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Local Authority Intelligence

Havering Council

From Capacity to Assurance

Evidence-led analysis of the adult social care provider market,
commissioning priorities and strategic direction.

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Independent Adult Social Care Market Intelligence
& Provider Development Research

ABOUT THIS PUBLICATION

This publication forms part of the Odelia Local Authority Intelligence Series.

The series provides evidence-led analysis of adult social care provider markets across England, translating publicly available information into practical intelligence for providers, commissioners, housing organisations, NHS partners and sector leaders.

Each publication draws upon publicly available sources, including Market Position Statements, adult social care strategies, commissioning plans, procurement information, CQC assessments and other relevant publications.

The purpose of the series is to improve understanding of local provider markets and support informed discussion across the sector.

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THE SERIES

Further editions of the Local Authority Intelligence series are published at www.odeliagroup.co.uk.

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PURPOSE

This note reflects publicly available information from Havering Council's CQC Adult Social Care assessment, care provider hub, market shaping information and related public documents. Its purpose is to better understand the challenges facing Havering's adult social care market and consider how provider readiness can support future market improvement.

AT A GLANCE

Primary market theme	From Capacity to Assurance
Key commissioning priorities	CQC improvement; Safeguarding oversight; Timely access to care; Support for unpaid carers; Transitions into adulthood; Homecare; Supported Living; Residential and Nursing Care.
Best read for	Homecare Providers; Supported Living Providers; Residential and Nursing Providers; Complex Care Providers; Transition Support Providers; Carer Support Providers; Commissioners; Market Development Leads.

WHAT THE EVIDENCE TELLS US

Havering's Adult Social Care service has been rated Requires Improvement by CQC. The assessment identified a mixed picture, including positive practice, but also highlighted concerns around delays, support for unpaid carers, transitions from children's to adult services and safeguarding oversight.

Financial pressure is also significant. Havering estimated Adult Social Care spend of £100.499m in 2024/25, with actual spend of £104.231m, creating an overspend of £3.732m.

Havering's Adult Commissioned Placement Framework brings together residential and nursing care, homecare and supported living placements under a single structure, with a focus on standardisation, person-centred care and continuous improvement.

Alongside the CQC improvement agenda, Havering continues to face challenges including:

- Adult Social Care financial pressure
- Timely access to support
- Safeguarding oversight
- Support for unpaid carers
- Transitions from children's to adult services
- Provider assurance
- Quality and consistency across commissioned placements
- Homecare, supported living and residential/nursing placement pressures

WHAT THIS MEANS FOR PROVIDERS

Havering's current position suggests that providers will need to demonstrate more than availability.

Commissioners are likely to value providers who can evidence:

- Safeguarding governance
- Timely mobilisation
- Clear care start dates
- Support for unpaid carers
- Transition planning
- Strong quality assurance
- Person-centred outcomes
- Continuity and reliability
- Responsive communication
- Continuous improvement

WHAT THE CQC ASSESSMENT MEANS FOR PROVIDERS

The CQC assessment should not be viewed only as a council performance issue. It has direct implications for providers.

When a council is under improvement pressure, commissioners are likely to need stronger evidence from providers. This may include how quickly support starts, how risks are escalated, how safeguarding concerns are managed, how unpaid carers are involved and how outcomes are monitored.

Providers who can present this evidence clearly are likely to be better positioned to support Havering's improvement journey.

WHAT COMMISSIONERS MAY BE THINKING

Current priorities appear to extend beyond sourcing care packages.

The focus is likely to be on developing a provider market that:

- strengthens assurance;
- improves timely access;
- supports safeguarding oversight;
- supports unpaid carers;
- improves transitions into adulthood;
- delivers consistent quality;
- provides reliable information;
- supports continuous improvement.

This suggests a shift from capacity alone towards assurance, evidence and confidence.

REFLECTION

Havering's CQC assessment highlights an important lesson for providers.

In an improvement environment, good care is not enough if it cannot be evidenced clearly. Providers need to demonstrate capability, responsiveness, safeguarding governance and measurable outcomes in a way that supports council assurance.

Understanding this shift will help providers position themselves more constructively within Havering's adult social care market.

EMERGING MARKET THEME

Across Havering's CQC assessment and market shaping information, a recurring theme is the growing importance of provider assurance rather than simply provider capacity. As the council responds to improvement priorities around delays, safeguarding, transitions and support for unpaid carers, commissioners increasingly need providers who can demonstrate reliable delivery, clear evidence and strong governance.

KEY MARKET INSIGHT

Havering's challenge is not simply increasing provider numbers. It is building confidence that providers can deliver safe, timely and well-evidenced support.

COMMISSIONER'S LENS

Havering's challenge is not simply securing enough providers. It is strengthening assurance across the adult social care market so that care and support can be delivered safely, consistently and with clear evidence of outcomes. Providers that can demonstrate safeguarding governance, timely mobilisation, support for carers, transition planning and continuous improvement are likely to align most closely with these priorities.

PROVIDER ACTION GUIDE

Based on Havering's Current Priorities

Homecare

COUNCIL CHALLENGES

- Timely access to care.
- Ability to evidence when support starts.
- Continuity and reliability.
- Hospital discharge and community flow.
- Quality assurance across commissioned care.

PROVIDERS SHOULD CONSIDER

- Recording mobilisation times clearly.
- Evidencing low missed visits and continuity of care.
- Demonstrating hospital discharge experience.
- Showing how risks are escalated quickly.
- Providing commissioners with clear outcome and performance data.

Supported Living

COUNCIL CHALLENGES

- Supporting independence.
- Managing complex needs.
- Ensuring quality and safeguarding oversight.
- Improving consistency across placements.
- Supporting people with long-term needs in the community.

PROVIDERS SHOULD CONSIDER

- Demonstrating independence outcomes.
- Evidencing safeguarding and risk governance.
- Recording tenancy sustainment and community participation.
- Showing person-centred support planning.
- Providing case studies of successful complex support.

PROVIDER ACTION GUIDE

Based on Havering's Current Priorities

Residential and Nursing Care

COUNCIL CHALLENGES

- Placement quality and consistency.
- Managing complex and high-risk needs.
- Supporting safe discharge and step-down.
- Strengthening assurance across commissioned placements.
- Continuous improvement.

PROVIDERS SHOULD CONSIDER

- Evidencing clinical and care governance.
- Demonstrating safe admission and discharge pathways.
- Recording outcomes for complex placements.
- Showing continuous improvement activity.
- Providing clear safeguarding and incident reporting evidence.

Complex Care

COUNCIL CHALLENGES

- Increasing complexity of need.
- Safeguarding oversight.
- Multi-agency working.
- Timely support after assessment.
- Risk management.

PROVIDERS SHOULD CONSIDER

- Investing in specialist workforce training.
- Evidencing multidisciplinary working.
- Producing anonymised case studies.
- Demonstrating robust risk assessment and escalation.
- Measuring stability, safety and quality of life outcomes.

PROVIDER ACTION GUIDE

Based on Havering's Current Priorities

Unpaid Carers & Preventative Support

COUNCIL CHALLENGES

- Support for unpaid carers.
- Earlier identification of carer needs.
- Preventing escalation.
- Supporting families under pressure.
- Improving whole-family support.

PROVIDERS SHOULD CONSIDER

- Recording how carers are involved and supported.
- Offering respite, outreach or low-level support where appropriate.
- Signposting carers to local support.
- Measuring carer wellbeing where relevant.
- Showing how services reduce breakdown or escalation.

Transitions from Children's to Adult Services

COUNCIL CHALLENGES

- Smoother transition planning.
- Support for young people moving into adulthood.
- Coordination between children's and adult services.
- Continuity of support.
- Managing complex needs earlier.

PROVIDERS SHOULD CONSIDER

- Developing transition-focused support offers.
- Evidencing outcomes around independence and stability.
- Working with families, schools, health and social care.
- Building SEND, autism and complex needs expertise.
- Showing how early planning reduces crisis placements.

PROVIDER READINESS SCORECARD

How prepared is your organisation for Havering's future commissioning priorities?

Question	Yes	No
Can we evidence how quickly support starts after referral?	☐	☐
Do we have clear safeguarding governance and escalation processes?	☐	☐
Can we demonstrate continuity and reliability of care?	☐	☐
Do we provide commissioners with clear performance and outcome data?	☐	☐
Can we evidence support for unpaid carers where relevant?	☐	☐
Are we able to support smooth transitions into adult services?	☐	☐
Do we have anonymised case studies showing complex care capability?	☐	☐
Can we demonstrate continuous quality improvement?	☐	☐
Do we record outcomes beyond care hours or tasks delivered?	☐	☐
Could commissioners easily understand our assurance evidence?	☐	☐

READINESS REFLECTION

Havering's improvement context suggests that providers will increasingly need to demonstrate assurance, not only compliance. Commissioners are likely to seek organisations that can evidence safe delivery, timely mobilisation, safeguarding oversight, transition support and measurable outcomes.

This scorecard is intended as a practical self-assessment tool to help providers reflect on their readiness to support Havering's adult social care improvement journey.

QUESTIONS WORTH EXPLORING

- What evidence gives commissioners confidence that support starts on time?
- How can providers better demonstrate safeguarding assurance?
- What role can providers play in improving transitions from children's to adult services?
- How can providers evidence support for unpaid carers more clearly?

SOURCES

- CQC Local Authority Assessment: Havering Council
- CQC press release on Havering Adult Social Care
- Havering Council response to CQC Requires Improvement rating
- Havering Care Provider Hub
- Havering Market Shaping information
- Havering Adult Commissioned Placement Framework
- Havering Adult Social Care budget data

DISCLAIMER

This insight note is based on publicly available information and reflects the author's interpretation of published evidence. It is intended to support discussion and should not be regarded as representing the views of Havering Council or any other organisation.

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