

Improvement and Transformation Action Plan – Update as of August 2025

Data Centre and Thames Freeport	Open / Ongoing	1
	Completed	0
Reduce Wasteful Spend	Open / Ongoing	14
	Completed	5
Transformation and Service Delivery	Open / Ongoing	12
	Completed	6
Technology & Innovation	Open / Ongoing	13
	Completed	4
Agile and Engaged Workforce	Open / Ongoing	5
	Completed	0
CIPFA	Open / Ongoing	10
	Completed	2
Total	Open / Ongoing	55
	Completed	17

Data Centre and Thames Freeport

Objective	Action	ELT lead	Update
Open the East Havering Data Centre Campus, Green Energy Infrastructure and Ecology Park Project, subject to planning approval.	Lobby central Government to be included in the Thames Freeport28, which will enable Havering to keep 100% of the NNDR for the next 25 years, in the region of £50m.	Andrew Blake Herbert	Formal consultation is expected in the Autumn following finalisation of LDO documentation. SPC consent date is expected in January 2026. A conversation has been held with GLA and MHCLG regarding NNDR retention with no positive outcome.

Reducing Wasteful Spend

Objective	Action	ELT Lead	Update
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	<p>Havering has taken several steps to reduce agency costs, including setting a 50% reduction target for high-cost agency workers and tracking progress monthly. A £1.5 million saving was achieved by retaining the 8% agency levy centrally, and directors have been requested to assign unique position numbers to all contingent workers to improve reporting and oversight.</p> <p>The percentage of agency workers is now 14% of our workforce compared to a London average of 14.7%, and this has decreased from 18% since August 2024.</p> <p>Operational improvements include identifying off-framework workers, integrating them into workforce metrics, and encouraging performance-based contracts. Agency workers now make up a smaller share of the non-employee base, though overall spend has risen due to pay rate uplifts. These efforts are aligned with broader transformation initiatives in social care and housing, aiming to build internal capacity and reduce long-term reliance on external agency/consultants. There remains issues with some roles nationally in terms of availability of qualified/specialist staff, including social workers, occupational therapists and planners. This means there is a degree of agency use that is unavoidable. Many agency staff that are committed to the borough have moved onto fixed term or permanent contracts.</p>
Housing			
Reduce tenancy arrears Success Criteria: Arrears reduced	Focus on collecting former tenant arrears for Council and PSLs (currently about £2m each)	Paul Walker	<p>Former tenant arrears collection (Council and PSL) has shown strong performance this year. To July, £108,101.69 had already been collected, projecting to £324,305.07 by year end, which is broadly in line with the £340,200 achieved in 2024/25. Concerns that collection levels might taper in year two have not yet materialised.</p> <p>As of June 2025, current ‘true’ tenancy arrears (Council) had reduced by 23% year-on-year, reflecting a sustained improvement in overall rent collection performance. PSL collection sits at 98.85%. Projected collection (Council and PSL) >100% by year end.</p>
Supported accommodation for care leavers		Tara Geere	

Success Criteria: <ul style="list-style-type: none"> 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 	Regular review of each young person’s plan.		Regular reviews of each young person take place at the bi-weekly Care Leavers Move on Panel, chaired by Head of Service for Corporate Parenting, with appropriate housing representation. Young people are reviewed to plan where possible move on to their own tenancies and ensuring use of commissioned supported accommodation provision over external providers.
	New Panel, to track all care leavers who require housing in the borough.	Tara Geere	As above, panel now in place, which relaunched in May 2025. A full review of the terms of reference and effectiveness is planned by end of 2025.
Health and Social Care			
Social care placements are both appropriate for the service user and represent best value for the authority Success Criteria: <ul style="list-style-type: none"> Reduction in cost of high-cost social care placements Reduction in no of out of borough placements 	Reviews of all high-cost adult social care placements	Lurleen Trumpet Patrick Odling-Smee	We have identified a targeted list of reviews, including one-to-one support within residential and nursing home settings—where such provision often contributes significantly to overall placement costs. We have commenced these reviews, which have already resulted in measurable savings. We have a process in place to ensure that there is oversight for all one to ones. We are tracking/monitoring savings delivered. A 1-1 project was undertaken in the 3 rd quarter of 2024/25, working with care homes for older people over managing their residents differently. We have seen a reduction in the number of 1-1's in the first quarter of 2025/26 compared to 2024/25 of 12 cases. In Apr-June 2024/25 there were 47 1-1 packages started, reducing to 35 starts in the same period in 2025/26.
	Review of children’s placements to identify in-house opportunities rather than more expensive external placements	Tara Geere	All children’s placements are being reviewed through the Havering access to Resource panel (HARP) and where appropriate the Multi-Agency resource panel (MARF). A further day is planned in November to review all residential placements and costs with the all-age brokerage and HIT to review current costs. Costs are explored with health and education to ensure joint funding where necessary.
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	The Grow our own project is running with a programme in place with the FrontLine, step up and the three apprenticeship student posts transitioning to the new ASYE posts and then into Social Worker posts currently occupied by agency. In relation to agency we have made progress with keeping the ASYE’s at the end of their programmes. Progress has also been made with the agency managers posts and we are seeing a career progression pathway developing.
	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	Following the Ofsted inspection a significant restructure programme has taken place. Phase one of the restructure delivered the structure within the statutory social work teams creating separate Child in Need, Child Protection and Children in care recognised as a positive by Ofsted and the DfE. The consultation for the Phase two Early Help /Families First restructure closes in August 2025. Implementation of the structure will take place in September with an ongoing permanent recruitment plan.
Joint work with Health and hospitals to ensure costs for continuing care are shared appropriately Success Criteria: <ul style="list-style-type: none"> Children and adults are supported in care planning Fairer formula is agreed Funding is shared 	Work even more closely with NHS NEL to: <ul style="list-style-type: none"> provide a more robust process to ensure children and adults are supported jointly in care planning 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. 	Luke Burton	Havering continues to see high demand for “tier 4” services, where young people are hospitalised due to mental health crises. This is mainly managed (and funded) by the NHS/ICB until step down to “tier 3” when the local authority takes greater responsibility. The MARP is now fully functional and effective at better identification of need and allocation of resources. We need to continue this during the ICB changes. Work has commenced to review Children with Disability cases through the MARP panel to ensure appropriate funding is sought.
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	Following the implementation of the revised Home to school policy in 2024-2025 we have seen increased successful take up of Personal Transport Budgets (PTBs) with families organising their own transport. This has delivered the savings target of £500k, however we continue to see an increase in demand for Home to School Transport. A new application process has been introduced for the 2025-26 academic year, which continues to promote PTBs. This has led to a further increase in the number of PTBs being accessed, and a reduction in the number of single-use and shared taxis.
Savings			
MTFS and Star Chamber processes are built into the annual budget setting cycle	Identification of in-year savings proposals and stopping all non-essential or non-statutory spend	Kathy Freeman	Further work continues to identify in-year savings, including holding off recruitment against vacant posts where workloads can be managed across existing team members. Corporate savings continue to be identified through effective treasury management arrangements. Spend panels remain in place across the three directorates, and all spend is reviewed prior to commitments being entered into, with only approval granted for essential expenditure.

<p>Success Criteria: Savings are made through Members and officers reviewing the following:</p> <ul style="list-style-type: none"> 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. 	<p>Undertake Star Chambers to ensure we are delivering the £15m of savings agreed in 2024/25 and identify further savings for 2025/26 onwards</p>	<p>Kathy Freeman</p>	<p>£10m of the £15m of savings were delivered in 24/25, with over £2m of savings that will now be delivered in 26/27. Year on year, delivery of savings is becoming increasingly more difficult and unfortunately there will be an element of the £15m that will not be delivered at all. Where savings are no longer deliverable, these have been built into the budget setting process for 26/27 to ensure budgets are adjusted to adequately reflect the spend profile.</p> <p>Officer star chambers took place during June/July 2025 to identify savings and to review demographic/other growth requirements for 26/27 and beyond. This is to ensure the budget is set as robustly as possible, and assumptions are clearly set out based on the best information available at the time. All officers were asked to put forward savings over £250k in value, alongside a review of fees and charges to ascertain whether the full costs of the services are being recovered through income.</p> <p>The baselining of budgets has continued, so there is greater clarity on the cost drivers affecting our expenditure and income position, with greater levels of scrutiny on areas that are overspending.</p>
Finance			
<p>Support local economic growth, when feasible, and foster a procurement ecosystem that minimises waste and maximises resource utilisation.</p> <p>Success Criteria: The procurement team is committed to exploring and implementing procurement practices which carefully weigh the financial benefits of local purchasing against the efficiencies provided by frameworks.</p>	<p>To maximise the social value opportunity & local economic activity</p>	<p>Euan Beales</p>	<p>Procurement have worked with the Live Well Havering team to create a mechanism whereby the social value in cash can be donated to the Community Chest to directly fund voluntary sector activity. This mechanism also allows the donation of items / services to the voluntary, community and faith sector enabled through the Live Well Havering Network. This has raised £10,000 additional funding for the Community Chest 2025/26 in the last 2 months and an additional £22,500 over the next 3 years.</p> <p>Wider opportunity will also be levied by maximising Social Value when procuring goods, services and works, and will be supported by the centralising of the data through effective contract management and the data collation through the new e-procurement system which is currently being implemented.</p>
Climate Change			
<p>Reduce spend on energy across the Corporate Estate</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> Energy spend is reduced 	<p>Consider and agree options for medium term (4 years) flexible Procurement Framework for the supply of electricity and gas.</p>	<p>Paul Walker</p>	<p>Havering has signed up to the LASER (Kent County Council) flexible Procurement Framework 2024-28 for the supply of electricity and gas. This approach is expected to save the Council a substantial amount of money over the term of the contracts.</p> <p>LASER is a public sector energy buying group and is part of Kent County Council’s commercial services division. It provides energy procurement and contract management on behalf of its public sector members. LASER currently procures energy on behalf of over 200 public organisations, including London Boroughs, County Councils, NHS Trusts, Universities and Police foundations, managing contracts over £1.5 billion in total value, it is a significant player in the wholesale energy market, and offers competitive energy rates. The approach is compliant with procurement regulations (PCR15). LASER provides the aggregated, flexible, and risk managed approach recommended by Government, and has expertise in energy buying for local authorities.</p> <p>We use a Purchase In Advance (PIA) buying strategy, which involves purchasing the energy required by the Council over a 12-month period. This strategy allows the Council to benefit from an average price and reduces the risk of being impacted by a potentially higher spot price compared to the average market price. Furthermore, the Council is protected against market increases during the 12-month delivery period and benefits from fixed rates during this period.</p>

Transformation and Service Delivery

Objective	Action	ELT Lead	Update
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.	Legal & Governance and Transactional Services are currently remaining as a shared service in OneSource.	Kathy Freeman	Services that were previously part of oneSource (Finance inc. Procurement, HR, Assets, Health and Safety) are now operating well, providing dedicated support to the Council. Structures will be reviewed to ensure the arrangements in place remain effective and are agile to meet the changing needs of the Council. It has been confirmed that Legal and Transactional services will remain part of oneSource for the foreseeable future. This action can now be closed.
IT, Digital and Customer			
<p>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.</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> Successful separation of technology and IT services from oneSource. Establishment of a fully functional Sovereign IT Service. Measurable improvements in service agility and responsiveness. 	<p>Under the new operating model, work has started on understanding, refocusing and reframing current transformation project portfolios into four new categories. These are:</p> <ul style="list-style-type: none"> 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 Business Lead: Projects request that come directly from a service 	Mark Duff	<p>By August 2025, Havering had undergone a consultation around transition of IT Staff from OneSource to new Havering IT and Digital structure. The Cloud migration of locally hosted systems has been completed for all core systems, and the PMO, Data and Spatial (Previously GIS) Teams have successfully transitioned into new Havering structure. All other teams planned to transition by December 2025.</p> <p>The Havering only Microsoft 365 Tenant has been built with migration of staff due at end of October 2025. Recruitment for new roles and any gaps created by decoupling (EG Information Governance roles) are underway with three new hires in place, two new hires have been offered and three other roles at interview stage.</p> <p>Drafts of the Data and Digital strategy have started and are due to be complete by March 2026.</p>
Commissioning			
<p>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</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> Team brought 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 	<p>Programme Plan for each life cycle (starting well, living well, ageing well), including delivery of Supported Housing and Residential Care programme.</p> <ul style="list-style-type: none"> 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	<p>This is now complete and the team is at full capacity with an integrated team and joint commissioning plans in place. The supported housing programmes are now live.</p> <p>However due to 50% ICB cuts the team will now have to de-integrate by April 2026. Plans are being developed to ensure this happens but the learning and close working does not stop.</p> <p>The borough and ICB have been successful in bids to DfE and NHS England respectively which will result in three new children's homes in the borough, including one which will also benefit children with disabilities requiring short breaks respite care. This will progress our aim of reducing cost of complex residential placements for children, alongside greater control in the market and improved outcomes.</p> <p>The council is now procuring a new framework for all adult social care provision which will encompass Residential & Nursing Care Homes, Homecare, and Supported Living Placements and is an indispensable step towards enhancing the quality of care and support for adults in need as it will ensure consistent and high-quality care for everyone, eliminate disparities in care and provide choice and control for residents. The framework will also ensure placement costs are better controlled and represent value for money for the council.</p> <p>The council is also about to award two new prevention contracts (Living Well and Ageing Well) to two consortiums of voluntary sector partners. Announcement of the awards will be later in September 2025.</p> <p>The Mowbrays and Mawneys services were commissioned in late 2024, and they opened in February and May 2025 respectively, delivering MTFs for 2025/26.</p>

			An interim commissioning strategy for 2025/26 and 2026/27 is scheduled for consideration and approval at Cabinet in October 2025
Health and Social Care			
<p>Reduce hospital readmissions and associated costs.</p> <p>Success Criteria: Delivery of 2024/25 MTFS following pilots</p> <ul style="list-style-type: none"> • Ward led enablement • Community reablement • D2A 	<p>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.</p>	Luke Burton	<p>Ward-Led Enablement pilot ended in March 2025 due to there being no further funding. The evaluation showed some good outcomes for the cohort that received the intervention however there were ongoing issues with engagement from BHRUT and the resource not being appropriately utilised. Partners all agree that it is something that should remain on the radar and if joint funding can be agreed, the pilot should be re-started but delivered on a bigger scale which should support the delivery of some of the key outcomes.</p>
	<p>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.</p>	Luke Burton	<p>The Discharge to Assess (D2A) block beds were decommissioned due to the financial risk associated with voids. The support of the therapists for residential D2A placements remains available.</p>
	<p>Community reablement pilot to trial reablement as a preventative model making it the default pathway at the ASC front door and developing a direct referral route from primary care to support admission avoidance.</p>	Luke Burton	<p>This community reablement pilot continues and there are plans to expand the offer to additional PCNs to increase the number of people referred for admission avoidance reasons. There is work underway to expand the offer at the front door to include previous self-funders. Evaluation continues to show positive outcomes.</p>
	<p>Block commissioning of care home provision</p>	Luke Burton	<p>This is replaced with the procurement of the ASC framework which will include residential / nursing beds. This is currently out to the market.</p>
Customer Relationship Management (CRM)			
<p>Deliver improved resident experience and service efficiency through the implementation of a modern, fit for purpose Digital Platform.</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> • 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 	<p>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.</p>	Mark Duff	<p>All legacy CRM functionality has been completely replaced and the legacy CRM solution has been shutdown. Additional functionality has been added for things such as Green Waste, bagged leaves and block drains and gulleys. There has also been a marked reduction (details to follow) on the number of calls received by the contact centre for CRM supported services. Development is currently on hold as we focus on migrating our Dynamic 365 environment to our sovereign Microsoft Tenancy.</p>
Complaints			
<p>Improve customer satisfaction levels</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> • 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 	<p>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.</p>	Mark Ansell	<p>Following a period of poor performance, we are now seeing an improvement in our complaint handling, due to the new interim structure, which we are looking to become permanent, and following the implementation of case tracker in December 2023. Now this system is fully embedded we have added Member Enquiries and training is being rolled out to all councillors.</p> <p>Complaints data is regularly reported to ELT and Theme Board on a quarterly basis. A briefing on the Housing Ombudsman and Local Government Social Care Ombudsman was taken to O&S earlier this year to look at performance for 2023/24. We have recently received our annual performance for 2024/25, which is not due to be published until October 2025, which a briefing is currently being drafted. A Housing Ombudsman annual report for 2023/24 has been written and is being seen by Cabinet in September.</p>
Debt			

<p>Continue to be in the top quartile for income collection in London for Council Tax, business rates and rent.</p> <p>Success Criteria:</p> <ul style="list-style-type: none">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	<p>Set up a debt recovery board to focus on high volume / high amount debts. Using data to focus and target our efforts to identify</p>	<p>Kathy Freeman</p>	<p>A Debt Board has been established.</p> <p>Developments and improvements have been implemented including increasing number of referrals to court, increased customer contact, working closely with one source enforcement to focus on in year debt and collection, comms to ramp up campaigns to raise profile of council tax across the Borough.</p> <p>Improvements also made to the one source enforcement and debt recovery team to focus on in year collection and debt – these include recruitment of customer relationship manager, increase in bailiffs, recruitment to team lead roles and bailiff roles.</p>
Housing			
<p>The reliance on hotel accommodation, particularly chain hotels, remains a risk to the council</p> <p>Success Criteria:</p> <ul style="list-style-type: none">Supply from private rented sector is able to help mitigate demand.	<ul style="list-style-type: none">Deliver 2,000 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.	<p>Patrick Odling-Smee</p>	<p>The number of families in hotels have reduced to eight of which three have been resident over six weeks. There are no households in chain hotels. However, the number of households in self-contained nightly let accommodation has increased from 117 in July 2024 to 236 in July 2025.</p> <p>We have continued to hand back poor quality PSL properties.</p>
Climate Change			
<p>To implement the Havering Climate Change Action Plan</p> <p>Success Criteria:</p> <ul style="list-style-type: none">The Council is carbon neutral by 2040	<p>Continue to monitor the Climate Change Action Plan through annual report to Cabinet</p>	<p>Mark Ansell</p>	<p>The action plan provides a framework for the Council to tackle climate change and deliver on its target of becoming carbon neutral by 2040 or sooner. The annual report was approved by Cabinet earlier this year (May 2025) and we can now see that we are 56% of the way to completing all actions by the current plan deadline of 2027.</p> <p>Due to the council's financial constraints and the huge cost of implementing the changes to transition to carbon neutral, there is a risk that we will not meet the 2040 target unless more grants/private investment becomes available.</p>

Technology and Innovation

Objective	Action	ELT Lead	Update
Technology			
<p>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.</p> <p>Success Criteria:</p> <ul style="list-style-type: none">All new systems provided as SAAS or hosted in our cloud environmentNative API integration for all new systemsImplementation of new system procurement principals based on the above	<p>As part of the Service and System Improvement Plan, review, upgrade and migrate away from legacy systems to modern Software as a Service platforms.</p>	<p>Mark Duff</p>	<p>As part of our evolving digital strategy, we are looking to move away from legacy self-hosted systems to SAAS solutions and even low-code/no-code solutions. This is still a work in progress while we focus on the split and return of the IT Services, but work has started on identifying contracts end dates and only extending legacy systems long enough for us to review options.</p>
	<p>Add rigour to the selection of new systems through the use of guiding principles, to ensure compatibility and integration with our current systems.</p>	<p>Mark Duff</p>	<p>All new IT requests now go through a triage process.</p> <p>A move away from direct system replacements towards service improvements where we look to “prepare the service for new systems” rather than the other way round has now been implemented. Taking a product approach, we are moving away from technology requests and are instead looking at needs, pain points and desired outcomes (driven by strategy).</p> <p>This will give us an opportunity to build the technologies we need to support the needs of our residents and services rather than implementing technology and then look for problems to solve.</p>
<p>Our Technology Roadmap incorporates the introduction of MS Azure tools which include AI and predictive analytics.</p> <p>Success Criteria:</p> <ul style="list-style-type: none">Increased time efficiency for key workersPredictive accuracy in BI to predict trends and outcomes	<p>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</p>	<p>Barbara Nicholls</p>	<p>Beam Magic notes was successfully piloted in QTR3 of 2024/25, and has been rolled out in Adult Social Care, Children’s Social Care, and other resident facing services such as Housing Demand and Housing. It is estimated that using this AI saves about 40-50% of admin time associated with case work. This increases productivity and efficiency. Co-pilot continues to be piloted across various departments in the council, and following a Technology Innovation Summit on 11/9/2025, the council will begin exploring agents and other functionality too, for example improve user experience at the contact centre, through the use of advanced chatbots to manage resident queries in the first instance.</p>
	<p>Expand the use of Co-Pilot to our BI environment to assist us with general report creating and also predictive analytics.</p>	<p>Mark Duff</p>	<p>Co-Pilot has been used by a number of teams with many teams reporting increased productivity. To date no cashable return has been identified that would justify rolling out to all staff. However, all staff do have access to the web version of CoPilot which offers similar functionality to ChatGPT but with the advantage of no data leaving our environment.</p>

<p>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.</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> Frontline workers using “Joy” to refer residents into preventative support More residents accessing preventative support 	<p>Implement the “Joy” directory, a new information system that is resident friendly and can refer into services.</p>	<p>Luke Burton / Marcus Chrysostomou</p>	<p>The Joy directory has been rolled out to all GP practices in Havering. The directory has over 600 local services listed, enabling efficient and effective referrals from frontline workers into community support. The directory has seen over 11,500 referrals since January 2024. Joy has saved GP practices an estimated 52% of GP appointments (17,244 appointments) or £965,664 at £56 / appointment (Personal Social Services Research Unit, University of Kent).</p> <p>The Live Well Havering website has been launched on 1 September to further improve resident and frontline worker awareness of health and wellbeing support in the borough as a digital front door for support.</p>
	<p>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.</p>	<p>Luke Burton / Marcus Chrysostomou</p>	<p>Monthly reporting takes place to show the number of referrals made for different areas of resident need. This information is available and ready to be used by commissioners and officers across the partnership.</p>
<p>Provision of timely and pertinent datasets across all services</p> <p>Success Criteria: Data is used to inform evidence based decision making</p>	<p>Develop and publish a suite of Power BI management reports for officers and decision makers in various services such as social care and housing.</p>	<p>Mark Ansell</p>	<p>Due to the substantive appointment of two new fixed term analyst, we now have a range of Power BI reports available. These include a suite of social care reports which were used to underpin the recent CQC and Ofsted inspections.</p> <p>Housing has a range of reports which are predominantly using spreadsheets so there is a plan for housing reporting to be more automative.</p> <p>Work is underway with HR to make workforce data more streamlined and automated.</p> <p>Power BI reports are also being used across the whole organisation for the following purposes:</p> <ul style="list-style-type: none"> to monitor corporate projects and programmes (Verto), Corporate Performance (https://www.haveringdata.net/corporate-performance) and service level plan on a page (service plans) to target and streamline support for example the joint NHS / LBH “Winter Wellness” intervention campaign to monitor the uptake of support mechanisms such as the Emergency Assistance Scheme and the Energy Doctors scheme to enable real time analysis of consultations and surveys e.g. Havering 2024-25 budget, Food Waste Survey to analyse and monitor compliance with complaints, FOIs and subject access requests
	<p>Use the provision of exception highlight reports to allow managers to quickly establish any issues with data quality and therefore supports continuous improvement.</p>	<p>Mark Ansell</p>	
	<p>Look at developing this automation further by exploring data lake technologies.</p>	<p>Mark Duff</p>	
<p>Progress the integration of health and social care data</p> <p>Success Criteria: Delivery of the ‘Triggers for Care’ project and subsequent Population Health Management (PHM) interventions arising from it</p>	<p>Support more joined up working and improved data integration between the local authority and its health partners</p>	<p>Mark Duff/ Mark Ansell</p>	<p>The Local Authority is now participating in an NHS led working group regarding neighbourhood team development.</p> <p>See triggers for care example below as a project of using joint NHS data.</p>
Innovation			
<p>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 Hildene Estate, Chippenham Road and the current Abercrombie House hostel.</p>	<p>Reduce costs in an area where demand is increasing.</p>	<p>Paul Walker</p>	<p>The new Family Welcome Centre is due to be completed in March 2026 and occupied from June 2026.</p> <p>The Chippenham Road scheme now has planning consent granted with demolition commencing in August 2025. Start of construction is due March 2026.</p> <p>For the Farnham and Hildene scheme, planning consent is anticipated in October 2025 with demolition due to start March 2026.</p> <p>The Waterloo Queen Street regeneration programme is seeking planning consent to start construction on 136 affordable homes (blocks 9 and 10) in Spring 2026 and in addition 18 modular family homes will start construction in November 2025, using a portion of the site temporarily whilst viability issues for the remainder of the site are resolved.</p>

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.	Lurleen Trumpet	We now have social workers embedded on the ward to ensure timely and proportionate discharge planning. Their presence helps facilitate the right level of care and support at the point of discharge, enabling more balanced and person-centred outcomes while contributing to reduced hospital stay durations and associated costs.
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	At end of June 2025 the descriptive analysis had started. Although there were data issues identified these were resolved as they were discovered. These included missing care data, costs data and duplicates. Data analysis started for the Triggers of Care Project in May 2025. So far we have: - Social care data re-uploaded – removing duplicates, replacing social care data with correct dataset and adding missing cost data - Methodology refined as more insights into data e.g. address data in social care cannot be used as a proxy for deprivation - Regular (weekly now) meetings between Senior analysts (PH and ASC), Public Health Principal and Assistant Director

Agile and Engaged Workforce

Objective	Action	ELT Lead	Update
<p>Continuous professional development and learning opportunities</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> 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	There have been several proactive steps to enhance continuous professional development and learning opportunities for our workforce. All staff and members are entitled to 10 days of learning annually, with access to a wide range of options including apprenticeships, mentorships, and webinars. A key enabler of this offer is the Learning Experience Platform (LXP), which provides 24/7 access to over 400 training modules that can be completed online or in person.
<p>Leadership development to enable programmes managers to feel more confident in their roles.</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> Staff attending training and embedding in their work 	Introduce 'Aspiring Leadership' and 'Developing Diverse Leaders'	Kathy Freeman	To support continued professional Leadership development, we have also embedded leadership programmes such as 'Aspiring Leadership' and 'Developing Diverse Leaders' and continue to review and refresh learning content to ensure relevance. These efforts are part of our broader Corporate Workforce Strategy refresh which aims to build an agile and engaged workforce, empowering staff to grow in their roles and contribute to a culture of continuous improvement and inclusivity.
<p>Staff feel informed and empowered.</p> <p>Success Criteria:</p> <ul style="list-style-type: none"> 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	<p>Regular two-way communication continues to keep staff updated and engaged around the council's financial position and a range of improvement and transformation programmes. Our popular Let's Talk series includes two-way sessions on customer service improvements, IT Sovereignty / new technology and the latest on the council's financial position and savings plan. Over 800 staff attended one of these sessions in Q1.</p> <p>The council's Big-Ticket savings campaign has been very successful in engaging staff with two-way communication and has seen over 240 savings ideas submitted that have identified £1.6m in savings. The campaign won the Public Relations and Communications Association (PRCA) Public Sector Campaign of the Year for the South-East in 2025.</p> <p>A calendar of activity led by the council's eight staff forums celebrates Pride and LGBT+ history, Black History Month etc and helps support staff through a range of health and financial issues e.g. menopause support and suicide prevention.</p> <p>Regular briefings take place with Cabinet members and officer leads and group leaders. Union engagement is led by our HR team.</p>
	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.	Mark Duff	New intranet was launched earlier this year and we are now seeing almost 300,000 visits per month and over 2.5 million since launch from over 2,500 unique viewer. The most popular sites after the main Intranet sites are, Big News, HR Hub, Wellbeing Hub and ICT Help Desk.

	Staff surveys will be undertaken every six months as measure of staff engagement.	Kathy Freeman	The 2025 Staff Survey is planned for late September or early October. It will use the same format as the 2024 survey, allowing for straightforward comparison to identify progress and areas requiring additional attention. The launch date may be postponed to early 2026 if organisational priorities shift.
--	---	---------------	---

CIPFA Recommendations

Key Risk	Recommendation (including Timeline)	Risk Rating	ELT Lead	Update
The council has not undertaken a formal review of its financial management arrangements against the CIPFA financial management code, there is therefore an underlying risk of poor financial management practice in some areas, although none	The Council should undertake a formal review against the CIPFA financial management code As soon as possible	3	Kathy Freeman	The CIPFA FM review has been incorporated into the Internal Audit work plan for 2025/26 for Quarter 2. However, the Internal Audit have been progressing a number of reactive reviews, responding to issues identified during the year. The terms of reference for the review are currently being drafted and the review will commence during October.
The financial pressures especially amid a rapid rise in the young population, make resourcing the shift to better value preventive early help approaches very difficult, meaning unnecessary children in the expensive care system and worse experiences and outcomes for children and families.	That the council increases its investment in preventive services via invest-to-save approaches with sound business cases, monitored rigorously. As soon as possible.	9	Tara Geere	Our initial high-level delivery plan for the Families First Partnership Programme in Havering was submitted to the DfE in June 2025 after partner approval. The redesigned Starting Well services, delivered through Phase One, completed in 2024 and Phase Two launching in October 2025, have paved the way for a more preventative model. The Prevention Grant funding has been primarily allocated to the Early Help and Partnerships service, reversing previous cuts, boosting capacity, and extending service hours to better support families. Implementing these national reforms will demand significant resources and collaboration. The current uncertainty regarding the Met police and ICB's positions poses a challenge, especially for the development of Multi-Agency Child Protection Teams, which we aim to pilot in 2026.
That the May 2024 Starting Well Improvement Plan, although commenced, is not developed to address the self-evaluation and Ofsted essential improvement requirements and is not delivered.	That the May 2024 Starting Well Improvement Plan remains subject to strong monitoring and governance arrangements as a key priority for the Council. Ongoing	4	Tara Geere	The Starting Well Improvement Plan has been updated for Year 2 and ratified by cabinet. Strong oversight by leaders, managers, Child Protection Chairs, and Independent Reviewing Officers is crucial, along with effective QA processes to swiftly identify and address areas for development. Consequently, the 'Impact of Leaders and Managers' is now 'Theme One' of our plan. Established in early 2024, our Practice Improvement Board (PIB) and Practice Improvement Oversight Board (POIB) provide thematic oversight of practice and progress. Since autumn 2024, the PIB has met bi-monthly to allow time for improvements to embed and for impact to be demonstrated. The quality and timeliness of reports to the PIB have improved, with progress and challenges addressed promptly. Our statutory safeguarding partners overseen by the Havering Safeguarding Children's Partnership, elected members, and senior Council leaders are actively engaged in our improvement journey. As part of our Year Two plan, we are dedicated to enhancing the scrutiny and challenge provided by our political and corporate leaders.
The costs in the care market will continue to rise as a result of system pressures.	Develop market position statements, supported housing strategies, and new approaches to commissioning. All are in progress. As soon as possible	4	Barbara Nicholls	Supported Housing strategy signed off at Supported Housing and Residential Care, (SHARC) and is on the agenda for ELT on the 22 of September. Ultimately this will be signed off at Cabinet. An accompanying first phase action plan has been put together and needs to be signed off by SHARC Board, although in certain areas of the wider Supported Housing offer inside the council, this action plan has been started. New guidance for the upcoming Supported Housing legislation has been released. Its contents are still being digested but early indications are that the main provisions are already incorporated in either the supported housing strategy or the action plan. There is a significant unanswered question in funding, if any, councils will receive to be able to deliver. North East London System Directors of Adult Social Care commissioned Care Analytics to undertake detailed analysis of the care market across the system, and there is a meeting with S151 officers and DASS's in September to discuss the outputs. The work highlights the need for NEL boroughs to work jointly on market management in specific areas, including care homes for older people. Any agreements reached will inform Havering's market position statement, which will be completed and sent to cabinet in early 2026.
Based on current forecasts, the council will not be able to set a balanced budget in future years, and will therefore need exceptional financial support going forward.	During the course of our review it was apparent this risk has materialised. The council will need to enter into a dialogue with Government into a way forward on its future funding. Immediate	9	Kathy Freeman	Ongoing dialogue with MHCLG continues. The S151 Officer and the Chief Executive liaises with colleagues at MHCLG on a monthly basis, providing updates regarding the Council's financial position, progress on delivery of savings, challenges the Council faces due to additional burdens and the impact of wider public sector changes and its impact on Havering. The recent Fair Funding 2.0 consultation closed on the 15 th August, to which the Council provided a robust response to, agreeing to the Government's proposal to update the funding formula using the latest available population data. Based on the initial analysis by London Councils, Havering could gain additional funding through the funding changes, but the early estimates indicate that there will still be a significant structural deficit, post the funding reforms.

The elements of the Capital programme funded from borrowing add to the council's revenue budget pressures, although there is a risk of abortive costs if schemes are delayed or cancelled.	It is recommended that the council undertake a full review of the capital programme, including schemes undertaken by its companies and partnerships, with a view to seeing if schemes can be delayed or withdrawn as a matter of urgency. As soon as possible	4	Kathy Freeman	The majority of the capital programme has existing contractual commitments and/or relate to projects already currently being delivered. In terms of the Council's General Fund capital programme, a significant proportion of the spend relates to investment in new and existing schools, highways and IT. The Housing Revenue Account capital programme relate to essential building safety capital investment on the Council's Housing estate and the Council's Regeneration programme, which aims to build new affordable and social homes. The Council is currently refreshing the business plans associated with the Regeneration programme in light of increased construction costs and uncertainty of GLA funding.
There is no co-ordinating board covering the Capital programme. This creates a potential risk area from a lack of co-ordination	The council should consider the merits of setting up such a board As soon as possible	3	Kathy Freeman	Terms of reference for a Capital Board have been drafted but the process is being reviewed to determine if there are other boards that could be expanded to incorporate discussions on non-Regeneration capital related programmes.
The council only has one directly appointed director of Mercury land Holdings (MLH,) the Chief Executive which creates a risk of conflicts of interest.	The council should review and consider whether this arrangement is appropriate. As soon as possible	3	Neil Stubbings	Two additional officers will be identified to join the MLH Board and they will be appointed in the coming months. To facilitate a smooth transition and effective knowledge transfer, the Chief Executive will continue serving on the Board for an additional six months, collaborating closely with the newly appointed directors.
The MLH Business Plan does not reflect the priorities and environment in which it is operating and is not reviewed regularly. There is a risk that council's immediate or changed priorities are not reflected in the business plan	The MLH Business Plan should be reviewed annually, and this should be included in the shareholder agreement. As soon as possible.	3	Neil Stubbings	MLH business Plan now reviewed annually by Cabinet.
In some reports, full financial information is not clearly set out when members are being requested to make a decision. There is a risk of poor decision-making arising from incomplete information.	The council should review the content of financial information in reports so that actual costs and schemes or service budgets are directly referred. As soon as possible	4	Kathy Freeman	Finance now complete Financial Implications. Finance staff have had initial training and ongoing training will be provided. Finance have implemented a strict review policy to allow feedback and training on the job to be provided to Finance staff. All Key EDs are to be reviewed by a Head of Finance, all Non-Key EDs above £50k, are to be reviewed by Strategic Finance Business Partners. Non-Key EDs below £50k, to be sample checked based on how team members are responding to training. Finance have also been working with the Business to provide financial literacy on the kind of information that should be in the body of the report and considered to allow proper and accurate financial review.
Failure to provide the IT and programme management resources needed through the transformation team will result in the council having even more difficulty in balancing its budget in future years due to the lack of transformation activity.	The council should ensure that the necessary resources are secured to deliver the required transformation agenda. As soon as possible	3	Kathy Freeman	During the 2025/26 budget setting process, £600k was set aside to fund the creation of a permanent digital team in the Council, enabling the creation of a number of new roles to focus on customer/resident experience, product managed, user centred design and digital experience. A further £200k of investment was set aside to add resources to the Corporate Programme Management team, to focus on delivery and assurance of existing programmes, but also to triage new project requests which will enable the Council to prioritise project delivery. A number of successful appointments have been made and new post-holders will be joining in the coming months.
The failure to apply procurement rules consistently and evenly increases both the risk of legal challenge and creates a value for money risk.	The council should review its contract procurement rules, roll out training, and create a forum to share best practice. As soon as possible.	3	Kathy Freeman	Revised Contract Procurement Rules are being drafted to capture the requirements across three sets of legislation that cover public sector procurement. To supplement the rule changes an in-depth toolkit is being developed to outline the processes needed based on value thresholds. Internal governance boards for procurement (Governance Review Group) will be assessed and re-structured to deliver a more commercial focused challenge and approval route for above threshold procurements. A wider review of documentation templates used within the procurement and governance process will be conducted and the result will be the streamlining of the number of documents and the detail needed to make informed decisions. To maintain visibility and understanding within the Council in relation to the Contract Procedure Rules and the required processes training will be developed and provided for all spend thresholds and the differing legislative need. This will also be supported with drop-in sessions on specific areas of the process for a more in-depth view.

Completed Actions

Objective	Action	ELT Lead	Completed (Month / Year)
Reducing Wasteful Spend			
Workforce			
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 <ul style="list-style-type: none">Successful MTFS deliveryReduced 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	Started in October 2023 Ongoing
	Maintaining holding of vacancies across the Council wherever possible	Kathy Freeman	Ongoing
	Move staff who are working for Havering as agency onto fixed term/permanent contracts	Kathy Freeman	Ongoing
	Invest to save proposals to support delivery of MTFS	Kathy Freeman	Ongoing
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	We now have an EDI workforce specialist to move us from READI to EDI and design a 3-year EDI workforce plan. Specialism in this area will be required to meet our organisational equality duty and statutory/legislative requirements, whereas a self-service model will embed the organisational culture change.
Transformation and Service Delivery			
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	August 2023
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 commissioning team between Havering and NHS North-East London (NEL)	Andrew Blake-Herbert	February 2024
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.	Human Resources & Organisational Development to move back into Resources Directorate	Kathy Freeman	October 2023
	Financial Business Partners to move back to the Resources Directorate.	Kathy Freeman	October 2023
	Procurement to move back to the Resources Directorate.	Kathy Freeman	October 2023
Complaints			
Improve customer satisfaction levels Success Criteria: <ul style="list-style-type: none">Effective monitoring and reporting arrangements establishedImprovement in speed of response to complaintsIntroduction of CaseTracker platform to reduce admin burden on servicesOpportunity 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	December 2023
Technology & innovation			
		Tara Geere	July 2024

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.		
	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	A recommendation from the review of Liquid logic processes undertaken by Islington (Sector Led Improvement Partner) in 2024/25 to seek agreement from the safeguarding partnership to use the delegation portal for MASH enquiry responses, and relaunch it. Our development roadmap currently has this scheduled for early 2027; this may change if reprioritised as part of our planning for Families First Partnership Programme implementation and / or, if additional Developer resource is secured (this has been included in our bid to DfE for Improvement Grant funding).
	Target communications, signposting those most at need, to financial information and support, for example advice on unclaimed benefits or grants	Patrick Odling-Smee	The cost-of-Living Campaign was formally launched on 11th October 2022. The Campaign is ongoing. Evaluation has taken place of effectiveness.
	Predict and reduce escalation of need, for example financial hardship leading to crisis intervention and use of statutory services	Patrick Odling-Smee	