

Notice of Non-Key Executive Decision

Subject Heading:	Approval of Consultancy spend for the introduction of a Data Governance Framework within Housing Services
Decision Maker:	Paul Walker – Interim Director of Housing and Property
Cabinet Member:	Councillor Paul Middleton – Cabinet Member for Digital, Transformation and Customer Services
ELT Lead:	Neil Stubbings - Strategic Director of Place
Report Author and contact details:	David Clifton - Programme Manager – Transformation 01708431569, david.clifton@havering.gov.uk
Policy context:	Enabling a resident-focussed and resilient Council
Financial summary:	The HRA will be required to fund this proposal in 2025/2026 for £58,900. The HRA is forecast to underspend.
Relevant Overview & Scrutiny Sub Committee:	Place OSSC
Is this decision exempt from being called-in?	The decision will be exempt from call in as it is a Non key Decision

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

People - Supporting our residents to stay safe and well

Place - A great place to live, work and enjoy

Resources - Enabling a resident-focused and resilient Council **X**

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

To approve commissioning the specialist housing consultants Altair Ltd to lead and support the introduction of a data governance framework within the Housing Service through the Council's existing contract with Constellia Limited at the value of £58,900.

AUTHORITY UNDER WHICH DECISION IS MADE

Part 3.3 Scheme of Delegations.

3.3.3 Powers common to all Strategic Directors.

4. Contracts

4.2 To award all contracts with a total contract value of below £1,000,000 other than contracts covered by Contract Procedure Rule 16.3. This delegation shall include the ability to extend or vary a contract up to and including a value of £1,000,000 (provided that the extension is in line with the existing contractual provisions.)

STATEMENT OF THE REASONS FOR THE DECISION

Permission is requested to fund specialist consultancy from Altair Ltd as follows:

Support the Introduction of a Data Governance Structure within Housing	£19,000
Quarterly Data Review	£15,200
Further Support to the Internal Project Team	£24,700
Total	£58,900

Support the Introduction of a Data Governance Structure within Housing

Altair were previously instructed to undertake research into the existing systems, data landscape and data management processes of Housing Services in preparation for the implementation phase of the replacement system.

Altair Ltd were asked specifically to focus on:

- Data Quality and Usage within the service.
- The Council Housing Asset Register and Property Hierarchy.
- Culture of the service

Inconsistent data management practices were identified, and, as a result of their findings, it has been agreed that a formal data governance framework needed to be

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introduced within the Housing Service. An internal team was set up for this purpose. To support and embed their work, it is recommended that a further 20 days of consultancy is provided by Altair Ltd to support the project team. Altair have successfully introduced a similar framework within other social housing providers, and can provide informed and specialist guidance to the team as and when required.

Quarterly Data Review

Since their research into the Housing data commenced, Altair Ltd have highlighted inconsistencies within many parts of the service. It is a recommendation from the Housing leadership that Altair Ltd follow up this work with a quarterly review of data to continue a programme of data quality refinement and to track and monitor progress. Altair have estimated that this work will require an average of 3 days per quarter including the development of a status and progress report and action plan each quarter for a period of 12 months.

Further Support to the Internal Project Team

The recently appointed Project Team are working from service change recommendations identified from Altair's research.

In preparation for the introduction of a new system, they are undertaking three time bound projects:

- The introduction of a data governance framework and culture change within the service
- A singular property asset register and hierarchy
- A complete data dictionary to identify all of the data repositories within the service

All of these projects are complex and multi-faceted. Although the team are accomplished, to expedite the process, they would benefit from the previous experience of Altair using their findings and best practice from other social housing providers. It is intended that this support would be provided on an ad-hoc basis as and when it is required.

Altair were previously instructed to undertake independent data research within the Housing Service, and they are very familiar with the data landscape and infrastructure of the delivery model. They can use their previous findings to expedite this work to reduce cost, and roll out the most suitable data governance model for the service.

This project is in isolation to the existing housing system procurement project and will focus exclusively on data cleansing, governance and monitoring. Altair will be commissioned to carry out the project through work orders via the Constellia portal. The Council will pay the money for the project to Constellia.

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OTHER OPTIONS CONSIDERED AND REJECTED

The other options considered were:

Not to approve the recommended expenditure.

The consequences of not approving expenditure would mean that the project team would not benefit from the specialist social housing sector knowledge and experience that Altair have to support all of the projects that they are undertaking. The projects have a very strict timescales and without this support, it is likely that they will not be completed within the required timescales to a sufficient quality.

PRE-DECISION CONSULTATION

None

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: **David Clifton**

Designation: **Programme Manager Transformation**

Signature:



Date: 22/12/2025

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

The Council is the owner and landlord of various properties. It has responsibilities as the owner and landlord. The Council is making a decision to commission specialist housing consultancy to facilitate complying with those responsibilities.

The Council has an existing contract with Constellia Limited. The contract enables the Council to commission work to be carried out through work orders.

Therefore, the Council can commission the work for these projects.

FINANCIAL IMPLICATIONS AND RISKS

This report outlines the requirement for Housing Services to improve its data management practices and processes following review by the consultants Altair Ltd. To aid the service, Altair Ltd will provide 20 days' worth of support utilising their experience, to lead and build a Data Governance Framework.

The Housing Revenue Account (HRA) will fund £58,900 from the 2026/27 Revenue budget provision. The 2026/27 Budget is due to go to Cabinet in February 2026 for Member approval.

HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

The recommendations made in this report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

An EHIA (Equality and Health Impact Assessment) has not been completed and is not required for this decision. The Council seeks to ensure equality, inclusion, and dignity for all. There are no equalities and social inclusion implications and risks associated with this decision.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The recommendations made in this report do not give rise to any identifiable Environmental and Climate Change risks or implications that would affect either the Council or its workforce.

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BACKGROUND PAPERS

None

APPENDICES

None

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Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Details of decision maker

Signed

A handwritten signature in black ink that reads "P Walker". The "P" is large and stylized, with the first name "Paul" and last name "Walker" written in a cursive script.

Paul Walker
Interim Director of Housing & Property

Date: 12th February 2026

Lodging this notice

The signed decision notice must be delivered to Committee Services, in the Town Hall.

For use by Committee Administration

This notice was lodged with me on _____

Signed _____