



The Havering you want to be part of

A new Vision for Havering



Havering
LONDON BOROUGH

Vision: The Havering you want to be part of



Leader's Introduction

As the first Residents' Association Leader in over 30 years. I have been clear from the very start that this would be an open, honest, transparent and collaborative Administration between The Havering Resident's Association and Labour and our Vision "The Havering you want to be part of", is shaped by these promises.

Over the next four years, these principles will help us deliver our Vision.

- 1. People - Things that matter for residents.**
- 2. Place - A great place to live, work and enjoy.**
- 3. Resources - A well run Council that delivers for People and Place.**

My aim is to ensure that all Councillors engage at a ward level and support this Vision for our Residents.

The broad goals, and key actions that deliver against the three priorities, are set out in the Corporate Plan, which shows you what we need to do over the next four years. Each of them has a number of performance measures that will be reported on and show you the progress being made, as we are actively delivering on our pledges. As part of his introduction, the Chief Executive has provided a summary of the big challenges and changes that have happened in our borough that have helped to shape the Vision and Corporate Plan.

As a Cabinet we have inherited a competent team of officers, but historically we are an underfunded Council, made worse by COVID-19 and the increasing levels of demand for complex social care needs. We are, and will continue to, strongly lobby the Government to seek to address this unfair position. However, this means we must make a number of difficult decisions immediately to deliver a balanced budget as required in law. Careful management is necessary to deliver sustainable services and for investment in future needs. We need to grow our economy, bringing jobs into the borough, and make Havering a healthy, attractive place to live and work. I am confident we can do this but I want to be honest about the tough decisions that we need to take and the impact they will have. The Vision is a balanced one that takes the difficult financial legacy into account, together with the future projects and change we can make. Although this year will be tough, rest assured, we will deliver a range of projects that will bring inward investment, to improve our borough and create more jobs and opportunities.

I look forward to working with you all to achieve this, and put residents back at the heart of all we do.

Councillor Ray Morgon
Leader of Havering Council

Vision: The Havering you want to be part of



Chief Executive's Forward

In my tenure as Chief Executive for Havering, I have run an organisation that has kept costs low, whilst delivering good services and regeneration developments that have attracted significant investment for the borough. This has been despite the near £70m reduction in Government funding and the freezing of the allocation formula since 2013. This on-going situation alongside the increased demand from Adult's and Children's social care services as a result of demographic changes, COVID-19, and a legacy of increasing complexity with accompanying high costs, the Council has to agree significant savings for the next four years. This will result in non-statutory services reducing or stopping altogether alongside raising local income. This year's Budget Consultation has been designed with that in mind and we are seeking your views.

The Council will continue to deliver on its capital regeneration, digital transformation, employer of choice and Race, Equalities, Accessibility, Diversity and Inclusion (READI) Review Programme, as these will support the organisation making it more efficient and effective and therefore costing less to administer. We will also deliver future cost savings and improvements to the infrastructure, technology, culture and be an organisation that can deliver statutory services with a productive and valued workforce.

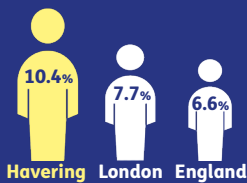
Under the Resources Priority, I will be reshaping the Council to focus on and support the delivery of People and Place Priorities and activities that have been set out in the Vision and Corporate Plan. Of course it's not possible to put everything in that, hence the goals are broad and will take account of what needs to be done over the next four years – in line with the key challenges and changes facing Havering. Below is a summary of the key challenges and changes in the borough that we need to address.

Andrew Blake-Herbert
Chief Executive of Havering Council

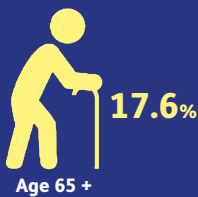
The key challenges we face ahead

The Council's Government grant has reduced from **£70m** to **£1.5m** due to the unfair Government Funding Formula, which is a significant factor in the Council's acute budget gap. Despite trying to minimise the impact, we will feel the effects of the significant savings that are going to have to be made, as we have a legal duty to balance the books every year. These are just some of the challenges we face:

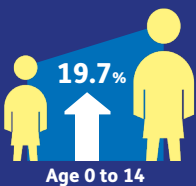
Along with the rest of the country our residents are facing the cost of living crisis



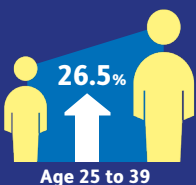
We have a 10.4% (24,800) increase in population since 2011, a higher increase than London (7.7%), and England (6.6%)



A higher proportion of residents aged over 65 (17.6%). This is the second highest proportion in London



We have the highest increase (19.7%) in 0-14 year olds, compared to London (4.2%) the second highest in the uk



The biggest growth has been seen in 25 to 39 year olds (an increase of 26.5%)



We have one of the highest number of disabled adults (19%)



The average homelessness approaches to the Council has increased from less than 150 a month in 2020 to around 290 per month in the last two years

The key challenges we face ahead



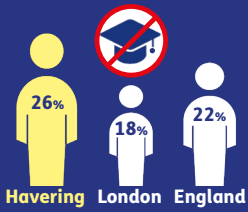
Age 0 to 14 in poverty

8,800, one in five of our children under 16 years of age live in poverty - the highest proportion in Gooshays and Heaton Wards



Cannot afford to heat

On average 1 in 10 households cannot afford to heat their homes – this will rise with the current cost of living crisis



26% of Havering residents have no qualifications whatsoever, which is higher than London (18%) and England (22%)



Havering (81%), has higher than London (75%), and England (75%), employment rates



Havering had the biggest increase in low wage earners of all London boroughs over the last decade



Our seven town centres have performed well through COVID-19 but still face threats to footfall and retail occupancy as the dynamics of retail continue to change



Havering residents are heavily reliant on their cars to travel around and out of the borough due to lack of good public transport connections

The key challenges we face ahead



Obesity rates in Havering are the highest in London – 1 in 5 children are overweight or obese by the age 5, rising to 2 in 5 by age 11 and 2 out of 3 adults aged 16 and above.



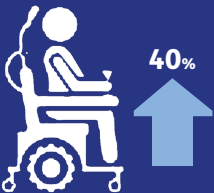
Heart attacks and cancer are the most common cause of deaths



4 in 10 cancer cases are caused by avoidable risk factors like smoking, obesity, and alcohol

70%
Council Tax

Adult and Children's Social Care are the highest spend areas and account for over 70% of Council Tax spend



The number of education, health and care plans for children with special needs are up 40% in last 4 years



The number of children eligible for free school meals are up from 7,000 in October 2020 to 8,500 in October 2022



The complexity of social care cases has increased, the average weekly cost of a case has risen from £610 (2019/20) to £1072 (2021/21) and will rise further with the cost of living impacts



In the last financial year, there was a 50% increase in children with mental health issues seen through our front door point of contact

Given the severe challenges to our finances we will still strive to meet our goals and aspirations in our Vision.

Vision: The Havering you want to be part of

People Theme

“Things that are important for our residents”

Theme Outcomes for Residents

Havering is a safe place and committed to equality of opportunity for all

The best health and social care outcomes for our residents are secured

Our children, young people and young adults thrive and are inspired to reach their full potential

We enable and support families and communities look after themselves and each other

People are helped to live independent, socially connected and healthier lives

Working with partners we adopt a strategy (whole systems approach) to tackling childhood obesity

Place Theme

“A great place to live, work and enjoy”

Theme Outcomes for Place

Havering is a clean and green borough

It is easier and safer to get around the borough

Havering has safe and affordable housing and development is managed in a way which protects the borough's character

Housing tenants and leaseholders receive good services

Development is managed in a way which protects the borough's character

Attract and deliver significant Regeneration opportunities

Improve Havering's art, history leisure and culture offer

Resources Theme

“A well run Council that delivers for People & Place”

Theme Outcomes for Resources

The Council is financially resilient and provides value for money services to residents ensuring it is monitored fairly and transparently

The Council fully engages with its communities by listening and keeping them informed

The Council is an employer of choice

The Council is digitally enabled

People Theme: Actions and Outcomes



Outcomes

Havering is a safe place and committed to equality of opportunity for all

Corporate Plan 22/23-26/27

key deliverables –

Key actions to deliver these outcomes

- Review and implement Council CCTV strategy
- Educating and protecting children and young people against risks including youth violence, exploitation and radicalisation
- Reducing incidents of violence in the borough in particular against women
- Increasing residents sense of safety and improving perception of crime
- Licensing of Homes of Multiple Occupancy (HMO), and robust enforcement of breaches
- Adopting a zero tolerance to racism and discrimination of any kind, including providers of Council Services
- Celebrating our community's diversity through a variety of activities and events
- Ensure that all our services are inclusive and fair, promoting equalities for all
- Agree an updated Social Value Strategy
- Complete needs assessment and agree (via Health and Wellbeing Board H&WB and CSP) a combatting drugs strategy

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Review of strategy taken and numbers of hours CCTV is in operation
- Number of young people who are engaged in preventative programmes
- Use the Mayor's Office for Policing and Crime (MOPAC) dashboards and Havering Community Safety Partnership Strategic Assessment to measure crime
- Resident perception of crime levels – IPSOS Mori
- Resident confidence in Police (MOPAC User satisfaction surveys)
- Number of Section 92 (Council funded) police officers on the streets
- % of residents feeling safe after dark in the borough
- % of female residents that say they feel safe in the borough
- % of residents that say the borough is a place where people from different backgrounds get on well
- Deliver social value identified in the strategy
- Number of HMO licences made in year and enforcement orders
- % outcomes from agreed drugs strategy

People Theme: Actions and Outcomes



Outcomes

The best health and social care outcomes for our residents are secured

Corporate Plan 22/23-26/27

key deliverables –

Key actions to deliver these outcomes

- Work with health partners to ensure Integrated Care Systems benefit the needs of our residents
- Improve health inequality outcomes through the Havering Place Based Partnership Board
- Work with partners to improve the health of the population and narrow inequalities in health between communities and population groups
- Improve experience and outcomes of health and social care services
- Encourage preventative health checks
- Promoting vaccinations
- Recruit health champions
- Deliver timely needs assessments
- Supporting Physical activity
- Working with partners to support mental wellbeing and improve access to support and care when needed
- Keeping our residents safe and making Safeguarding Personal
- For residents who lack mental capacity to decide on their care arrangements, prepare for Liberty Protection Safeguards (LPS) implementation in 2024
- Reduce obesity levels in the borough to improve long-term health
- Earlier identification and support for children with Special Educational Needs and Disabilities to improve their outcomes

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Priority needs are agreed and targets set
- Number of eligible population offered and taking up an NHS health checks
- % take-up of COVID-19 and flu vaccinations
- Support residents to eat well, be more active and reduce levels of overweight and obesity
- Work with partners to promote good mental wellbeing and improve access to support and care when needed.
- My Health Matters – total number of champions
- Percentage of physically active adults (2021 data)
- % of adult safeguarding cases where desired outcomes were expressed and these were either partially or fully met
- Update Joint Strategic Needs Assessment (JSNA) to capture health needs of local residents
- Agree combating drugs plan
- % of residents for whom we have completed the specialist assessment needed ahead of LPS implementation
- Havering Borough Partnership Plan implemented
- Number of children receiving school holiday meals
- Improve the timescales of assessment for children with SEND by quicker issuing of education, health and care plans to support their needs

People Theme: Actions and Outcomes



Outcomes

Our children, young people and young adults thrive and are inspired to reach their full potential

Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Provide more timely assessment and care planning for children at risk of significant harm
- Being effective corporate parents to the children we care for and ensure all officers and elected councillors are aware of and support young people and children in our care.
- Increasing the number of “in-house” foster carers
- Reducing the number of children we care for (Children In Care) living outside of the borough
- Raising aspirations to increase the numbers of children or young people in education or training.
- To develop the borough’s SEND offer, consistent with the published government green paper
- Offering residents school preference choice
- Promote a wide range of opportunities for young people to travel in ways that support a healthy lifestyle.
- Working with partners to provide good or outstanding schools for our children.
- Increasing the stability of Children Looked After placements
- Increasing the Educational attainment of Children in Care
- Continue to grow the number of children and young people that are actively involved in consultation, coproduction and service design across the community Working with schools to promote an inclusive education

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Improve the number of assessments and care planning for children at risk of significant harm completed within 45 days.
- % of Educational, Health and Care Plans (EHCP) issued within 20 weeks including exceptions
- Number of children in care that have an allocated mentor
- Increase the % 16 to 19 year olds and children aged 19-21 (who were formally in care) in education, employment or training and reduce those not in education, employment or training (NEETS)
- Percentage of Havering residents receiving an offer of their first preference school (primary and secondary)
- % of schools that are judged good or outstanding by Ofsted
- % of pupils attending a Good or Outstanding provider (Primary)
- % of pupils attending a Good or Outstanding provider (Secondary)
- % of Children in Care (CIC) aged under 16 who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years
- % and actual increase in the number of ‘in-house’ foster carers
- % of young people leaving care who are in higher education aged 19-21
- Active engagement and feedback from youth and children in care councils
- Reduction of children missing education or being electively home educated

People Theme: Actions and Outcomes



Outcomes

Enable and support families and communities to look after themselves and each other

Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Implementing the next generation of technology to support adults with disabilities and other needs
- Review and deliver more targeted early help service in the community including local area coordination
- Deliver vibrant community hubs
- Work with partners including the voluntary sector to support people in the community.
- Supporting Havering Carers and increasing community resilience to help people to look after themselves
- Use Local Area Coordination to quickly respond and help people who need it most to stay well and healthy

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Target and take up of assisted technology (adults)
- Proportion of people using adult social care who receive self-directed support
- Reducing numbers entering the care system by targeted early help intervention
- % of carers receiving needs assessment or review and a specific carer's service, or advice and information
- Number of people helped to through LAC and long term benefits

Outcomes



People are helped to live independent, socially connected and healthier lives

Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Having Better Living conversations to get the best outcomes for individuals
- Number of residents enabled to live in their own homes in 22/23
- Proportion of Adults with Learning Disabilities who live in their own home or with their family
- Delivery of the Better Care Fund outcomes.
- Work in partnership with the voluntary sector to create opportunities for social engagement
- Support the transition of young people into adulthood to ensure a smooth transition

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Cases managed through a Better Living approach as a percentage
- Permanent admissions (Aged 18-64) to residential and nursing care home, per 100,000 population
- Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population
- % of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services
- % of people with a learning disability in employment
- % of carers assessments completed

People Theme: Actions and Outcomes



Outcomes

Working with partners we adopt a strategy (whole systems approach) to tackling childhood obesity

Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Making sure there is a clear link to public health outcomes to improve obesity health and wellbeing for residents
- Provide vibrant parks and open spaces that encourage walking and socialising
- Invest in active travel by introducing a walking and cycling strategy
- Expansion of the school streets programme
- Working with partners to support and promote physical activity
- Pilot the Healthy Exercise Nutrition for the Really Young (HENRY) Programme through children centres and schools

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Refresh strategy using whole systems approach
- Increased number of children and young adults using the leisure centres
- Funding in place for cycle safety courses and lockable bike sheds
- Number of planned school streets implemented
- Continue to provide vibrant parks and open spaces
- Increase % of eligible families taking up free school meals
- % schools / early years settings signed up to relevant health award scheme

Place Theme: Actions and Outcomes



Outcomes

Havering is a clean borough

Corporate Plan 22/23-26/27

key deliverables –

Key actions to deliver these outcomes

- Encouraging resident participation in keeping our streets clean
- Inspecting streets for litter
- Effective bin collections
- Reducing waste and encouraging recycling
- Tackling environmental crime
- Redesign of integrated street cleansing and waste collection services

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Number of community clean up days
- Number of reported received, closed and response rates
- % of streets inspected which are found to be clear of widespread or heavy levels of litter
- Missed refuse collections per 100,000 collections
- % of household waste sent for reuse, recycling and composting
- % of municipal waste landfilled
- Implementation of environmental crime strategy
- % of residents satisfied with the cleanliness of the borough
- Commencement of new contract

Outcomes



Havering is a green borough

Corporate Plan 22/23-26/27

key deliverables –

Key actions to deliver these outcomes

- Delivering a green borough for future generations achieving carbon neutral by 2040
- **Delivering our Climate Change Strategy Action Plan:**
 - Monitor and reduce our energy consumption
 - Complete our Social Housing Decarbonisation Fund programme and bid for future funds
 - Improve air quality
 - Enabling Electric Vehicle (EV) Charging points in the borough
 - Investing in our parks
 - Protecting our allotments
 - Deliver a home energy conservation act strategy
 - Working with waste authority partners to re-procure a waste treatment contract
 - Increase participation in active travel

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Annual target and performance
- Annual Air Quality target and performance
- Annual targets and performance
- Publish energy consumption data
- Targets for Social Housing Decarbonisation and performance
- Targets for “Degassing” and performance
- Targets for number of social housing residential properties retrofitted with energy saving measures
- Total number of EV charging points in borough
- Number of parks with Green Flags
- % of allotment sites in use

Place Theme: Actions and Outcomes



Outcomes

It is easier and safer to get around the borough

Corporate Plan 22/23-26/27

key deliverables –

Key actions to deliver these outcomes

- Lobbying (advocate) for Investment in transport routes within the borough (review)
- **Developing a transport strategy for the borough which will include:**
 - Make sure transport connections are in the best interest of residents
 - Review parking strategy for residents, businesses and visitors
 - Improving Road Safety across borough and reduce death and injury
 - Providing alternative routes between transport hubs, homes and destinations
 - Supporting pedestrian routes and cycling in the borough that meets the Healthy Streets criteria

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- £s secured for investment in transport routes
- Agreement of target strategy
- Sustainable Parking strategy adopted Yes/No
- % Reduction in road safety fatalities
- Target and number of Pedestrian and cycling routes provided in year
- Healthy Streets – improvement in the national index ranking
- Completion of Local Implementation Plans (LIP) funded projects

Outcomes

Havering has safe and affordable housing and development is managed in a way which protects the borough's character



Corporate Plan 22/23-26/27

key deliverables –

Key actions to deliver these outcomes

- Preventing homelessness and rough sleeping
- Increasing the number of affordable homes delivered through the planning system, and our regeneration programmes
- Increasing the number of supported housing units for our most vulnerable residents
- Developing and implement new Estates Strategy to improve the quality of our estates and neighbourhoods
- Ensuring access to social housing is fair and equitable
- Improving the cost and quality of temporary accommodation
- Reviewing the landlords licensing scheme

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- The number of households where homelessness was prevented due to casework by the council
- The number of verified long term rough sleepers
- % of new homes delivered against the number of homes required (rolling 3-year result)
- The number of affordable homes delivered per year - new build and conversions
- Total number of households in Temporary Accommodation on last day of the period
- Number of days a property is Void
- Review the Housing allocation policy including for armed forces personell
- Reduce the number of homes experiencing fuel poverty

Place Theme: Actions and Outcomes



Outcomes

Housing tenants and Leaseholders receive good services

Corporate Plan 22/23-26/27

key deliverables –

Key actions to deliver these outcomes

- Reducing the number of empty Council homes
- Ensuring Council properties meet all regulatory standards
- Repairs and maintenance are undertaken
- Maximise rent income levels
- Improve satisfaction rates for tenants with their home
- Improve customer satisfaction with the Telecare service

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- % of the Council's homes that meet the regulatory Standards
- Housing Repairs and Maintenance - % routine repairs completed on time
- Overall % customer satisfaction with repair services (Annual)
- Housing Tenants: Rent collected as % of rent due
- % Overall tenant satisfaction with their home
- % Customer satisfaction with Telecare service

Outcomes



Development is managed in a way which protects the borough's character

Corporate Plan 22/23-26/27

key deliverables –

Key actions to deliver these outcomes

- Refresh the Local Plan so that we have up-to-date strategy where all planning applications can be judged against
- Enforcement action is taken where serious and harmful breaches are identified
- New development is resilient
- Champion Village Greens

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Refresh programme has begun
- % of enforcement notices served for serious and harmful breaches each year
- Planning decisions take into account flood risk, fire safety and sustainability standards
- Number of village greens applied for

Place Theme: Actions and Outcomes



Outcomes

Attract and deliver significant Regeneration opportunities

Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Making Havering an attractive borough to live, work and enjoy
- Fully engage and work with partners and bodies in London and sub-region
- Deliver the Romford Master Plan and the Rainham Master Plan
- Promoting the Council's regeneration schemes.
- Securing Community Infrastructure Levy (CIL) and Section 106 monies
- Reviewing CIL and neighbourhood CIL
- Making sure the right infrastructure is in place to support new housing

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Develop Marketing Plan
- Number of new homes delivered
- £ of CIL and Section 106 Monies secured
- Adopt the Romford Master Plan
- Identify a strategy for delivering the Rainham Master Plan

Outcomes

Improve Havering's art, history, leisure and culture offer



Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Increasing the accessibility of creative, artistic, theatrical or musical events
- Increasing the arts and cultural sector offer
- Increasing the borough's Cultural Asset Register
- Begin work to radically improve what is on offer at the Bretons site
- Increase leisure provision in the borough
- Protecting our heritage assets

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- % of residents that have attended any creative, artistic, theatrical or musical events in the past 12 months (City Tracker)
- Apply to be the Borough of Culture
- % growth in the arts and cultural sector
- Maintain the borough's Cultural Asset Register
- Agree Breton's masterplan
- Open the new Rainham leisure centre

Place Theme: Actions and Outcomes



Outcomes

Investing in our towns and neighbourhoods

Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Delivering the Romford town centre Masterplan document, based on the agreed vision for the next 10-15 years
- Developing renewal and investment plans for each district town centre at Rainham, Collier Row, Hornchurch, Upminster and Elm Park
- Commencing the community-led regeneration of Harold Hill town centre while retaining its business offer
- Plan and develop future tourism and the night-time economy
- Embedding the Transport for London Healthy Streets Indicators (LHS) into the delivery of Local Implementation Plan and Liveable Neighbourhoods Schemes

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- % of Implementation Plan Targets due and delivered in 22/23
- Red, amber, green (RAG) status of progress of whole plan due
- Increase market footfall and income
- Number of district Town Centres with an adopted investment plan
- % of Harold Hill regeneration due and delivered
- £ target and actual tourism and night-time investment secured
- £ cumulative value spent on road and pot-hole programme
- Performance against LHS indicators

Outcomes

Helping residents to succeed in life-through economic growth



Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Increasing employment rates
- Increasing the employment opportunity in the borough
- Increasing the number of jobs through regeneration schemes
- Encouraging creation of apprenticeship opportunities
- Championing higher educational attainment
- Encouraging better paid jobs in the borough

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- % of people in the city (aged 18-64) who are employed (2021 data)
- Net number of new jobs
- Target and number of green jobs secured in the borough in 22/23
- Number of businesses signed up to the Living Wage Campaign
- Number of jobs secured through regeneration schemes in 22/23
- Number of apprenticeships created and filled in the borough in 22/23
- Reduction in Havering's low wages
- Increase in average household income

Place Theme: Actions and Outcomes



Outcomes

Our towns and neighbourhoods attract inward investment to create economic growth that helps residents to succeed in life

Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Through the Council's investment strategy - attracting new investment that local businesses and residents can benefit from
- Supporting existing and new businesses
- Supporting the growth of key and new employment sectors, including engineering, construction, manufacturing and creative industries
- Encouraging and supporting entrepreneurship in the borough
- Working with Anchor Institutions (Public sector bodies) to employ local residents
- Encouraging Neighbourhood CILS

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- £ investment secured in 22/23
- £ increase in business sector growth
- % growth of business by agreed sectors; construction, manufacturing and creative industries
- Reduce the number of high street voids and maintain footfall across high streets and major local centres
- Number and value of Neighbourhood CILS created

Resources Theme: Actions and Outcomes



Outcomes

The Council is financially resilient and provides value for money services to residents ensuring it is monitored fairly and transparently

Corporate Plan 22/23-26/27 key deliverables –

Key actions to deliver these outcomes

- Moving to a sustainable budget over the medium term.
- Achieving in year MTFS savings
- Prudent borrowing levels
- Benchmarking our costs externally
- Increasing quantity of Council Tax and Business rates collected
- Ensuring best value from contracts through procurement and commissioning
- Diversify and maximising income ensuring full cost recovery
- Mercury Land Holdings business case – subject to risk
- Managing the risk of the financial circumstances
- Work towards a “Fair Cost of Care” for adult social care providers, develop a market sustainability plan, and continued work on getting ready for the Care Cap in October 2023

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Annual balanced budget agreed
- % of in year MTFS savings achieved
- Borrowing levels
- Impower “Which Councils are best” ranking of costs position
- % of Council Tax due collected, compared with others
- % of Business Rates due collected
- Compliance with CIPFA financial management code
- Diversify sources and increase overall income
- Fair Cost of Care and initial market sustainability plan submitted in October 2022
- Final market sustainability plan in February 2023
- Readiness for phase 1 of introduction of care cap

Resources Theme: Actions and Outcomes



Outcomes

The Council fully engages with its communities by listening and keeping them informed

**Corporate Plan 22/23-26/27
key deliverables –**

Key actions to deliver these outcomes

- Develop a community engagement strategy (including children and young people)
- Ensure we undertake good quality of consultations and they are cross referenced with other data gathered by the Council
- Keep residents informed through campaigns and communication channels on services and actions the Council is taking
- Improve experience for residents when interacting with council services
- Reduction in complaints that are externally upheld

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- % of residents that think, overall, that Havering keeps residents well informed about the services and benefits it provides
- Number of consultations in year
- % of residents very or fairly satisfied with the Council
- Measured satisfaction from residents in contacting the Council and have issues resolved or processed efficiently
- % of Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld

Outcomes



The Council is an Employer of Choice

**Corporate Plan 22/23-26/27
key deliverables –**

Key actions to deliver these outcomes

- Regular staff engagement surveys
- Attracting and retaining a diverse workforce
- Agree the Work Force Strategy
- Reducing spend on agency staff
- Implementing the Race, Equality, Accessibility, Diversity and Inclusion, (READI), review improvement recommendations
- Provide online access to training for all staff and Members on their responsibilities under the Public Sector Equalities Duties
- Provision of confidential reporting routes for staff to call out inappropriate behaviors

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- External Review Comments/judgments/inspections
- Staff satisfaction ratings from surveys
- Increase % of staff who declare their protected characteristics as a % of the total workforce e.g. ethnicity, disability, sexuality
- Gender pay gap data
- % of Council staff that are agency compared to other London Councils
- % of READI recommendations due, completed
- % of Councillors that sign the annual zero tolerance pledge
- Number of diversity events supported during 22/23
- Publish data on an annual basis
- Cabinet to review READI progress bi-annually

Resources Theme: Actions and Outcomes



Outcomes

Council is digitally enabled

Corporate Plan 22/23-26/27

key deliverables –

Key actions to deliver these outcomes

- Increase the Council’s digital offer to its residents and workforce
- Ensure that digital solutions are intuitive for ease of use and training
- Refresh the Council IT hardware and move to the cloud where appropriate
- Rationalise the number of individual systems the organisation uses and move to best in practice systems
- Ensure that the Council’s Cyber security is as robust as it can be
- Ensure that alternative options for service delivery remain to minimise digital exclusion for parts of community

Corporate Plan year one: 22/23

How we will monitor our yearly progress against delivery of the actions to achieve the outcome: performance measures, indicators, targets

- Agree the investment strategy as part of the capital programme
- Agree the Digital Strategy and implementation action plan
- % of services available online
- % of service users accessing services on-line