

Havering

Annual Corporate Plan Performance Report 2024



Photo credit: Ross Marshall



Havering
LONDON BOROUGH



Introduction from the Leader of the Council, Cllr Ray Morgon

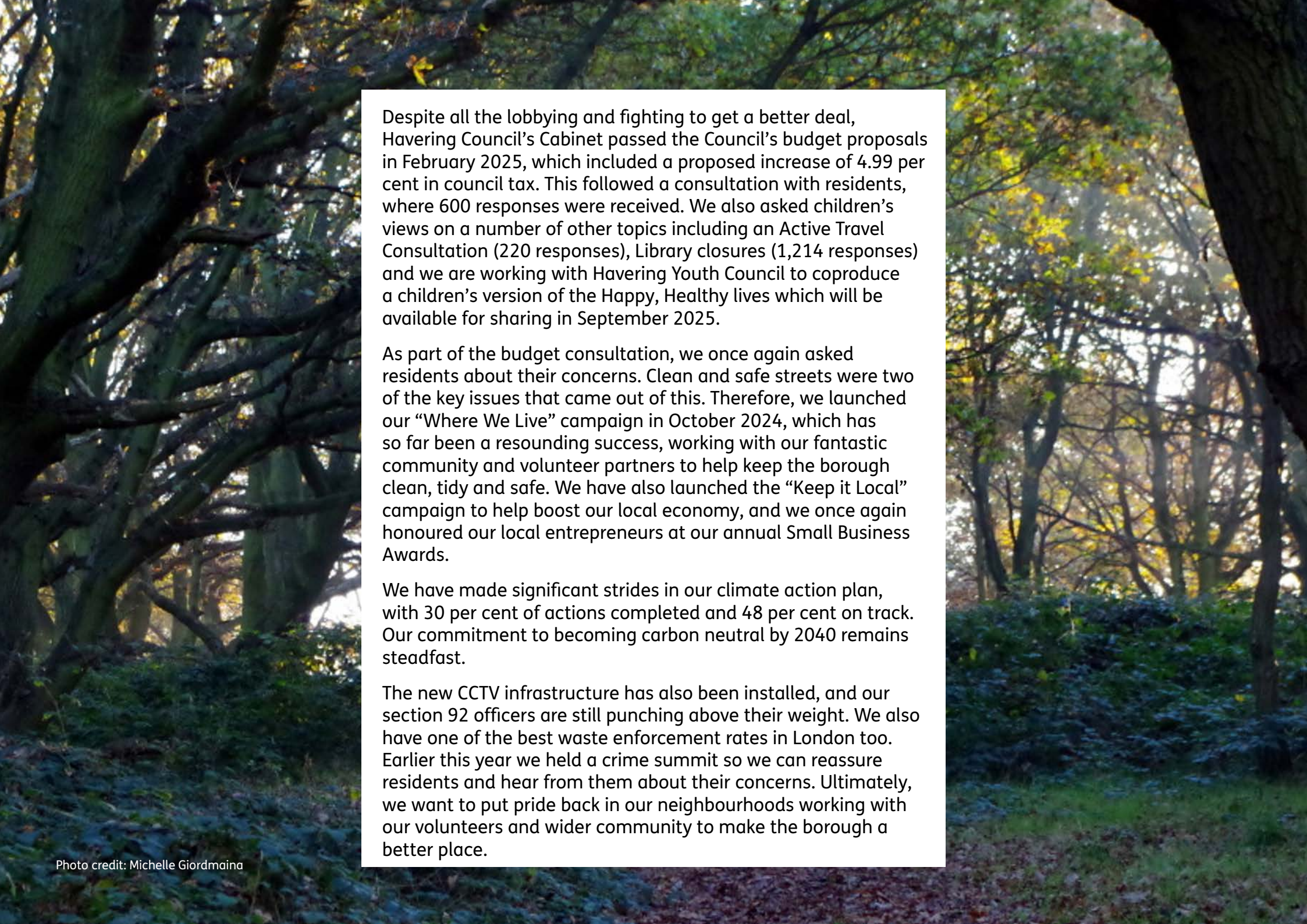
This is our third annual report as an administration and in it we are looking back and reporting on the outturn of our corporate plan and showcasing some of the great work the council has done throughout the year in order to achieve our vision of **'The Havering you want to be part of'**.

Officers across the council have worked hard to ensure that services continue to run effectively, despite the increased costs from delivering social care and homeless services.

Although we continue to seek further savings and efficiencies over the year, and whilst we are receiving a slight increase from the Government through the finance settlement, the Council is still seeing a gap in its budget. This includes £34 million from last year. For the second year running we have had to apply for an additional £88million capitalisation order to help us cover the worst-case scenarios, including the rise in costs for social care and homelessness in the borough.

Havering continues to be the forgotten borough, with its core grant remaining as one of the lowest in London, and funding for our most valued services continually being cut, despite the borough's fast changing population. We have been lobbying for a fairer deal on government funding. The formula means that Havering Council taxpayers are having to pay more, and we opened a petition in November to ask our residents to help the council fight for its fair share of funding. As at the end of March 2025, we had received 4,158 responses on the petition. There is still time to show your support as the closing date for the petition has now been extended. Once closed I will then be presenting this to Downing Street myself.





Despite all the lobbying and fighting to get a better deal, Havering Council's Cabinet passed the Council's budget proposals in February 2025, which included a proposed increase of 4.99 per cent in council tax. This followed a consultation with residents, where 600 responses were received. We also asked children's views on a number of other topics including an Active Travel Consultation (220 responses), Library closures (1,214 responses) and we are working with Havering Youth Council to coproduce a children's version of the Happy, Healthy lives which will be available for sharing in September 2025.

As part of the budget consultation, we once again asked residents about their concerns. Clean and safe streets were two of the key issues that came out of this. Therefore, we launched our "Where We Live" campaign in October 2024, which has so far been a resounding success, working with our fantastic community and volunteer partners to help keep the borough clean, tidy and safe. We have also launched the "Keep it Local" campaign to help boost our local economy, and we once again honoured our local entrepreneurs at our annual Small Business Awards.

We have made significant strides in our climate action plan, with 30 per cent of actions completed and 48 per cent on track. Our commitment to becoming carbon neutral by 2040 remains steadfast.

The new CCTV infrastructure has also been installed, and our section 92 officers are still punching above their weight. We also have one of the best waste enforcement rates in London too. Earlier this year we held a crime summit so we can reassure residents and hear from them about their concerns. Ultimately, we want to put pride back in our neighbourhoods working with our volunteers and wider community to make the borough a better place.

We are listening to our residents

We know residents want to see many more events happening in the borough. This is why we have also worked hard in making sure that our residents can benefit from more community, and other events, in our parks and green spaces. We are also working more closely with our faith leaders and meet with the faith forum every few months.

We have had some things to celebrate as well, the Council was awarded £99,000 from the fifth phase of the Low Carbon Skills Fund, to develop a comprehensive heat decarbonisation strategy for our schools. The money will go towards assessing each school site to scope out thermal and energy improvements which in turn will reduce the carbon footprint of our schools, enhance energy efficiency all of which goes towards our commitment to reduce our boroughs emissions and meet our target of being Carbon Neutral by 2040.

We also secured £23.985 million from the Greater London Authority (GLA)'s Council Homes Acquisition Programme funding to purchase additional council homes, this goes towards addressing the need for family sized housing for our residents. The programme, designed to provide safe, secure and affordable homes within the borough will allow us to purchase 160 family sized homes by March 2026.

As part of our corporate plan and 'a great place to live, work and enjoy', we ran the 'Havering in Bloom' Competition again, where we received 60 entries, ranging from hanging baskets to communal gardens and we even received an entry for the tallest sunflower, at 142.8 inches. The six winners were awarded B&Q gift vouchers, kindly donated by K&T Heating, Mears, Equans and Marsh Services, at a ceremony in September 2024. It was lovely to see so many locals step up and do their bit to brighten the borough.

Performance monitoring is about having the information we need to help us to quickly take action if service delivery or outcomes against the **Corporate Plan** are not as expected, which is why we monitor performance on a quarterly basis and for all to see. We then summarise our performance over the year in this annual report, setting out a high-level evaluation of the key achievements of the council over the year and the contribution we have made towards our priorities, as set out in our Corporate Plan, for the financial period ending March 2025.



Foreword from the Chief Executive Andrew Blake-Herbert

I enjoy looking back over the last year to see what we have achieved, despite our financial challenges, and see how we have continued to provide services to all our residents. We celebrated our 60th anniversary in April, formally becoming part of London in 1965 following the local Government Act. Central Library was the home of an exhibition celebrating the anniversary showcasing photos of major events the borough has witnessed over the years from the opening of the ring road in 1970 to the visit from Queen Elizabeth II in 2003 and the Olympic

torch passing through Havering as part of the 2012 Olympic games. It was a great exhibition and a lovely way to look back at the borough's history.

In the Corporate Plan, which we signed off in April 2024, we identified some key metrics with a view to report back on over the year to ensure that the key projects and measures are still relevant, important and we are continuing to achieve the outcomes we set ourselves. Some of these have now changed to ensure that they are more meaningful metrics for measuring performance and provide more alignment with our key objectives and strategic priorities. The updated corporate plan was approved by cabinet on 9th April 2025 and available on the council website. These will be monitored as part of the **corporate plan performance report** over the next year.

Looking to the year ahead, we will continue to face the battle of delivering the services that matter most to our residents, within the limited budget we have, through lobbying activities. We will build upon the good work achieved throughout the last year by supporting our residents to stay safe and well, enabling a resident-focused and resilient council and ensuring Havering continues to be a great place to live, work and enjoy.

A year in numbers



7,331

Births



3,113

Deaths



Over 1,000

Residents became British citizens

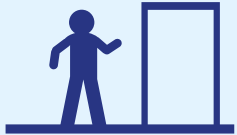


680

Marriage ceremonies and

32

civil partnership ceremonies took place



6,869

Visits to the appointment centre



8,649 (20%)

Free School meals provided



465

Children in Need



268

Children in Care



71

Children in care living with Havering in house foster carers



56

Children in care living with their own family and friends carers

A year in numbers



1,972 Households were prevented from becoming homeless against a total of **2,734** application outcomes



95.8% Council Tax collected



98.8% Business rates collected



608 Budget Consultations received



4,158 People have signed the Government Funding Petition



500 Residents visited a pop up event on the Government Funding Petition



841 Warm coats provided to the community



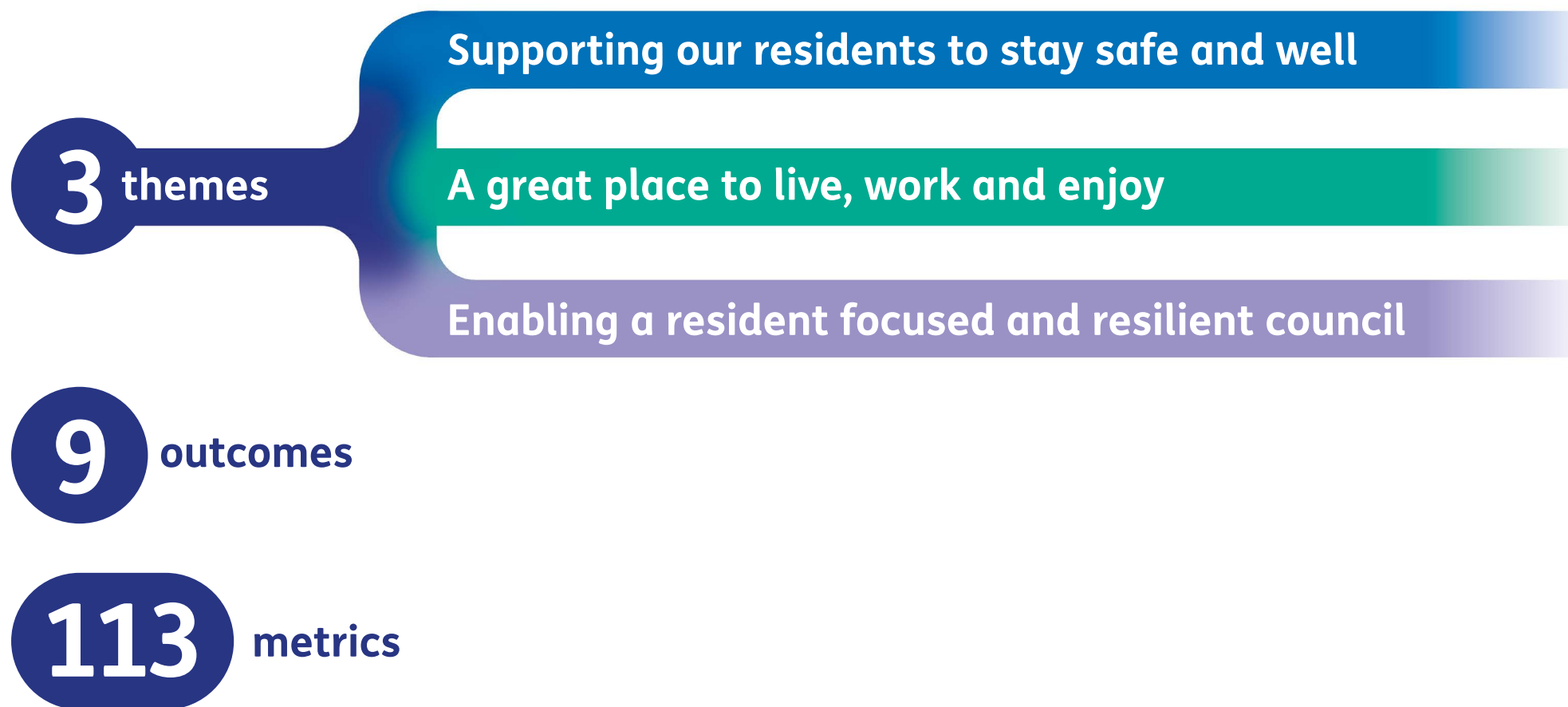
Gave out **1,600** items of pre-loved school uniforms in summer 2024

Annual Corporate Plan Performance Report 2024/25

Our Corporate plan sets out the vision ‘**The Havering you want to be part of**’ for the organisation and the borough using strategic objectives. It details the outcomes we wish to achieve and the actions we will take to deliver them.

The Corporate Plan helps residents to hold the council to account for its performance and challenge it to improve.

The Corporate Plan includes:



This report provides performance against each of the themes set out in the Corporate Plan and includes key activity and performance indicators.

Performance outturn

As at the end of Q4 (31st March 2025) **113** metrics were measured. **50** of these are narrative updates, with a further **22** not having a target set.

Of the remaining **40** metrics monitored within the Corporate Plan Performance Report we can see that:

- **53.7% (22)** of them have a RAG status of **Green** (above the annual target),
- **9.7% (4)** have a RAG status of **Amber** (below target, but within the variable tolerance)
- with the remaining **15 (36.6%)** below target and outside of the variable tolerance (**Red** RAG Rated).

Overall Scorecard – Key performance indicators by theme



A full breakdown of the outcomes of each of the metrics can be found within the body of this report as well as other activities that have occurred over the course of the last financial year.

Supporting our residents to stay safe and well

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

Objective	Metric	RAG		Outcome
We will develop and deliver our integrated Starting Well Plan: Happy, Healthy Lives.	Percentage of children receiving a 2-2.5 year development check.		75.1%	<p>During Q3 of 2024/25, the council identified a reduction in the coverage of children receiving a 2-2½ year review in Havering, reported by NELFT, due to a mistake by North East London Foundation Trust (NELFT) in how the indicator was calculated. NELFT have made the necessary corrections to the affected data retrospectively and confirmed that the performance data for this indicator at Q4 is now accurate.</p> <p>Fortnightly local Health Visiting Performance Review meetings will continue to focus on data quality, process changes, and national guidelines. NELFT has assured that they have processes to follow up with parents to increase uptake, though further work is required. We will continue to work with them to produce an action plan involving relevant local partners to improve the uptake.</p>
	Percentage of Havering residents receiving an offer of their first preference school (Primary).		90.9%	<p>The percentage of children receiving an offer on their first preferred primary school has slowly increased over time from 88.1% in 2019 to 90.9% for 2024 (2024-25). Whilst below our target of 92% and the England percentage, we remain slightly above the Outer London average (89.7%).</p> <p>Percentage rates in London can be lower than England rates due to denser populations of schools within boroughs, whereas rural and coastal areas may have fewer schools within each catchment area, reducing the choices available to parents.</p>
	Percentage of Havering residents receiving an offer of their first preference school (Secondary).		76.5%	<p>The percentage of children receiving an offer on their first preferred secondary school had increased over time from 76.7% in 2019/20 to 82.2% in 2021/22 before returning to previous pre-pandemic levels of 76% for 2024/25. This remains above the Outer London average (71.1%).</p> <p>As with primary school applications, percentages in London can be lower due to denser populations of schools within boroughs, whereas some rural and coastal areas can have fewer schools within each catchment area.</p>
We will maximise the health benefits of leisure and culture for our whole community, and work with partners to improve support for residents with complex needs.	Percentage of adults with learning disabilities in paid employment.		3.9%	<p>At the end of year outturn, performance against this indicator was positive and the target was met. The percentage of adults with learning disabilities in paid employment is 3.9%, which is better than target (3.5%). A factor in enabling us to improve performance in this area was the employment of a dedicated Supported Employment Advisor (funded by UKSPF). During the financial year there were 23 Service users in paid employment compared to 20 on the previous financial year.</p>
We will continue to deliver "Making Safeguarding Personal" by working with individuals and those who support them to build upon strengths in their lives (Better Living and Curious Conversations).	Percentage of households prevented and relieved from becoming homeless compared to the total number of outcomes.		70%	<p>This indicator measures the percentage of Homeless applications which have been prevented and relieved without the need for emergency accommodation.</p> <p>From April 2024 to March 2025, a total of 1,972 households were prevented / relieved from becoming homeless through prevention (697) and relief (1,275) this is against a total of 2,734 application outcomes.</p>
	Rate of Carers receiving needs assessment or review (per 100,000 of the adult population).		536.2	<p>At the end of the financial year were above target. We assessed 1,109 carers in 2024, which is 167 more than at the same time last year (942).</p> <p>We continue to focus work in the teams to ensure that we are identifying carers and offering assessments. The carer's board is proving to be positive and strong, working in ways we can get carers to understand their carer's responsibilities and offer appropriate assessments and support.</p>

Supporting our residents to stay safe and well

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

Objective	Metric	RAG		Outcome
We will work with schools and partners to deliver a consistent approach to inclusion and behaviour management, through targeted interventions.	Percentage of Education, Health and Care Needs Assessments completed within 20 weeks, including exceptions.		23%	<p>Despite having experienced far greater growth in requests for assessments over a sustained period than our comparators, last year the LA was able to complete 38% of Education, Health and Care Needs Assessments (EHCNAs) within the statutory timescales, getting closer to the national average of 50%. While performance improved slightly in Q1 last year, in Q2 the LA reached a point at which it no longer had sufficient Education Psychologist (EP) capacity to complete as many pieces of advice as it was agreeing new assessments each week, despite its use of locums in addition to permanent staff (thereby doubling the number of assessments the team is delivering compared to the same period in 2023). This negatively impacted the LA's ability to meet its statutory timescales across Q2 and Q3, without easy or immediate solutions, given the national shortage of EPs.</p> <p>However, work has been undertaken to establish links with new agencies providing EP assessments, enabled by additional investment in the Council's EP team, the effects of which can be seen into Q4, during which there has also been a new process introduced to ensure that for the most vulnerable pupils meeting 20 week timescales is prioritised while balancing this with no children or young people waiting an unacceptable period of time. On this latter point, the steps taken have also reduced the numbers waiting more than 30 weeks.</p>
	Rate of children excluded.		0.05	<p>This is an annual indicator with the most recent data release being the 'Suspensions and permanent exclusions in England: 2022 to 2023' published on 18 July 2024. You can view this publication here.</p> <p>Havering has remained lower than National and Outer London permanent exclusion rates since 2018-19, and in 2021 during the pandemic, the rate fell to 0. Since schools have resumed their normal functions, nationally we've seen numbers increase to similar levels seen before the pandemic.</p> <p>The permanent exclusion rate is calculated as the number of permanent exclusions divided by the number of pupils (x100). A rate of 0.01 would therefore be equivalent to 1 permanent exclusion for every 10,000 pupils.</p>
	Percentage of Havering schools rated Good or Outstanding by Ofsted (Combined).		96%	<p>The Education Secretary announced in September that Ofsted's four single-word "headline" school ratings ('outstanding', 'good', 'requires improvement' and 'inadequate') were to be scrapped with immediate effect. Instead, Ofsted has moved to grading schools on their quality of education, behaviour, personal development and leadership, with new school report cards to be introduced from September 2025. Locally, we continue to monitor schools using our own quality assurance framework and with oversight of Ofsted reports, and have agreed a revised method of reporting on the quality of settings as an alternative to this KPI, from April 2025.</p>
	Percentage of children with an Education, Health and Care Plan educated in borough.		80%	<p>As at the end of Quarter 4, 80% of children with an Education, Health and Care plan (EHCP) who are attending a setting were educated in borough.</p> <p>There are ongoing difficulties with specialist capacity with high proportions of children and young people with EHCPs educated in mainstream settings in Havering, at a time of rapid population growth. Our plan to build a new 300-place special school at Balgore Lane and ongoing growth in the number of SEND Units attached to mainstream schools is intended to increase capacity in borough.</p>

Supporting our residents to stay safe and well

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

Objective	Metric	RAG		Outcome
We will offer inclusive services that raise aspirations and meet the needs of our growing population of children, families and young adults, including those in our care.	Average score for Attainment 8 (GCSE Attainment).		48.8	The Average Attainment 8 score for all pupils in Havering has remained above national figures since 2017. Scores peaked locally (52.2) and nationally (50.9) in 2022 due to the pandemic and results being teacher assessed. Since examinations resumed, attainment has returned to pre-Covid levels for Havering (47.4) and Nationally (46.3). Results for 2020 and 2021 are not comparable with earlier years due to the cancellation of exams and changes to way GCSE grades were awarded in those years. Latest data for 2023/24 shows an improvement since 2022/23 and is now at 48.8%, which is over 2 percentage points higher than the England average.
	Percentage of 16 - 17 year olds not in education, employment or training.		2.8%	<p>Our performance of 2.8% in 2025 is the same as this time last year. This figure is reported annually, however performance is monitored locally throughout the year. The figure combines those Not in Education, Employment or Training (NEET) & the Not Known cohort.</p> <p>The breakdown of the cohort identifies a small increase in the percentage of NEET learners 2.1% in 2025 compared to 2.0% in 2024 with the percentage on Not Known remaining the same at 0.8%</p> <p>Contributing factors to the small increase in NEET have been:</p> <ul style="list-style-type: none"> • A lack of flexible entry points into the local Further Education Colleges. • An increase in the number of Post-16 learners without a GCSE grade 4 or above in Maths and English. • An increase in the number of learners self-declaring that they are suffering with their mental health. Anxiety being one of the main reasons. <p>The commissioned Targeted IAG services are delivering a re-engagement programme this year, which include the offer of functional skills in maths & english, Construction Skill Certification Scheme (CSCS) card, financial support applications for personal identity documentations.</p>
	Percentage of adults with a level 3 or above qualification.		63.7%	<p>This indicator shows the percentage of the population aged 16 – 64 with National Vocational Qualification (NVQ) level 3+ for January 2023 to December 2023, which was published on 18th July 2024.</p> <p>The trend data for Havering has seen some big year on year changes, which is down to the way the measurement is done as it is based on a weighted Annual Population Survey and Labour Force Survey. This is an annual indicator to allow for optimal capturing or existing and completing level 3 qualifications. The next time this indicator can be reviewed will be in July 2025.</p> <p>The latest data confirms that Adults with a Level 3 qualification or higher stands at 100,500 according to the survey, which is a percentage rate of 63.7% which is lower against the Great Britain average of 67.8%.</p>

Supporting our residents to stay safe and well

Theme: We respond fairly to changes in our growing population with a focus on both meeting and reducing need (cont.)

Objective	Metric	RAG		Outcome
We will work with homeless individuals and families to improve their housing outcomes.	Number of properties acquired through Property Purchasing Scheme.		2	At the end of Q4 Chalkhill (Urban Impact) has handed over two properties to Havering with an additional 12 properties sitting in the conveyancing process. Urban Impact have advised that there have been a delay in acquisition which has caused the delivery to slow, but they will look to achieve the 150 units by the end of March 2026.
	Number of children in emergency accommodation.		1336	<p>This is a snapshot count at the end of the reporting period on the total number in temporary accommodation, which includes Shortlife lettings, Hostels, Private Sector Housing and TA General Needs, who are dependants and under 18 years' old.</p> <p>At the end of Q4 we have seen a reduction in the number of children in emergency accommodation when compared to last quarter (1,441) and when compared to the same time the previous year (1,429).</p>
We will implement "Population Health Management" better targeting support to improve health and minimise admissions to hospital and care homes.	Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services.		90.5%	<p>The percentage of older people over the age of 65 who were still at home 91 days after discharge from hospital into reablement or rehabilitation services (90.5%) was above target (90%) at the end of Q4 2024/25, and better than at the end of Q4 2023/24 (90.2%). We can see that 277 people are still at home out of 306 who were discharged into Reablement services during this timeframe.</p> <p>When looking at benchmarking data, it shows that we are performing better than London (85.1%) and England (81.8%).</p>
	Rate of Permanent admissions for older people (Aged 65 and over) to residential and nursing care home (per 100,000 of the older people population).		541.4	There continues to be a decline in permanent admissions in residential and nursing care admissions for people aged over 65 which is positive. Staff continue to explore alternatives to residential care and staff in the hospital are starting to go back on the wards, which will be ramped up from April 2025. As such the discharge offer will be home first, aiming to keep more residents out of long term placement. At the end of Q4, there were 255 new admissions in 2024/25 compared to 261 in 2023-24, meaning we met our target (568.2).



Libraries consultation

Following a full 12-week consultation where we had over 4,600 responses (over 1,200 from school age children) Harold Wood, South Hornchurch and Gidea Park libraries closed their doors on the 31st March. The closures will save £288,000 annually which is crucial in the Council's financial climate. The three sites were identified as having the lowest footfall of all the 10 libraries in the borough and also required the most investment into bringing the buildings up to a standard where they could deliver a suitable service. As part of the consultation, we also wrote to the Minister for the Creative Industries, Arts and Tourism, and although we received a response, they could not provide any commitment to providing funding that could prevent library closures at this time. Closing libraries was a tough decision for us to make, and one we were not happy about making, but due to year-on-year cuts in Government funding and increasing pressures and costs from social care and homelessness we needed to find a solution. We are bidding to Arts Council England for capital funding to refurbish Romford Central Library and increase community participation.

Excellence and innovation at Harrow Lodge Leisure Centre

Harrow Lodge Leisure Centre in Hornchurch, run by leading operator Everyone Active on behalf of Havering Council, was one of the five finalists of a prestigious national honour for regional club/centre of the year London in the ukactive Awards 2024. Although Harrow Lodge didn't win their category, Everyone Active was the overall winner of the Outstanding Organisation award. The ukactive Awards celebrate the best of the physical activity sector and are designed to recognise excellence and innovation across health, wellbeing and fitness. We have also opened a new padel tennis facility at Central Park Leisure Centre so local people can take part in this popular and growing new sport.

New Health and Wellbeing Hub

The new St George's Health and Wellbeing Hub opened its doors in the autumn 2024, to provide care and support for around 250,000 people living in Havering and the surrounding areas. The hub operates seven days a week and provides easy access to a range of health, social care and community services all under one roof. The centre host a range of activities to support people's wider health and wellbeing such as a community centre and a sensory, dementia-friendly garden, all of which would not be possible without the help and support of local voluntary and community groups.

Children's plan

Following our Ofsted inspection in 2023, the Council has written its first children's plan for a number of years. Co-developed with a range of stakeholders across the council, partners and most importantly children and young people. The Integrated Starting well plan (2024-2027) – Happy, Healthy Lives, sets out the council's Starting Well Services' vision for enabling all our children and families to lead happy and healthy lives, as well as stating how we plan to improve practice and outcomes for those children and families we are working with. The plan is available on the [Council's website](#) and a children's version, co-produced with the Havering Youth Council, is being produced and will be available in schools by the start of the 2025-2026 academic year.





Our Healthy Weight Strategy

Our Co-produced Healthy Weight Strategy, formally approved at Cabinet in May 2024, implements a whole system approach to healthy weight. The strategy is structured around key action areas, which plays a distinct yet interconnected role in driving this strategy.

The People network focuses on individual and community behaviours to help people achieve or maintain a healthy weight, whilst the Place network addresses the environmental factors that shape these behaviours, including restricting the opening of new fast food outlets and the redevelopment of Harold Hill area where obesity is highest in the borough. The Resources network considers how we further integrate healthy weight into existing budgets and work streams, maximise the impact of staffing and assets, ensure financial decisions align with long-term health and wellbeing goals. Together, they create a cohesive framework to deliver the Healthy Weight Strategy effectively. The system networks are where overall progress across all themes can be shared. Throughout the last year, we have held quarterly meetings discussing progress under each action. A steering group will be convened to review the whole strategy in Year 1 and start to plan for the forthcoming year.

Havering's new Cultural Strategy - 'A good life'

We secured £1.6 million of investment to bring to life Havering's new Cultural Strategy 'A good life'. It is a partnership strategy, designed to act as a three-year catalyst for nurturing and growing the cultural life of a rapidly changing place. The strategy is designed to be used by anyone developing, making and building cultural activity in Havering. The 30 projects within the programme will focus on four themes; Unearthed, Common Ground, Empowered and thriving. You can read the full strategy on [Havering London website](#).

Live Well Havering

Live Well Havering, launched in October 2024, is a long term vision of preventative health and wellbeing transformation for the borough. The programme aims to shift the borough's focus to prevention rather than cure, with the mission of driving better health outcomes for all, as well as less demand on statutory services. The strategy prioritises working hand in hand with community services and the voluntary sector to co-produce local solutions with local people. 2024 was seen as the 'setting up' phase of the programme and in that time lots was achieved including 590 services now available on the Joy app, 2,180 recipients receiving the Live Well Havering Newsletter, we launched the Menopause support group, hired five health trainers for community engagement events, have approximately 100 health champion volunteers and received £450k worth of bids into the community chest.

**Live Well
HAVERING**



Key Challenges for 2025/26

Social care services increases

Havering has experienced large increases in demand for its social care services in recent years driven by a rapidly increasing children and young people population and the second highest proportion of older people in London.

Children in care

Havering is under increasing financial pressure to meet the cost of providing placements for children in care. We are reliant on others, largely those in the private sector, to provide placements in order to fulfil our statutory duties, unfortunately some private providers have increased their costs for placement, making unreasonable levels of profit, which Havering is forced to pay in order to comply with our statutory duties for children in our care.

Children with disabilities

The Council has experienced continued increased costs of Children with Disabilities due to the rise of both the number of children presenting with a disability and the increasing level of complexity. There was a particularly big increase in placement costs in 2024-25 and if this trend were to continue this would place further pressure on the Council's budget.

SEND needs

Last year Havering experienced the second fastest increase in new statutory special needs assessments (known as Education, Health and Care Needs Assessments, or EHCNAs) in London, and has experienced the second highest growth in new EHC Plans in London over the last five years. Costs of an EHCP varies depending on need (from £10k for additional support to £50k or more for a special school place). 'Galliford Try's Building Southern Business' has been commissioned by the council to create a new special educational needs and disabilities school for 300 students aged 4 to 19, addressing the critical SEND needs within the borough. Building works on the SEND

School, at Balgores Lane, is expected to start in October 2025 and will represent a significant investment in the future of our community.

EHCP increase

The increase in Children with Education Healthcare Plans (EHCP) has not only had an impact on demand for home to school transport support, where we have seen a 15 per cent increase in the number of applications for transport assistance, but also the rising costs associated with supporting students with high needs are driving up the funding pressures on the high needs deficit on the Dedicated Schools Grant (DSG).

Delivering our 'Happy, Healthy Lives' starting well plan

Following the Ofsted inspection of Children's Services in December 2023, we allocated a substantial amount of financial investment which has been used to address the shortfalls in practice. Further investment has been made this year, as we acknowledge there is still more to do to deliver our 'Happy, Healthy Lives' Starting well plan and improve the offer we deliver to our children, young people and families.

A new approach to inspecting and reporting on education providers

Ofsted launched a major consultation, seeking the views of parents, carers, professionals and learners, on a new approach to inspecting and reporting on education providers. Almost all Havering schools were graded Good or Outstanding when Ofsted made the decision to move away from single word judgements in 2024. The new proposal is that from autumn 2025, Ofsted will no longer carry out ungraded inspections of state-funded schools, meaning every school in Havering will require a full, graded inspection, and any school with an identified need for improvement will receive monitoring calls and visits, to check that timely action is being taken to raise standards.

Adult social care

The Council also continues to face significant demographic and unit cost pressures across Adult Social Care and Housing Demand. The Council has put significant growth into these areas over the last two years but demand and complexity alongside increases in cost of accommodation and care, is still rising requiring additional funding to be built into the budgets to cover projected demand for 2025/26.

Temporary accommodation

The Council is also facing pressures from the cost of providing temporary accommodation to meet increased homelessness demand. The numbers of people presenting as homeless continues to rise and whilst the Council has identified new units to help mitigate this demand, the numbers in, and costs of, temporary accommodation continue to rise. These pressures are being experienced by many boroughs, but the changes in Havering's demographic profile is proportionally higher than most other London Boroughs.



A great Place to love work and enjoy

Theme: We are a clean, green, sustainable borough, where it is safe and easy to get around

Objective	Metric	RAG		Outcome
We will continue to deliver a green borough.	Percentage of household waste recycled.		34.3%	Performance data is generally 6-8 weeks behind in receiving the data. There is an annual pattern in data with performance declining over the year. At the end of Q3, which is typically the lowest performance of the year, is as it was expected, this is due to more stringent Materials Recovery Facility (MRF) regulations around contamination and is likely to be an ongoing issue.
	The number of parks retaining Green Flag Status.		16	The prestigious Green Flag awards (Keep Britain Tidy award of excellence) can be applied for annually, with the awards being presented in July. In July 2024, we continued to achieve 16 awards for our parks.
We will improve infrastructure in the borough and lobby for the investment needed to deliver it.	Install new publicly accessible electric vehicle charging points.		61	The infrastructure for 61 EV Charging Points have been installed across 10 Council operated car parks. The next stage is for these charging points to receive electrical connections. Public consultation also took place on delivering up to 74 Charging Points across 15 residential streets in the borough. Following this consultation, it was agreed to progress 11 of these sites (48 charging points) with installation beginning in April 2025. Alternative locations are now being explored with Charge Point Operator Connected Kerb Ltd to ensure that at least 74 charging points are delivered in residential streets. The target for the two programmes (car park EV Charging Points (68) and on street Charging point (80)) has a target of 148, all of which are expected to be fully operational by September 2025.
We will continue to improve the safety of our borough.	S92 Police Officers - Arrests.		47	Section 92 council funded police officers form a joint task force. This consists of one sergeant and 5constables. The team have seen great success, tasked weekly by the council and working across the borough. The council has set priority concerns for the borough including burglary, vehicle theft and drug supply. We can see a reduction in Quarter 4 (47) in terms of arrests compared to Quarter 3(64). Arrests made this quarter have consisted of charges for robbery, theft, assault, dangerous driving and drink driving. The return is still however impressive considering extractions for aid, annual leave, sickness and borough initiatives.
	S92 Police Officers - Stop & Search.		39	At the end of Q4 we have seen a decrease in stop and searches conducted by the team, compared to Q3 (49). Stop and Search is intelligence led, targeting those believed to be actively involved in criminal behaviour within the borough. Monthly reports are received from the Council funded police team, but these figures will be amalgamated together and reported quarterly.
	S92 Police Officers - Stop & Search Positive Result.		12	At the end of Q4 we have seen a decrease in positive outcomes following Stop and Search, when compared to Q3 (18). In Q4, 12 of 39 (31%) Stop & Searches resulted in positive action, whereas in Q3, 21 of 49 Stop & Search resulted in positive action (43%). Stop and Search is intelligence led, targeting those believed to be actively involved in criminal behaviour within the borough.

A great Place to love work and enjoy

Theme: We will provide excellent customer service and engage effectively with our communities (Cont.)

Objective	Metric	RAG		Outcome
We will continue to improve the safety of our borough.	S92 Police Officers - Process / Traffic OR report (TOR).		12	The team conducted 12 stops of vehicles across the borough in Q4 a slight decrease on the previous quarter where they stopped 18 vehicles. All the stops resulted in some sort of process or Traffic Offence Report. The team use intelligence led policing to target regular offenders and criminals who use vehicles to conduct criminal activity.
	S92 Police Officers - PNDs.		6	The team regularly issue Penalty Notices for Disorder (PND) when suspects are found in possession of cannabis and are eligible for this type of disposal. The issuing of a PND is the equivalent of an Offence bought to justice (remove OBTJ) and counts as a sanctioned detection, which allows the offender to pay a £90 fine within 28 days. In Q4 the team issued 6 PNDs showing an increase compared to Q3 where the team issued 4. This quarters PND would amount to £540 being issued in fines.
	S92 Police Officers - Merlin Report.		7	Q4 has seen the team submit 7 Merlin reports the highest amount they have issued across the year. Reports are recorded on Merlin to enable safeguarding teams to assess any risks or harm to children or vulnerable adults based on the report and any further relevant information. These reports are often shared with partner agencies to ensure a multi-agency approach can be taken to safeguarding.
	S92 Police Officers - CRIMINTs.		51	CRIMINT is a police system which is used to capture intelligence, such as information about properties which may be used for cultivating drugs. Intel shared via partners through the bi-monthly Joint Enforcement Taskforce (JET) meeting also often results in CRIMINT creation. In Q4, the team created 51 CRIMINT reports. This is a reduction on Quarter 3 where 65 were issued.
	S92 Police Officers - Stolen Vehicles.		43	In Q4 the team recovered 43 stolen vehicles which is a very slight decrease from Q3 where the team recovered 46 stolen vehicles. In terms of breakdown 18 of the car thefts were from Havering 4 from Essex, 3 from Barking and Dagenham and 2 from Redbridge. The remainder were cars stolen from across London and Kent. No particular car was highlighted as being particularly targeted. Car Theft remains a priority for Havering, and in an attempt to address this, the team organise regular cross-border operations to stop individuals coming into Havering to steal vehicles.
	S92 Police Officers - Vehicle Seizures.		7	In Q4, the team seized 7 vehicles, which is a decrease from the previous quarter, where 20 vehicles were seized.
	S92 Police Officers - Case Files.		3	In Q4 the team completed 3 case files which is a drop compared to Q3 where 14 were completed. The purpose of these is to pass evidence and information to the courts.

A great Place to love work and enjoy

Theme: We will provide excellent customer service and engage effectively with our communities (Cont.)

Objective	Metric	RAG		Outcome
We will continue to improve the safety of our borough.	S92 Police Officers - CRIS Report.		15	The Crime Reporting Information System (CRIS) is the Metropolitan Police database which captures all allegations of crime. In Q4 the team recorded 15 crime reports compared to Q3 where the team recorded 27 crime reports across Havering, showing a decrease in this quarter. All crimes reported by the Joint Task Force are for the purpose of investigation of crimes that have been specifically identified by the team.
	S92 Police Officers - Ink Pad.		13	The Metropolitan Police Mobile fingerprint system (Ink Pad) is used to support on-street identification of individuals who fall into the Identity Not Known (INK) category. In Q4 the team used it 13 times showing an increase from Q3 where it was used 9 times.
	S92 Police Officers - Tweets.		3	In Q4, the team uploaded 3 tweets, sharing good news stories with followers compared to 12 for the previous quarter. This is a decrease in terms of the team's own tweets. The Council communications team also put out a monthly report on Havering Joint Task Force (HJTF)'s achievements via Living in Havering email newsletter and on social media. The Havering Daily also actively report on the work undertaken by HJTF.
	S92 Police Officers - Total Shifts worked (6 officers).		309	In Q4 the team worked 309 shifts which is slightly lower than the previous quarter (Q3) where, the team worked a total of 311 shifts between 6 officers. The team have all had to attend mandatory training around the New Met, sickness, annual leave and any aid the team have had to be involved in would account for the small decrease in shifts worked.
	The number of under-age sales operations.		8	Although we had set a target of undertaking 10 under-age sales operations, which should equal to 60 visits across the borough, we only completed 8 operations between April 2024 and March 2025. We didn't meet our target due to capacity within the team; however, we did exceed the number of visits (67) within the 8 operations.

A great Place to love work and enjoy

Theme: We deliver safe and affordable housing and community assets

Objective	Metric	RAG		Outcome
We will provide new homes, including affordable homes, for local people.	Percentage of care leavers in suitable accommodation.		96%	<p>Ensuring that our care-experienced young adults live in accommodation that meets their needs is a top priority for the Council in our role as corporate parents. We adhere to clear statutory guidance that defines which types of accommodation are considered suitable. At the end of Q4, 96% of our young adults were living in suitable accommodation, maintaining the same position as the previous quarter and exceeding our target.</p> <p>In addition to providing suitable living conditions, the Council is committed to offering comprehensive support to care leavers. This includes personalised guidance, access to education and employment opportunities, and assistance in addressing the unique challenges faced by those transitioning from care. We are working closely with our housing colleagues in supporting young people moving through our dedicated care leavers supported accommodation. This includes ensuring that young people can evidence their readiness for independent living.</p> <p>A small cohort of care leavers are unfortunately in custody, which of course is classed as unsuitable accommodation. The Council is dedicated to supporting these individuals by providing tailored assistance aimed at their rehabilitation and reintegration into society. This support includes regular contact with their workers, access to educational and vocational training programs, and planning for their accommodation and support needs upon release. Our commitment is to ensure that all care leavers, regardless of their circumstances, receive the necessary support to build a positive future.</p>
We will ensure Council housing and community assets meet all regulatory standards.	Compliance with building safety standards for public (non-residential) buildings.		96%	<p>Compliance is monitored on a range of different performance indicators to ensure statutory compliance. This is undertaken on a monthly basis by the corporate landlord section within the Capital Delivery and Corporate Estates team.</p> <p>The performance at the end of the year (96%) dipped when compared to last quarter (98%) and is slightly below target (97%), this was mainly due to the fact that we were waiting for the 5 Yearly Electrical Inspection Condition Reports to come back. We are chasing the Contractor to complete but going forward we will provide the contractors more notice to carry these reports out.</p>
We will promote good private sector housing for local people.	Number of enforcement actions taken in relation to poor quality HMOs (Houses of Multiple Occupation).		198	<p>There has been an increase in the number of HMO intelligence visits, HMO licensing inspections, and informal warning letters to landlord of suspected HMO's, when compared to last quarter (174) and when compared to the previous year (137).</p>

A great Place to love work and enjoy

Theme: We attract and deliver investment and regeneration opportunities whilst protecting the character of the borough

Objective	Metric	RAG		Outcome
We will maximise the value of regeneration in the borough for the benefit of residents and business.	Total Value of developers financial contributions received through the planning process (S106).		£3,139,026.99	Developer financial contributions received through the planning process (Section 106 agreements) are used to mitigate the impacts of development on the local community and infrastructure. The 2024/25 financial year saw a significant increase in S106 receipts compared to the previous year (£1,260,168.16). This increase was largely due to proactive monitoring and S106 triggers, such as commencement, occupation and/or completion, being met.
	Total Value of developers financial contributions received through the planning process (HCIL).		£190,815.56	As from 1 September 2019 the Council charges a local Community Infrastructure Levy (CIL) on all applicable development located in Havering. The CIL allows local authorities to help fund infrastructure by imposing a financial charge on new developments in their area where these are liable for CIL. The money generated through CIL can be used to support growth by helping to pay for a wide range of infrastructure needed to support and enable growth including parks, schools, community facilities, health facilities and leisure centres. Forecast for CIL receipts this year are not strong based on the strategic development pipeline. The slight reduction of receipts in Q3 is a reflection of fewer number of CIL commencements in the Borough. CIL receipts may be larger in the next quarter if major developments commence.
	The Percentage of developers financial contributions received through the planning process which has been allocated to projects (S106).		82%	Section 106 agreements are legally binding agreements that the Council makes with developers in connection with planning permissions. Agreements contain obligations, either financial or non-financial, which are necessary to offset or mitigate the impacts caused by development to make the development acceptable in planning terms. We continue to see a positive trend for increased allocation of money. Allocation of the Council's S106 monies are published in the annual Infrastructure Funding Statement.
	The Percentage of developers financial contributions received through the planning process which has been allocated to projects (HCIL).		74%	As from 1 September 2019 the Council charges a local Community Infrastructure Levy (CIL) on all applicable development located in Havering. The CIL allows local authorities to help fund infrastructure by imposing a financial charge on new developments in their area where these are liable for CIL. The money generated through CIL can be used to support growth by helping to pay for a wide range of infrastructure needed to support and enable growth including parks, schools, community facilities, health facilities and leisure centres. The figures provided are a percentage of the total CIL received to date some of which has been spent. The percentage of the current CIL balance allocated for spend in Q4 24/25 was at 74%. This is an improved position when compared to last quarter (67% and the same time last year (56%).



A new Riverside park

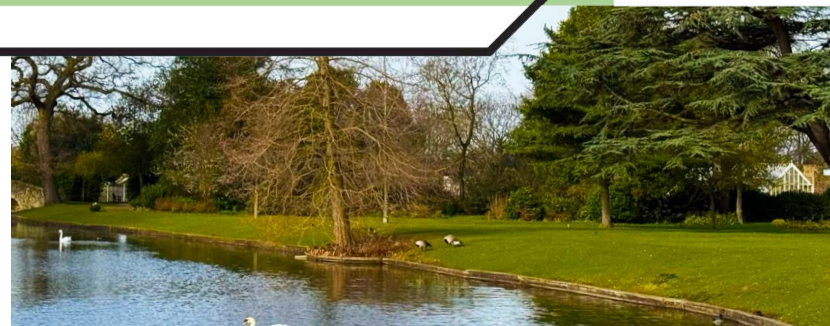
‘Central Park’ is a new 2.5-hectare riverside park in Rainham which officially opened in May 2024. The park sits either side of the River Roding and offers a range of facilities for children and families including a river-themed play trail, encompassing wooden structures and a play area comprising a swing set, jungle gym and climbing structures. The opening of the park was part of the Beam Park Regeneration scheme, which has added incredible changes to the once derelict site of the former Ford manufacturing plant but now offers 1,063 homes along with extensive community facilities including a new nursery, retail spaces and primary school.

A new medical centre

Another part of the Beam Park Regeneration Scheme was a new Medical Centre which opened in October 2024. **The Medical Centre**, which has 22 consulting rooms, three interview rooms, an enhanced treatment room and a brand-new GP surgery gives thousands of residents access to local healthcare services.



Where we Live



'Where we Live' campaign

In October 2024, the council launched a 'Where We Live' campaign, to encourage residents and community groups to work with the Council to help make the borough a cleaner and safer place to be. The objective of the campaign was to empower communities to take pride in their neighbourhoods and love where they live, by encouraging community clean-ups, litter picks and report fly-tipping and grotspots which could be made into more pleasant community spaces.

Five new green spaces

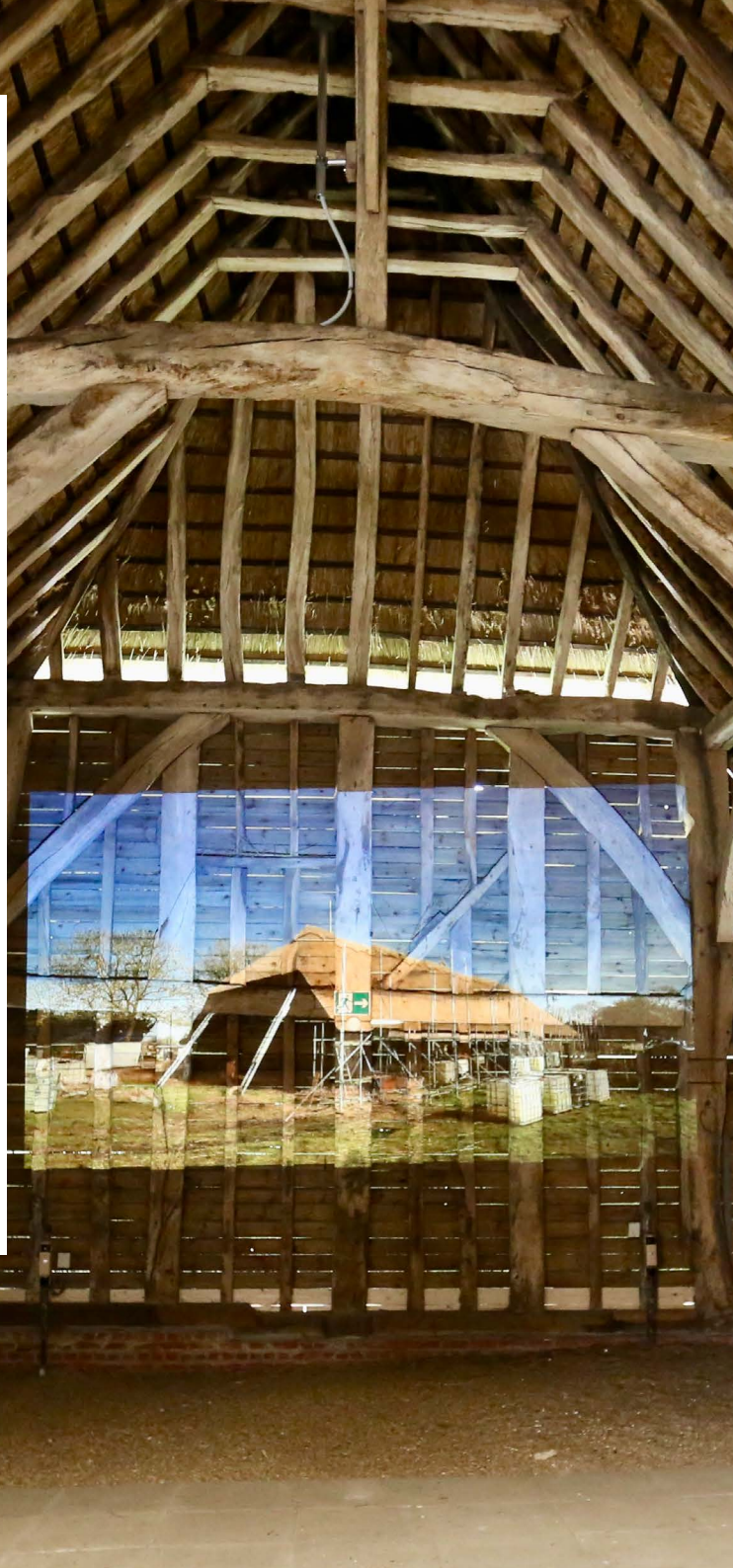
Havering Council formally agreed to adopt five new green spaces which had previously been identified as much-loved sites across the borough. The sites, Gooshays Green, Fleet close, Wennington village green, Hitchin close and Dovers Farm will all remain undeveloped and protected, safeguarding the areas for all future generations.

Cost effective grass-cutting revolution

The Council has invested in a piece of machinery called the Spider Cross Liner mower to assist in grass cutting in our parks, schools and streets across the borough. The versatile, practical and cost-effective remote-control gizmo



can cut vegetation to a height of up to 10 centimetres and at angle of 55 degrees, helping staff to cut difficult-to-reach spaces. The machine was paid for by the parks improvement fund and is proving to be more cost-effective than traditional methods.



Tithe Barn restoration

Work officially started on the major restoration of Tithe Barn in Upminster. The full re-thatching was undertaken in early 2025 by 'Simple Thatch' who have included their traditional boxing hares (Willow and Hunter as named by Year 5 children at Branfield primary School). The Barn will stay closed throughout 2025 as structural timber and brickwork repairs to the building, plus works to help reduce water damage are still to be completed. None of the work could happen without the shared partnership and £650,000 funding from National Highways via the Lower Thames Crossing Scheme and a grant awarded by Historic England in 2024. You can find out more about Tithe Barn and their future event dates [online](#).

Local heritage list update

Our local heritage list, identifying local heritage assets that are a distinctive part of our local historic environment, was updated with an additional 33 assets in September 2024. The historic list identifies local heritage assets that are a distinctive part of our local historic environment, which are important to protect and consider in the planning process. A further 105 nominations were received as part of the public consultation process but was unsuccessful at this time.



Key Challenges for 2025/26

Separate food waste collections

The Government has made separate food waste collections a requirement by law, and all Councils should have them in place by March 2026. Following consultation in October 2024 (1,868 responses were received), where we asked questions like what is included in black bins and what would be required in order to separate food waste to be collected, cabinet agreed the permission to delegate the purchase of food waste caddies and food waste vehicles to Havering Council's Director of Environment, in order to introduce a borough-wide separate food waste collection service. In order to implement this service effectively it will cost the council £3.2m, however the department for Environment, Food and Rural Affairs (DEFRA) have allocated £1.9m, via section 31 grant, towards this cost, leaving a shortfall of £1.3m. On top of this the council will be required to pay £2.725m per year revenue costs to run the service, which is why the Council is lobbying Government for funding for this project. Due to a delay in vehicle manufacturing Havering's Food Waste collection is now anticipated to launch around October 2026.

New affordable homes

Havering faces challenges in delivering new affordable homes through regeneration schemes due to viability pressures, alongside rising construction costs, building safety and increased costs from the Social Housing Regulator's (RSH) inspection. These pressures make projects financially unstable and impact the Council's ability to maintain existing housing stock and expand new housing supply, potentially hindering the delivery of affordable homes.

Enabling a resident focused and resilient council

Theme: We manage our resources well

Objective	Metric	RAG		Outcome
We will manage our money well to set a balanced budget and get maximum value from all our activity.	The cumulative value of our underfunding.		£10m	The annual loss of Social Care Grant is estimated at £10m per year. The recent Government settlement increased Havering's Social Care grant by £3.2m for 2025/26 but continued to use allocation data from over a decade ago. The Government is in the process of reviewing the funding allocation formula and exemplifications are expected in the summer. It is hoped that the revised formula uses up to date relative needs formulae which would potentially result in Havering receiving extra grant of up to £10m for 2026/27.
	Progress on delivering the Climate Change Action Plan.		52%	The action plan provides a framework for the Council to tackle climate change and deliver on its target of becoming carbon neutral by 2040 or sooner. We are 52% of the way to completing all actions by the current plan deadline of 2027, which is a 7% increase since last quarter. 30% of actions were completed in 2024-25. They are: 12 in Built Environment (2 completed actions); 4 in Business Continuity; 26 in Energy (5 completed actions); 17 in People (10 completed actions); 13 in Procurement (5 completed actions); 7 in Public Protection (4 completed actions); 27 in Stakeholder & Community (9 completed actions); 23 in Transport (3 completed actions); 16 in Waste (6 completed actions). Due to the council's financial constraints and the huge cost of implementing the changes to transition to carbon neutral, there is a risk that we will not meet the 2040 target unless more grants/private investment becomes available.
	Reduce CO ₂ emissions from Council activity (Natural Gas).		941.63 tonnes of CO ₂	In 2024-25, 942 tonnes of CO ₂ were emitted from the Council's use of natural Gas. Gas consumption, used for heating the corporate estate, decreased by 988,563 kWh between 2023-24 and 2024-25 and consequently reduced emissions by 81 t CO ₂ e. Reducing the consumption also helped to reduce the annual cost for gas by £204,414.
	Reducing CO ₂ emissions from Council activity (Electricity - Building).		614.9 tonnes of CO ₂	In 2024-25, 615 tonnes of CO ₂ were emitted from the use of electricity in Council buildings. Electricity consumption in the corporate estate has remained relatively constant for the past five years, (3.10m kWh in 2022-23, 3.06m kWh in 2023-24 and 2.97m kWh in 2024-25), however emissions continue to decrease as the National Grid secures an increasing proportion of energy from renewable sources. The cost decreased from £1.15million in 2023-24 to £872,512 in 2024-25.
	Reduce CO ₂ emissions from Council activity (Electricity - Street lighting).		758.0 tonnes of CO ₂	In 2024-25, 758 tonnes of CO ₂ were emitted from the use of electricity in street lighting across Havering. The dimming project is expected to reduce consumption by an estimated 10% in 2025-26.
	Reduce CO ₂ emissions from Council activity (Fleet).		831.61 Tonnes of CO ₂	In 2023-24, 832 tonnes of CO ₂ were emitted from fuel used by the Council's fleet. CO ₂ emissions from the corporate fleet have decreased between 2023-24 and 2024-25. The reasons for this are: (i) GTL fuel is more efficient than diesel. (ii) Larger fleet vehicles are all Euro 6 compliant and operate at peak fuel efficiency. (iii) Drivers are reminded not to leave vehicles idling. (iv) Route mapping / sat navs optimise the most fuel-efficient routes for all vehicles. (v) Not counting private work (i.e. fuel used during non-LBH work e.g. journeys commissioned by other boroughs).

Enabling a resident focused and resilient council

Theme: We will be an employer of choice, with a workforce that reflects our communities

Objective	Metric	RAG		Outcome
We will attract and retain a workforce that is more representative of the community we serve.	Gender Pay Gap (MEAN).		7.5%	<p>The Pay Gap measures the difference between the overall average earnings between two groups of staff within an organisation, regardless of their role or seniority. That difference in the average earnings is the “Pay Gap”.</p> <p>Our Gender Pay Gap is the difference between the average earnings of all women and all men within the workforce. We have a mean Gender pay gap of 7.5%, and a median Gender Pay gap of 6.9% at the end of March 2024.</p> <p>Between 2016/17 and 2018/19 the gender pay gap remained steady around 4.5%, before narrowing to just 2.6% at the end of 2019/20. Following an increase in 2020/21 (to 5.9%) and again in 2021/22 (to 6.4%) the pay gap narrowed slightly to 6.1% in 2022/23 but has increased in 2023/24 to 7.5%.</p> <p>The increase in the pay gap data in 2023/24 is partially due to the transfer out of the street cleansing service October 2023 – this sees around 100 of the lowest paid men removed from the overall data.</p> <p>London Councils provide comparative data, and it should be noted that comparison across councils vary due to the differing of inhouse services.</p>
	Ethnicity Pay Gap (MEAN).		-4.80%	<p>The Pay Gap measures the difference between the overall average earnings between two groups of staff within an organisation, regardless of their role or seniority. That difference in the average earnings is the “Pay Gap”.</p> <p>Our Ethnicity Pay Gap is the difference between the earnings of all White staff and all Ethnically Diverse staff. We have a mean Ethnicity pay gap of Minus 4.8%, and a median Ethnicity pay gap of Minus 11.6%. This means when comparing mean (average) hourly pay, the mean hourly pay of White staff is minus 4.8% compared to Ethnically Diverse staff. Or to put this another way, on average White staff earn slightly over £0.95 for every £1 that Ethnically Diverse staff earn when comparing mean hourly pay.</p> <p>When comparing the median pay point, White staff earn minus 11.6% compared to Ethnically Diverse staff, or to put this another way, White staff earn nearly £0.88 for every £1 that Ethnically Diverse staff earn when comparing the median hourly pay point.</p> <p>This does not mean that Ethnically Diverse staff earn more for doing the same job, or work of a similar value, but simply that Ethnically Diverse staff occupy more of the higher paid positions overall compared to White staff.</p> <p>Benchmarking data has been provided by gov.uk and contains ethnicity pay gap figures for all employees in London for 2022 as at July 2024. The calculation is [median pay for White group - median pay for all combined Black, Asian and Minority Ethnic groups/median pay from White group].</p>
We will identify and focus on the resources and skills needed for the future, including by “growing our own”.	The amount of Apprenticeship Levy spent (£).		£557,433	As at the end of Q4, from a total levy fund of £1,548,937, we have spent £57,433 since April 2024. In addition, we have pledged £500,000 of our levy fund to organisation in the borough to use to support apprentices where they don't pay into the levy. We have confirmed spend to the amount of £285,000 so far for Havering based businesses and apprentices, with a further £60,058 of expired levy funding in the current financial year 24/25. However, with no corporate budget allocated for New Hire Apprentices, as part of organisational cost savings, this has hindered our ability to utilise the levy funding as we would have been able to in previous years.
	The number of Apprenticeships supported (% of the workforce).		102	As at the end Q4 we have 79 corporate learners on programme with a further 23 from our schools (4.4% of the workforce) which is above the 69 target we set at the beginning of the year. We continue to have additional learners schedule to start their apprenticeships moving into the next reporting year, and we have three Care Leaver apprentices now on programme.
We will recognise and reward staff providing excellent customer service (external or internal), driving a continuous improvement culture.	The percentage of staff achieving ‘Performing Well’ or better in their annual Performance Review.		94.3%	<p>The data available for completion rates of 2023/24 PDR cycle. The outcome is based on (of all eligible staff who should have completed their PDR), those who receive performing well (774) or Excelling (223) as a result out of the number of PDRs completed in year (1,057).</p> <p>We currently only have data for completion rates at the 31st December (50.8%), which is an increase on previous years, but the full years data will be available in early 2025/26.</p>

Enabling a resident focused and resilient council

Theme: We will provide excellent customer service and engage effectively with our communities

Objective	Metric	RAG		Outcome
We will improve customer satisfaction levels by modernising the way we work.	The percentage of customers who are satisfied with their interaction with the Council.		76%	<p>The percentage of customers who are satisfied with their interaction with the Council was last captured in 2017/18. In the absence of any recent data, we have treated this as a new indicator and not set a target for 24/25. It is worth noting that currently the results have been taken from the Customer Services' Telephony Contact Centre, and do not capture data from other service areas, that carry out similar satisfaction surveys on their interaction with customers, be it by telephone, online or face to face.</p> <p>It is also worth noting that over 94% of customers (3,498 respondents) feel our advisors are "polite and helpful" though for total satisfaction the score is 76% (2,859 respondents) demonstrating that although the customers are receiving a very professional and helpful experience from the advisors the overall satisfaction level is influenced by a number of factors including:</p> <ul style="list-style-type: none"> • the speed in which a job is completed. • having to report something in the first place. • the decision/outcome. • chasing for a response etc.
	The number of complaints received by the Council.		898	<p>During Quarter 4 we received 898 Complaints, which is an increase in comparison to Quarter 3 (846 complaints) Breakdown by Service Area:</p> <ul style="list-style-type: none"> • Corporate: 830 Stage One Complaints, 55 Stage Two Complaints (93% closed within target). • Children's Services: 50 Stage One Complaints, 7 Stage Two Complaints (85% closed within target). • Adults Services: 26 Stage One Complaints (81% closed on time; no Stage Two process).
	The percentage of enquiries closed within target.		91.5%	<p>As at the end of Quarter 4, we received 1,149 enquiries which is 139 more than last quarter. Of these we closed 1,052 (91.5%) within target.</p> <p>The new Corporate Complaints system for logging members' enquiries is complete. A soft launch will take place in April 2025, which we anticipate 10 Councillors will begin using the new Platform. Throughout May, we will be closely monitor progress and gather feedback to ensure the system meets user needs and expectations and assist in the plan to begin a phased rollout to additional Councillors from June 2025. A soft launch started in April 2025, where councillor's have begun using the platform.</p>
	The percentage of information requests closed within target - FOI / EIR.		73%	<p>While there have been notable efforts to manage 'Freedom or Information (FOI) requests and Environmental Information Regulations (EIR) requests, the current performance levels indicate a need for improvements. Going forward, by addressing the key areas of underperformance, we can enhance our compliance rates and ensure a more efficient and transparent process for handling information requests. Conducting regular reviews of performance metrics will help identify bottlenecks and areas for improvement, coupled with actionable plans to address any identified issues, as well as staff training where needed.</p>
	The percentage of information requests closed within target - SAR's.		81%	<p>To improve the performance of Subject Access Requests (SARs) and achieve the Information Commissioners Offices (ICO)'s expectation of 100% compliance within the legislative period, we will conduct regular audits of SARs. These audits will help identify any discrepancies and areas for improvement. The findings from these audits will be used to make necessary adjustments to the process, ensuring that we meet our compliance goals efficiently and effectively.</p>

Enabling a resident focused and resilient council

Theme: We will provide excellent customer service and engage effectively with our communities (Cont.)

Objective	Metric	RAG		Outcome
We will improve customer satisfaction levels by modernising the way we work.	The average call waiting time for our Customer Contact Centre (seconds).		214 seconds	<p>Since April 2024, the Call Centre has experienced month on month improvement in terms of its average call wait times.</p> <p>Q4, as predicted, proved challenging (particularly March) due to an increase in demand compared with March 2024. With less resource to meet the increased demand resulted in us just above our 24/25 target of 210 seconds (3 mins 30 seconds) with our final outturn figure of 214 seconds (3 mins 34 seconds). Although we are slightly above target, this is still the best performance since 2019/20.</p>
	The average call abandoned rate for our Customer Contact Centre.		8.71%	<p>Since April 2024, as reflected by the average call wait times, the Call Centre has experienced month on month improvement in terms of its average call abandon rates.</p> <p>Despite Q4 proving to be challenging, particularly March experiencing an increased demand compared with March 2024, and with less resource, our final outturn figure of 8.71% ensured we achieved our target of 10% and recorded our best outturn since 2017.</p>
We will engage transparently with our community, including under-represented groups, and promote community trust and belonging.	Levels of satisfaction and trust in the Council.		61%	<p>This has usually been measured by using IPSOS MORI Survey, which is currently prohibitive because of costs. We are currently exploring other ways of measuring satisfaction and trust. As this survey only takes place when there is budget allocated, the 61% is from 2022/23.</p>
We will expand and enhance our online capability.	The percentage of interactions completed online.		78.8%	<p>This captures the percentage of online transactions within the new D365 CRM solution. The direction of travel has been a positive one over the years, with an appetite for customers to go online, increasing year on year and following enhancements to D365 processes, making it easier to report online, including optional log in to the 'My Havering' Portal. Although this KPI only captures the service enquiries built within D365 it still provides a snapshot of the resident's online activity / interaction with the Council.</p> <p>The final outturn figure of 78.8% exceeded the target of 70% continuing to demonstrate the channel shift that has occurred over the years for those services utilising D365. Refinements to D365 and the customer online experience generally has led to greater confidence in our online offering, ensuring customers want to use it again, with a 10% increase on the outturn achieved in 23/24.</p>



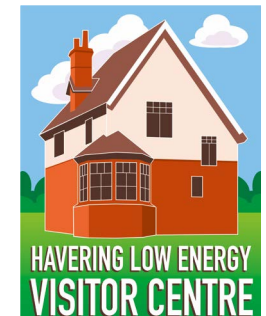
Improving air quality

In order to help us reach our target to be carbon neutral by 2040, the Council's Transport Team transferred 172 vehicles to alternative biofuels to reduce carbon emissions, save money and keep services on the move. The fleet uses approximately 400,000 litres of fuel every year, so by opting for a 50/50 blend of HVO (Hydrotreated Vegetable Oil) and GTL (Gas - to Liquid reduces the total cost of fuel and cuts CO₂ emissions by 45 per cent. The switch from B7 diesel to a Hydrogenated Vegetable Oil (HVO) and Gas-To-Liquid (GTL) biofuel mix will also significantly reduce particulate matter output, improving our air quality.



Low Energy Visitor Centre

One of the actions within our Climate Change Action Plan was the development of the free-to-visit Havering Low Energy Visitor Centre. The Centre showcases various energy saving home improvements to help make it easier for residents and local businesses to learn about the energy saving products and how they will make homes and offices become more efficient, reduce energy bills and help contribute to a greener environment. The Centre, which was shortlisted for two Retrofit Academy CIC Awards (Retrofit Social Value Award and Best Local Authority-Led retrofit programme), has transformed and improved the historic Raphael Park Lodge. It demonstrates a variety of retrofit technologies such as an air source heat pump, mechanical heat recovery and ventilation, vacuum glazing, internal wall insulation and other ways to reduce your carbon footprint.



An anti-discrimination organisation

In 2019, Havering Council asked for personal experiences of staff, on a strictly confidential basis, to help identify the equality, diversity and inclusion challenges that needed to be addressed on the journey to becoming an anti-discrimination organisation and improving the Council for everyone. This information was drawn up into a self-evaluation and provided as part of the Local Government Association's (LGA) Race, Equality, Diversity and Inclusion (READI) Review. The shared understanding with staff was that the information provided was for the LGA team only, however after a lengthy legal challenge and a lot of weighing up the costs of appeals and protecting our staff confidence, the Council took the decision to publish its historic **self-assessment peer review document**.

Anti-Slavery week

The Council marked Anti-Slavery week for the first time in October, raising awareness of modern slavery, human trafficking and exploitation. Officers from across the Council and the local police joined other local authorities and organisations across the country to mark Anti-Slavery Day by helping people spot the signs and report modern slavery practices, as well as offering general advice on how to keep themselves safe.



Ensuring excellent customer service

A main objective of the corporate plan is to ensure “we will provide excellent customer service and engage effectively with our communities”. Customer, Registration & Bereavement Services are key in providing essential frontline services to a wide range of our customers who are not only residents, but many of whom live outside of the Borough.

A busy year for the Registration Service

2024/25 was a particularly busy year for the Registration Service, who are based at Langtons House in Hornchurch, dealing with highly sensitive appointments at the happiest of times, but also the saddest in people’s lives. We saw that more than double the amount of birth registrations were carried out by the service compared to average across the rest of London, whilst also seeing the highest demand for death registration compared to the rest of London. Demand for extra services like British Citizenship ceremonies continue to grow year on year, and the service is lucky to have such a stunning venue in which almost 700 wedding ceremonies were held in 24/25. Our Bereavement Services continued to offer sensitive services for those requiring a funeral, either cremation at the South Essex Crematorium or burial in one of our Cemeteries. A wide range of memorial choices were on offer, extended recently in our newly extended cemetery at Upminster and our expanse of memorial grounds continued to be maintained to high standards, providing a tranquil place for bereaved families to visit. In 2024/25 we also saw the refurbishment of our chapels at the South Essex Crematorium and the installation of a visual tribute system in our East Chapel, enhancing the experience for our bereaved families.

Customer Service team excellence

Our Customer Services team continue to provide excellent frontline services to residents via not only the Contact/ Call Centre, but the Appointment Centre based at the Town Hall and also now support the main Town Hall reception area for visitors who require support without an appointment. It’s also responsible for providing an excellent online experience too for our customers, demonstrated with the launch of the new website, in June 2024.

New Customer Service Strategy

Whilst we continued to see a rise in the demand for our services, we took a look at our ambitions for our customer services team. Setting out our ambition within the new **Customer Service Strategy**, approved by Cabinet in July 2024, allowed us to build on existing good practice, bringing the customer voice into the centre of how we design services in the future, whilst thinking about the limited resources we have. The new strategy sets out our Customer Service Standards, which residents can expect from us regardless of service or method of contact through a One Council approach. We aspire to deliver excellent customer service in every interaction we have with our residents, businesses and other stakeholders. We want our customers to be satisfied with the services they receive from us, so by providing excellent customer service through getting this right first time will help us both reduce our costs, through reducing failure demand whilst also improving the customer experience for our residents.



Key Challenges for 2025/26

Proposed financial reforms

The new Government have proposed a reform of the funding system and multi-year financial settlements but the work on this is only just commencing for implementation in 2026/27. For 2025/26 the Government has provided extra grant funding but has not updated its formulae resulting in a poor financial settlement for Havering. The Council also did not receive any of the £600m Recovery grant which has instead been allocated to high deprivation, low taxbase authorities.

Higher employer National Insurance (NI) costs

The Local Government finance settlement has therefore failed to address Havering's financial situation in any meaningful way. The autumn budget also introduced higher employer NI costs and whilst the Council is likely to receive a grant to mitigate its own costs, this will not apply to providers. The Council will negotiate the best rates possible with providers, but it is inevitable that a proportion of the NI increase will be reflected in future rates. The expectation will be for providers to fund the NI increases directly as this is a tax change introduced by the government.



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