



Photo Credited to Deborah Brophy

The Havering you want to be part of

OUR CORPORATE PLAN
FOR 2024-2027

Introduction from the Leader

In November 2022 we agreed the Council's Vision and Corporate Plan. This set out our ambition for the next four years, to deliver "*The Havering you want to be part of*". I also made clear my intention as Leader of the Council to be open, honest, and transparent.

In July 2023 I wrote my first annual report, setting out some of the things we have achieved and our on-going priorities for this year. It has since become clear that in our original Corporate Plan, we had agreed to more than we could realistically deliver considering our current financial position.

We were facing a budget gap for the coming year of £31.2 million (before Council Tax) and this has forced us to apply for a Capitalisation Directive from the government. In plain terms, we have taken out a loan so that we can produce a balanced budget, as we are legally required to do each year. We know this is a temporary fix and to continue meeting our statutory obligations, against a backdrop of a rapidly growing population and increasing need in our borough, we must still deliver savings and ensure best value in everything we do.

Recognising this, we have taken the decision to produce a new Corporate Plan for 2024 onwards, with a clear and practical focus on what we can do within our budget for this year. This includes putting in place more rigorous reporting and financial assurance and the production of improvement and transformation plans. The new plan also reflects our joined up approach to improving the health and wellbeing of Havering residents through our Place based Partnership.

The Council provides a wide range of services to our communities, spending more than £180 million every year. Some of these services - statutory services - are ones that we must provide by law. Others, called discretionary services, are ones we want and choose to provide. We know many of these services are highly valued by our residents and not all will be reflected in our new Corporate Plan. We also know that some of the priorities we have set out may appear to conflict with one another. This is a result of the exceedingly tough decisions we are forced to make because of the gap between the inadequate funding we receive and the needs of our borough.

Our overall vision "*The Havering you want to be part of*" has not changed. We now have three clear objectives sitting underneath that we remain committed to delivering. These are:

- Supporting our residents to stay safe and well
- A great place to live, work and enjoy
- Enabling a resident-focused and resilient Council

Our new and streamlined Corporate Plan reflects these on-going priorities and sets out how we will measure our progress in delivering them. Our financial position has changed, and we now face challenges and service demand on a scale we had not anticipated. However, one thing has not changed: We remain committed to delivering the best quality and value for money within our means, to create for our residents, and for our workforce, '*The Havering you want to be part of.*'



The Havering you want to be part of



Supporting our residents to stay safe and well

- We support residents of all ages to live socially connected, independent and healthy lives
- We engage with individuals, families, and our partners to help residents reach their full potential
- We respond fairly to changes in our growing population with a focus on both meeting and reducing need



A great place to live, work and enjoy

- We are a clean, green, sustainable borough, where it is safe and easy to get around
- We deliver safe and affordable housing and community assets
- We attract and deliver investment and regeneration opportunities, whilst protecting the character of the borough



Enabling a resident-focused and resilient Council

- We manage our resources well
- We will be an employer of choice, with a workforce that reflects our communities
- We will provide excellent customer service and engage effectively with our communities



Supporting our residents to stay safe and well

Aim: To support residents of all ages to live socially connected, independent and healthy lives

We will...	In 2024/25 we will report back on:
develop and deliver our integrated Starting Well Plan: Happy, Healthy Lives	<ul style="list-style-type: none"> • Approval and delivery of the Starting Well Plan and associated action plan, including the voice of children • The percentage of children receiving a 2-2.5-year development check • The percentage of Havering residents receiving an offer of their first preference school
maximise the health benefits of leisure and culture for our whole community, and work with partners to improve support for residents with complex needs	<ul style="list-style-type: none"> • Approval and delivery of an Arts Strategy and Sport and Physical Activity Strategy (for all age groups) • Our progress in delivering the Year of Culture • The percentage of adults with learning disabilities in paid employment
work with vulnerable adults and their families to connect with their wider communities, so they can continue to do as much as possible for themselves	<ul style="list-style-type: none"> • The percentage of households prevented from becoming homeless (of all applicants) • The rate of carers receiving needs assessment or review (per 100,000 of the adult population)





Supporting our residents to stay safe and well

Aim: To engage with individuals, families, and our partners to help residents reach their full potential

We will...	In 2024/25 we will report back on:
<p>work with schools and partners to deliver a consistent approach to inclusion and behaviour management, through targeted interventions</p>	<ul style="list-style-type: none"> • Approval and delivery of our refreshed SEND and Alternative Provision, and Early Help Strategies, and the associated action plans • The percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks, including exceptions • The rate of children excluded from school • The percentage of schools rated Good or Outstanding by Ofsted • The percentage of children with Special Educational Needs and Disabilities (SEND) who are educated in borough
<p>use our data to better identify the most vulnerable residents living in our borough, targeting services to better meet their needs and reduce unfair differences in health outcomes</p>	<ul style="list-style-type: none"> • Approval and delivery of the Health and Wellbeing Strategy for 2024-27 • Approval and delivery of the Better Health, Better Housing Strategy • Approval and delivery of the Poverty Reduction Strategy • Approval and delivery of the joint Dementia Strategy
<p>use feedback from those receiving support from Social Care and Housing services to inform ongoing service improvement</p>	<ul style="list-style-type: none"> • How we are using the voice of children and young people to inform design and reviews of service provision • How we are responding to themes captured through our monthly '5 Voices' approach • The use of statutory (Social Care and Housing) complaints, and compliments, to address emerging themes





Supporting our residents to stay safe and well

Aim: To respond fairly to changes in our growing population with a focus on both meeting and reducing need

We will...	In 2024/25 we will report back on:
offer inclusive services that raise aspiration and meet the needs of our growing population of children, families, and young adults, including those in our care	<ul style="list-style-type: none"> • Approval and delivery of a Sufficiency Strategy for children in care • The average Attainment 8 score (GCSE Attainment) for Havering pupils • The percentage of 16 - 17 year olds not in education, employment or training (NEET) • The percentage of adults with a level 3 or above qualification
work with homeless individuals and families to improve their housing outcomes	<ul style="list-style-type: none"> • Our review and delivery of a new Housing Allocation Scheme • The number of properties acquired through Property Purchasing Schemes • The number of children in emergency accommodation
implement 'Population Health Management,' better targeting support to improve health and minimise admissions to hospital and care homes	<ul style="list-style-type: none"> • The proportion of people who, having undergone reablement, return to Adult Social Care 91 days after completing reablement and require an ongoing service • The rate of permanent admissions of older adults (aged 65+) to residential and nursing care homes (per 100,000 of the older people population) • Approval and delivery of the Healthy Weight Strategy (whole systems approach)





A great place to live, work and enjoy

Aim: To be a clean, green, sustainable borough, where it is safe and easy to get around

We will...	In 2024/25 we will report back on:
continue to deliver a green borough	<ul style="list-style-type: none">• The percentage of household waste recycled• The number of parks retaining Green Flag status• The delivery of Village Greens
improve infrastructure in the borough and lobby for the investment needed to deliver it	<ul style="list-style-type: none">• Improvements in alternative transport links in the borough• The installation of new publicly accessible electric vehicle (EV) charging points
continue to improve the safety of our borough	<ul style="list-style-type: none">• The number of hours deployed, and interventions made by Council funded Section 92 Police Officers• The number and outcomes of under-age sales operations• Our progress in delivering 'Vision Zero' (London wide strategy to eliminate traffic fatalities and severe injuries by 2041)• The on-going co-production and implementation of the Community Safety Plan





A great place to live, work and enjoy

Aim: To deliver safe and affordable housing and community assets

We will...	In 2024/25 we will report back on:
provide new homes, including affordable homes, for local people	<ul style="list-style-type: none">• The completion of the Park Rise (Hornchurch) scheme• The commencement of main contract works for the Family Welcome Centre (Harold Hill)• Approval of the Strategy for Waterloo and Queen Street• The percentage of care leavers in suitable accommodation
ensure Council housing and community assets meet all regulatory standards	<ul style="list-style-type: none">• Our compliance with the new Regulator of Social Housing standards• Our compliance with building safety standards for public (non-residential) buildings
promote good private sector housing for local people	<ul style="list-style-type: none">• The number of enforcement actions taken in relation to poor-quality HMOs (Homes of Multiple Occupation)





A great place to live, work and enjoy

Aim: To attract and deliver investment and regeneration opportunities, whilst protecting the character of the borough

We will...	In 2024/25 we will report back on:
work with the private sector and partners in London and the sub-region to attract investment into the borough	<ul style="list-style-type: none">• Progress in advancing the East Havering Opportunity (Subject to Planning)• The exploitation of inward investment opportunities including the Thames Free Port, The Thames Gateway, The Liberty, and The Brewery
maximise the value of regeneration in the borough for the benefit of residents and business	<ul style="list-style-type: none">• The total value of developers financial contributions secured through the planning process• The percentage of developers financial contributions secured through the planning process which has been allocated to projects• Progress in securing and optimising 3rd party grant funding
maximise investment whilst protecting the character of the borough	<ul style="list-style-type: none">• Adoption of the Romford Master plan• The review of the Local Plan and associated public consultation

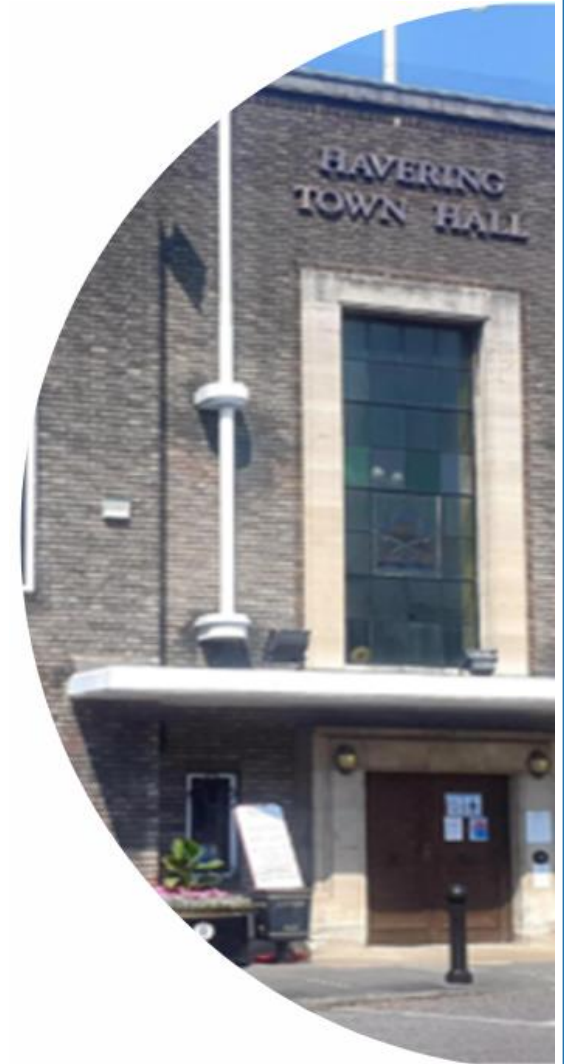




Enabling a resident-focussed and resilient Council

Aim: To manage our resources well

We will...	In 2024/25 we will report back on:
<p>manage our money well to set a balanced budget and get maximum value from all our activity</p>	<ul style="list-style-type: none"> • Approval and delivery of our Medium-Term Financial Strategy (MTFS) • Lobbying activity undertaken and the outcomes • Approval and delivery of an Integrated Commissioning Strategy • How we are fully embedding our Social Value and 'Health in all policies' approaches • The cumulative value of our underfunding
<p>manage our systems and data well and be a data driven organisation</p>	<ul style="list-style-type: none"> • Our progress in integrating health and social care data to support more joined up care • How we are using data ethically, securely, and safely to deliver greater efficiency and better outcomes
<p>manage the Council's response to climate change and the challenges it presents, taking action to become carbon neutral by 2040</p>	<ul style="list-style-type: none"> • Approval of the Council wide Emergency Plan to build resilience in the borough • Approval of the Local Flood Risk Management Strategy • Progress on delivering an Air Quality Action Plan • Progress on delivering the Climate Change Action Plan, including reducing Co₂ emissions from Council activity





Enabling a resident-focussed and resilient Council

Aim: To be an employer of choice, with a workforce that reflects our communities

We will...	In 2024/25 we will report back on:
attract and retain a workforce that is more representative of the community we serve	<ul style="list-style-type: none">• Delivery of our Workforce Strategy• The Council's Gender and Ethnicity Pay Gap• Progress in delivering against the recommendations of the READI Review
identify and focus on the resources and skills needed for the future, including by "growing our own"	<ul style="list-style-type: none">• Delivery of our Workforce Resourcing Plan• The amount of Apprenticeship Levy spent (£)• The number of Apprenticeships supported• Delivery of a Learning and Development Strategy for elected members
recognise and reward staff who provide excellent customer service (external or internal) and drive a continuous improvement culture	<ul style="list-style-type: none">• Action taken in response to residents / customers' feedback• Outcomes from the annual staff recognition event (STAR Awards)• The percentage of staff achieving 'Performing Well' or better in their annual Performance Review





Enabling a resident-focussed and resilient Council

Aim: To provide excellent customer service and engage effectively with our communities

We will...	In 2024/25 we will report back on:
improve customer satisfaction levels by modernising the way we work	<ul style="list-style-type: none">• The percentage of customers who are satisfied with their interaction with the Council• The number, outcomes and learning from complaints received by the Council• The percentage of enquiries and information requests closed within target• The average call waiting time and call abandoned rate for our Customer Contact Centre
engage transparently with our community, including under-represented groups, and promote community trust and belonging	<ul style="list-style-type: none">• Delivery of our Engagement Strategy• How the response to our consultations compares to the demographics of the borough• Levels of satisfaction and trust in the Council• How we are responding to feedback from our new community cohesion and engagement forum
expand and enhance our online capability	<ul style="list-style-type: none">• The percentage of interactions completed online• The number of services available online

