



# THE FIRST 100 DAYS

## Reforming Havering

---

Preparing the foundations for the launch of The Havering Plan 2040: Creating London's Super Suburb.

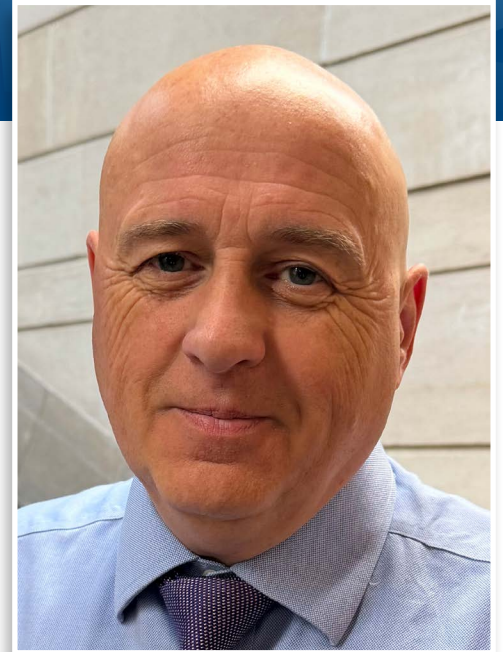


**Havering**  
LONDON BOROUGH

# Reforming Havering

## Foreword

**When we took control of the Council in May, it became clear very quickly that Havering's financial position was far more serious than anyone could have fully appreciated during the election campaign. The scale of the challenge is significant, and it requires a disciplined, honest and practical response. This 100 day plan sets out exactly that.**



The purpose of these first 100 days is simple, it is to stabilise the Council, understand precisely where we stand, and begin delivering improvements residents can see and feel.

We are not trying to fix everything overnight, we are putting in place the foundations that will allow Havering to recover, grow and succeed in the long term.

We have already begun the hard work. A full financial review is underway, governance is being strengthened, and major programmes are being assessed to ensure they are fit for purpose. At the same time, we are making early progress on the things residents rightly expect such as cleaner streets, tougher enforcement, safer neighbourhoods, better housing and renewed pride in our borough.

Our long-term ambition, to create London's Super Suburb, is achievable, but only if we start from a position of stability and clarity. These first 100 days are about getting Havering back on track, rebuilding confidence in the Council, and setting out a clear direction for the years ahead.

This plan is the beginning of that work. It is focused, realistic and designed to deliver results which, in the long term, Havering residents can see and feel in their everyday lives.

The result of May's local elections showed Havering residents want a Council that is competent, transparent and forward-looking, and that is what we are proud to be building.

Councillor Keith Prince AM  
Leader of Havering Council



# The First 100 Days - Reforming Havering

---

The first 100 days are not about completing  
our programme.

They are about creating the foundations that make  
long-term success possible.

Our priorities are simple:

- Stabilise the Council.
- Assess where we are.
- Begin delivering visible improvements.

# Reforming Havering

## Priority One

---

# STABILISE

Continue to restore financial discipline, confidence and effective governance.

We inherited significant financial and operational challenges.

Our first responsibility is to understand the Council's true position, restore confidence in its ability to deliver, reflecting on the positive way forward and not getting stuck in paralysis about what we currently do. We need to get on and do it!

During the first 100 days we will complete:

### **A Financial Recovery Plan**

---

- Complete a comprehensive review of the Council's financial position.
- Review major contracts and expenditure.
- Identify opportunities for efficiencies and better value for money.
- Strengthen financial governance and budget discipline.
- Begin developing a long-term programme for financial resilience based on Growth.

### **Organisational Review**

---

- Review the Council's decision-making processes.
- Review major regeneration programmes.
- Review the Capital Programme.
- Review Major Planning application processes.
- Review high cost and high spend areas in Social Care.
- Review Temporary Accommodation provision.
- Review Mercury Land Holdings and develop proposals for its transformation.
- Strengthen performance management across the Council.

Our objective is simple:

**A financially stable Council with the organisational capability of delivering long-term results for Havering.**



# Reforming Havering

## Priority Two

---

# ASSESS

Understanding today's challenges to build tomorrow's Havering. Good decisions require good evidence; we will use data to drive the organisation forward.

During the first 100 days we will begin preparing the long-term plans that will shape Havering for the next generation.

This includes:

### **Planning for Homes and Growth**

---

- Commence work on a new Havering Local Plan to give clear planning guidance on the Havering Way (how we want Havering developed) for the next 15 years.
- Review and enhance the Romford Masterplan and commence a Romford Market Revival Masterplan.
- Review and enhance the Beam Park Masterplan.
- Begin preparing a new Rainham Commercial and Industrial Masterplan.

### **Housing & Regeneration**

---

- Review housing delivery across the borough and reignite stalled projects.
- Begin reform of Mercury Land Holdings.
- Develop new partnerships with Registered Providers and institutional investors.
- Review opportunities to reduce reliance on expensive Temporary Accommodation.

### **Economic Growth**

---

- Develop proposals for relaunching an Invest Havering unit.
- Engagement with businesses and investors.
- Identify opportunities for specialist economic growth zones.
- Prepare a long-term inward investment strategy.
- Commence engagement with schools to drive up attainment.
- Invest in Skills to support Children to have the right opportunities in the future, but also to reskill the current working age.
- Attract business with the jobs Havering residents want and deserve locally.

# Reforming Havering

## Priority Three

---

# DELIVER

We are beginning to deliver visible improvements.

While planning for the future, we will also begin delivering immediate improvements that residents expect to see.

### Cleaner Havering

---

- We have strengthened street cleansing with a Romford Town Centre Summer deep clean planned.
- We are cracking down on fly-tipping and increasing fines to the maximum.
- We have improved neighbourhood enforcement particularly with antisocial behaviour (ASB), HMOs and Traveller encroachment. For example, we have won the appeal on the illegal traveller site in Harold Hill requiring the owner to return the site to its previous condition in four months. We will not tolerate illegal planning activity.
- We are restoring civic pride starting with the Union, English and Havering flags once again flying over the Town Hall.

### Safer Havering

---

- We have strengthened community safety with plans to increase police numbers and extend CCTV coverage.
- We continue to review improvements to neighbourhood enforcement.
- We are cracking down on rogue landlords with plans to extend licensing scheme.
- We have also cracked down and refused licences on bar premises that create ASB.
- We have strengthened action against illegal HMOs with enforcement taken against numerous landlords.
- We are taking action to prevent other boroughs placing their homeless in Havering.
- We will invest in road repairs, safety measures to keep our residents safe and keep Havering moving.

# Reforming Havering

## Better Housing

---

- We have started to increase delivery of family housing for Havering Residents with Roe Park in Harold Hill currently being built.
- We are preventing new inappropriate HMOs – we have already refused 11 applications in just over 6 weeks!
- We are improving the quality and lowering the cost of Temporary Accommodation with over £1m a year in savings already secured.

## Smarter People Services

---

- We are reviewing our Special Educational Needs Disabilities (SEND) costs which have increased by an incredible amount.
- We will take control of future costs by building our own specialist school and extend SEND provision at our mainstream schools.
- Construction is underway at the new SEND school in Gidea Park ready for the September 2027 intake.
- We will focus on performance improvements for Ofsted and CQC to help protect the most vulnerable in society.

## Greener Havering

---

- We will cancel the Climate Emergency and focus on real deliverable outcomes.
- We will improve our green spaces by creating urban gardens and extending the Village Green status to protect our open spaces for future generations.
- We have identified opportunities for a Havering Ecology Park.
- We are planning a borough-wide tree planting and urban greening programme.
- We are reviewing Park improvement plans.
- We are starting to prepare a biodiversity and green infrastructure plan.
- We will open up formerly inaccessible green spaces for our residents to enjoy.



# Reforming Havering



## Progress so far

Since taking control of the Council on the 27 of May we have begun implementing our programme by:

- Strengthening engagement across Cabinet and the Corporate Leadership Team.
- Commencing a comprehensive review of the Council's finances and identified with Officers a significant reduction in the outturn including over £5m of on-going savings into the new financial year.
- Making savings of over £1m a year from the temporary accommodation budget through reviewing contracts.
- Beginning reviews of key housing and regeneration programmes.
- Starting reviews of Education and Adult Social Care programmes.
- Developing detailed proposals for our new long-term vision and strategy for the borough.
- Kicking off work on a new approach to economic growth, regeneration and investment.
- Preparing the foundations for The Havering Plan 2040.

**The work undertaken during these first 100 days will provide the platform for the next phase of transformation and for us to deliver the change that you voted for in May.**

# Reforming Havering



## The next phase

**Over the remainder of our first 100 days, we will continue to build momentum by:**

- Completing our financial assessment.
- Finalising proposals for the transformation of Mercury Land Holdings.
- Establish the Borough's new Investment & Growth Agency.
- Developing proposals for specialist economic growth zones.
- Preparing the new Havering Local Plan programme.
- Advancing plans to revitalise Romford Market and our Town Centres.
- Finalising The Havering Plan 2040.



