



Photo Credited to Deborah Brophy

# The Havering you want to be part of

OUR CORPORATE PLAN  
FOR 2024-2027

2025 Update

## 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 we also delivered our first annual report, setting out some of the things we have achieved alongside our on-going priorities. It then became clear that we needed to refine our original Corporate Plan as we set ourselves some unrealistic targets set against our worsening financial position.

It has been well documented that over the last couple of years that the pressures from social care and homelessness have put a strain on our finances. The money we have to deliver these and other services is not enough due to year on year reduction of Government funding. This meant that last year we faced a budget gap that we couldn't meet so in order to produce a legally balanced budget, we were forced to apply for a Capitalisation Directive, or loan, from the government.

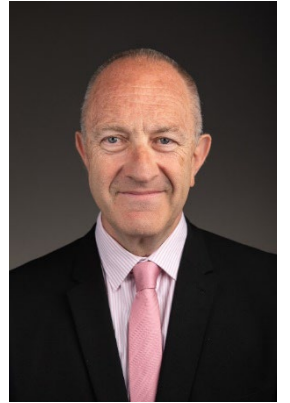
Unfortunately our gap for this financial year has continued to grow and we have now had to apply for a second loan. We know this is a temporary fix until the Government agree a long term solution while we continue meeting our statutory obligations, against a backdrop of a rapidly growing population and increasing need in our borough.

Recognising this, we produced a new Corporate Plan for 2024 onwards, which set out a clear and practical focus on what we could do within our budget. This included putting in place a more rigorous reporting and financial assurance and the production of improvement and transformation plans. The new plan also reflected 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.

In our overall vision *"The Havering you want to be part of"*, *the three clear objectives and the nine key objectives* have not changed (set out on the next page), as these are our on-going priorities, but we have reviewed and updated our Corporate Plan to reflect how we will measure our progress in delivering them.

We will do all we can to make sure our residents are not impacted but it is inevitable that the continued strain on our finances have made us make some difficult decisions. However, one thing I continue to focus on is remaining 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 2025/26 we will report back on:
Deliver and embed our integrated Starting Well Plan: Happy, Healthy Lives	<ul style="list-style-type: none"> <li>• Delivery of the Starting Well Plan and associated action plan, including the voice of young people which should be incorporated into decision making for all service provisions across the integrated care system</li> <li>• The percentage of children receiving a 2-2.5-year development check</li> <li>• The percentage of applicants who receive an offer of one of their top 3 preferred schools in Havering</li> <li>• Undertake preparatory work ahead of the award of the new 0-19 healthy child programme contract to support the delivery of outcomes and 'Happy Healthy Lives' plan</li> </ul>
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"> <li>• Our progress in delivering the Year of Culture</li> <li>• The percentage of adults with learning disabilities in paid employment</li> </ul>
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"> <li>• The percentage of households prevented from becoming homeless (of all applicants)</li> <li>• The rate of carers receiving needs assessment or review (per 100,000 of the adult population)</li> </ul>





## 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 2025/26 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"> <li>• Approval and delivery of our Early Help Strategy</li> <li>• The percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks, including exceptions</li> <li>• The percentage of children permanently excluded from school</li> <li>• The percentage of schools causing concern (requiring either special measures or significant improvement)</li> <li>• The percentage of children with Special Educational Needs and Disabilities (SEND) who are educated in LA maintained schools</li> </ul>
<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"> <li>• Approval and delivery of the Health and Wellbeing Strategy for 2024-27</li> <li>• Delivery of the Poverty Reduction Strategy</li> <li>• Delivery of the joint Dementia Strategy</li> </ul>
<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"> <li>• How we are responding to themes captured through our monthly '5 Voices' approach</li> <li>• The use of statutory (Social Care and Housing) complaints, and compliments, to address emerging themes</li> </ul>





## 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 2025/26 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"> <li>• Percentage of Children in care placed locally</li> <li>• The average Attainment 8 score (GCSE Attainment) for Havering pupils</li> <li>• The percentage of NEET (not in education, employment or training) and Not Known 16 and 17 year olds</li> <li>• The percentage of primary school children who are eligible for Free School Meals (FSM6) who are persistent absentees (10 or more sessions missed)</li> </ul>
work with homeless individuals and families to improve their housing outcomes	<ul style="list-style-type: none"> <li>• Our review and delivery of a new Housing Allocation Scheme</li> <li>• The number of properties acquired through Property Purchasing Schemes</li> <li>• The number of children in emergency accommodation</li> </ul>
implement 'Population Health Management,' better targeting support to improve health and minimise admissions to hospital and care homes	<ul style="list-style-type: none"> <li>• The proportion of people who, having undergone reablement, return to Adult Social Care 91 days after completing reablement and require an ongoing service</li> <li>• The rate of permanent admissions of older adults (aged 65+) to residential and nursing care homes (per 100,000 of the older people population)</li> <li>• Continue to deliver the Healthy Weight Strategy (whole systems approach)</li> </ul>





## 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 2025/26 we will report back on:
continue to deliver a green borough	<ul style="list-style-type: none"><li>• The percentage of household waste recycled</li><li>• The number of parks retaining Green Flag status</li><li>• The delivery of 2 Village Greens</li></ul>
improve infrastructure in the borough and lobby for the investment needed to deliver it	<ul style="list-style-type: none"><li>• Improvements in alternative transport links in the borough</li><li>• Continue to develop installation of publicly accessible electric vehicles (EV) charging points (subject to funding)</li></ul>
continue to improve the safety of our borough	<ul style="list-style-type: none"><li>• The number of hours deployed, and interventions made by Council funded Section 92 Police Officers</li><li>• The number and outcomes of under-age sales operations</li><li>• Our progress in delivering 'Vision Zero' (London wide strategy to eliminate traffic fatalities and severe injuries by 2041)</li><li>• Upgrade of existing CCTV cameras with digital replacements (completion of Phase 2 of CCTV Upgrade Project)</li></ul>





## A great place to live, work and enjoy

**Aim: To deliver safe and affordable housing and community assets**

We will...	In 2025/26 we will report back on:
provide new homes, including affordable homes, for local people	<ul style="list-style-type: none"><li>• Present Bridge Close Compulsory Purchase Order report for Cabinet approval by December 2025.</li><li>• Achieve practical completion of the Family Welcome Centre – (Harold Hill)</li><li>• Progress the design of block 9 and 10 and submit the planning application for the new first phase by September 2025</li><li>• Completion of Modular housing at Waterloo and Queen Street (Subject to planning approval)</li><li>• The percentage of care leavers in unsuitable accommodation</li></ul>
ensure Council housing and community assets meet all regulatory standards	<ul style="list-style-type: none"><li>• Compliance with Housing Standards set by the Regulator of Social Housing</li><li>• Our compliance with building safety standards for public (non-residential) buildings</li></ul>
promote good private sector housing for local people	<ul style="list-style-type: none"><li>• The number of enforcement actions taken in relation to poor-quality HMOs (Homes of Multiple Occupation)</li><li>• The number of mid and high rise buildings inspected to determine whether unsafe cladding is present.</li></ul>







## 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 2025/26 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"><li>• Progress in advancing the East Havering Opportunity (Subject to Planning)</li><li>• The exploitation of inward investment opportunities including the Thames Free Port, The Thames Gateway, The Liberty, and The Brewery</li></ul>
maximise the value of regeneration in the borough for the benefit of residents and business	<ul style="list-style-type: none"><li>• The total value of developers financial contributions secured through the planning process</li><li>• The percentage of developers financial contributions secured through the planning process which has been allocated to projects</li><li>• Progress in securing 3rd Party grant funding. Monitor the amount achieved.</li></ul>
maximise investment whilst protecting the character of the borough	<ul style="list-style-type: none"><li>• The review of the Local Plan and associated public consultation</li></ul>

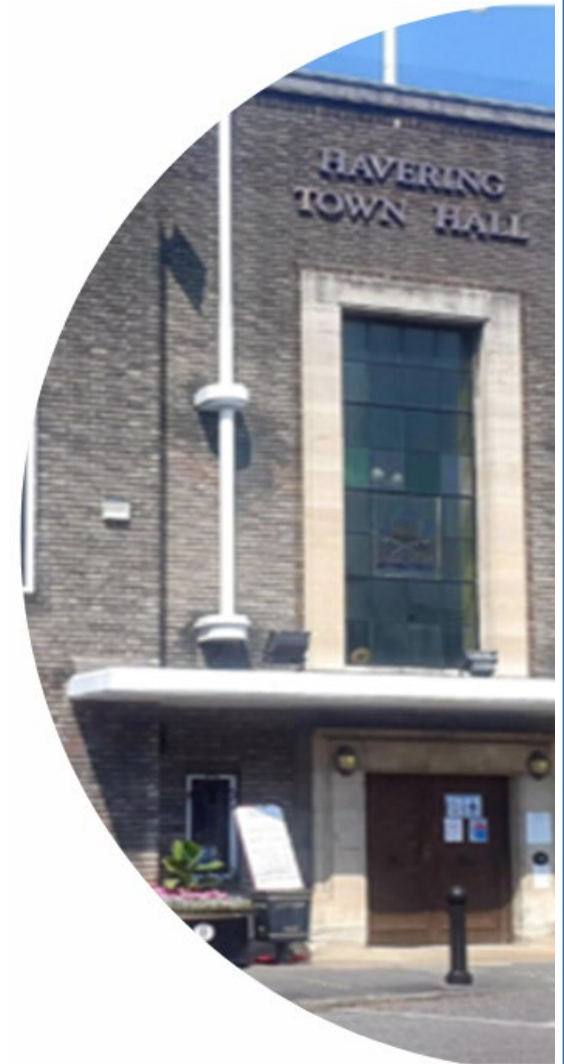




## Enabling a resident-focussed and resilient Council

**Aim: To manage our resources well**

We will...	In 2025/26 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"> <li>• Approval and delivery of our Medium-Term Financial Strategy (MTFS)</li> <li>• Lobbying activity (Cumulative value of our underfunding) undertaken to affect the outcomes for 2026/27 local government fair funding</li> <li>• Approval and delivery of an Integrated Commissioning Strategy</li> <li>• How we are fully embedding our Social Value and 'Health in all policies' approaches</li> </ul>
<p>manage our systems and data well and be a data driven organisation</p>	<ul style="list-style-type: none"> <li>• Complete 'triggers of care' project using integrated of health and care data to identify opportunities to prevent or delay the need for social care packages</li> <li>• Define our Data Strategy, outlining our approach to data governance, security and ethics by March 2026.</li> </ul>
<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"> <li>• At least one Emergency Planning and Business Continuity exercise carried out and fully debriefed, to test the Council's preparedness for response</li> <li>• Adoption of the Air Quality Action Plan</li> <li>• Progress on delivering the Climate Change Action Plan, including reducing CO<sub>2</sub> emissions from Council activity</li> </ul>





## Enabling a resident-focussed and resilient Council

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

We will...	In 2025/26 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"> <li>• Delivery of our Workforce Strategy</li> <li>• The Council's Gender and Ethnicity Pay Gap</li> <li>• Delivery of our workforce EDI plan</li> </ul>
identify and focus on the resources and skills needed for the future, including by "growing our own"	<ul style="list-style-type: none"> <li>• The number of Apprenticeships supported and associated Levy spent (£)</li> <li>• Delivery of a Learning and Development Strategy for elected members</li> </ul>
recognise and reward staff who provide excellent customer service (external or internal) and drive a continuous improvement culture	<ul style="list-style-type: none"> <li>• Develop a process for collecting and analysing feedback through simple contact resolution surveys that are ready to start in October 2025 and reporting monthly thereafter.</li> <li>• Celebrate individual and team contributions through reward and recognition events.</li> <li>• 100% completion of Personal Development Reviews (PDRs) and the percentage of staff achieving 'Performing well' or better in their annual PDR's.</li> </ul>





## Enabling a resident-focussed and resilient Council

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

We will...	In 2025/26 we will report back on:
improve customer satisfaction levels by modernising the way we work	<ul style="list-style-type: none"> <li>• The percentage of residents satisfied with the council and its services</li> <li>• The number of complaints responded to on time, escalated to Ombudsman enquiries and learning from complaints received by the council</li> <li>• The percentage of enquiries and information requests closed within target</li> <li>• The average call waiting time and call abandoned rate for our Customer Contact Centre</li> </ul>
engage transparently with our community, including under-represented groups, and promote community trust and belonging	<ul style="list-style-type: none"> <li>• Build on work started on better engagement and consultations with residents. To include forming focus groups, Cabinet forums, better engagement and listening with young people, a new giving fund to support the voluntary sector and groups and better working with voluntary and resident groups to improve service capacity and build pride in the borough.</li> <li>• Continue to improve the reach of consultations by using different ways of encouraging our communities to take part, including working with our different forums, our voluntary sector, our council tenants and other defined groups in a way that better engages them. Also improve the feedback loop through 'you said and we did' more widely to show the active listening of the council</li> <li>• Levels of satisfaction and trust in the Council</li> <li>• How we are responding to feedback from our health and wellbeing forum and our new community platform in Harold Hill</li> </ul>
expand and enhance our online capability	<ul style="list-style-type: none"> <li>• Create a digital strategy</li> <li>• Number of services with a digital presence</li> </ul>

