to be undertaken to develop a comprehensive, auditable and objective assurance process to give reassurance that the Governance framework is understood and embedded within the organisation. Particular emphasis should be given to ensuring that any change in the governance framework is known and addressed and that new personnel are equipped with the correct knowledge and understanding.	
Action Already Taken	Planned Actions for 2019/20 and Progress
<ul style="list-style-type: none"> • Governance issues picked up within some individual audits during completion of the 2018/19 Internal Audit plan and recommendations raised to address them. Recommendations are followed up by Internal Audit and progressed monitored. • Ongoing compliance work as part of the Internal Audit Plan. • Governance Framework changes discussed and agreed as part of the work of the Governance and Assurance Board. 	<ul style="list-style-type: none"> • Highlighting of key governance changes. • Review and development of induction process. • Development of co-ordinated and monitored training programme. • Further specific governance and risk work allocated in the 2019/20 Internal Audit Plan - underway. • Oracle Fusion implementation underway (expected completion June 2020) • Remainder of compliance work in Internal Audit Plan
Lead Officer	Target Date for Completion
Jane West, Chief Operating Officer	March 2020

3. EU Exit: Preparations and Impact	
Action Already Taken	Planned Actions for 2019/20 and Progress
<ul style="list-style-type: none"> • Established a Corporate EU Exit Group, reporting weekly to SLT • Active participation in Borough, London and National related groups, e.g. London Resilience • Completion of the London Resilience Risk Register for Havering • Review of Borough Emergency Plan and arrangements against National standards • Training of Local Authority GOLD Officers • Updated BCPs • Testing of Borough Emergency Plan • Attendance at national events • Implemented weekly PI monitoring • Weekly returns to London Councils made • Weekly telephone conference with London Resilience/London Council Groups • Sign-posting of National Guidance (Community and Staff) 	<ul style="list-style-type: none"> • Updates provided to MHCLG as required in the run up to 31 March 2019 • Review key Risk Mitigations • Support for LAC EU settlement status • MHCLG have recently stood down the requirement for central reporting in relation to Brexit
Lead Officer	Target Date for Completion
Jane West, Chief Operating Officer	March 2020