

	CLEAN Havering will be clean and we will care for the environment	SAFE People will be safe, in their homes and in the community	PROUD Our residents will be proud to live in Havering
Supporting our community By spending money on things that matter most <ul style="list-style-type: none"> - clean, safe streets, parks and town centres - protecting people in need - supporting local firms to grow and create jobs - energising towns to improve the quality of life 	<p style="text-align: center;">Cleaner Havering</p> <ul style="list-style-type: none"> - Keep the borough as clean as possible by using our resources as efficiently as possible - Promote recycling and waste reduction to reduce waste tonnages going to landfill and minimise forecast increases in disposal costs - Manage our refuse collection services efficiently and effectively - Tackle congestion and improve traffic management particularly around high risk areas such as schools - Maintain and win Green Flags for our parks <p style="text-align: center;">Protecting our environment</p> <ul style="list-style-type: none"> - Improve the energy efficiency of vulnerable households by improving insulation and heating systems - Promote and enable improved air quality, working with key stakeholders - Improve nature conservation and increase biodiversity in parks and green spaces - Work with neighbouring authorities and external agencies to tackle environmental crime 	<p style="text-align: center;">Safer communities</p> <ul style="list-style-type: none"> - Work with the police and other partners to reduce overall levels of crime and fear of crime - Support victims of violence, domestic abuse and anti-social behaviour and work to tackle the causes of such crimes - Protect residents from poor food hygiene, rogue traders and scams - Support the community to be prepared for emergency situations such as flooding - Utilise planning powers to promote public safety - Continue to provide a high quality, responsive Parks Protection service <p style="text-align: center;">Protecting people in need</p> <ul style="list-style-type: none"> - Effectively manage demands on our services so that we can deliver timely and proportionate interventions for vulnerable people. - Build on improvements to the quality of placements for children in care, improving the timeliness of permanency and enhancing outcomes for care leavers. - Work with health partners to reduce A&E attendance and unnecessary hospital and care home admissions by providing high quality, integrated community health and social care services - Support those who care for vulnerable relatives - Work with the voluntary and community sector to support people and communities to look after themselves and each other where possible 	<p style="text-align: center;">Supporting business to create jobs</p> <ul style="list-style-type: none"> - Support local businesses, including start-ups, and promote investment in Havering <p style="text-align: center;">Energising towns to improve quality of life</p> <ul style="list-style-type: none"> - Deliver the right high quality housing schemes to meet the needs of our changing community - Deliver economic vitality in town centres - Promote cultural activity in our town centres, focusing on Hornchurch and Romford - Continue to work towards delivering the new Romford Leisure Centre in 2018 - Promote libraries as community hubs and IT access points <p style="text-align: center;">Promoting Civic Pride</p> <ul style="list-style-type: none"> - Promote the culture and attractions of Havering to existing residents and new visitors alike - Strengthen civic pride through the celebration of local and national heritage, traditions and institutions - Improve our housing and estates, so our tenants are proud of where they live
Using our influence By bringing <ul style="list-style-type: none"> - more jobs, homes, schools and transport to Havering - balance growth of business centres with protection of 'green Havering' - encourage people to do the right things - keep Havering tidy, be good neighbours and lead healthier lives 	<p style="text-align: center;">Protecting 'green' Havering</p> <ul style="list-style-type: none"> - Process planning applications efficiently in order that the Council maintains its statutory responsibility for Planning - Use planning policy to encourage environmentally friendly development - Develop and adopt a new Local Plan which balances attractive development with protection of the green belt - Work with partners to protect and enhance Havering's natural and built heritage - Encourage 'green' schools by introducing schemes for composting, biomass, etc. - Clean land contaminated through previous industrial use as part of the planning process <p style="text-align: center;">Keeping Havering tidy</p> <ul style="list-style-type: none"> - Work with residents to encourage behaviour change and community responsibility to keep the borough clean and tidy - Take action against fly-tippers and vandals who spoil Havering for others - Work with food businesses to reduce litter 	<p style="text-align: center;">Safer communities</p> <ul style="list-style-type: none"> - Develop a range of housing option solutions to prevent residents from becoming homeless - Work with partners to tackle young people's vulnerability to mental health issues, drugs, alcohol, gangs and radicalisation - Consolidate learning to ensure that we continue to provide effective and coordinated services for children at risk of child sexual exploitation - Promote healthier lifestyles to help residents live well for longer - Continue to work with health partners to integrate our social care and health services to produce better outcomes for local people - Work with partners to deliver the Health and Wellbeing Strategy - Continue to improve the quality and effectiveness of social work interventions and improve the experience for children, families and adults - Ensure that feedback from children and their families, adults and carers is sought and acted upon in order to improve the quality of interventions 	<p style="text-align: center;">More jobs, homes and schools</p> <ul style="list-style-type: none"> - Influence the quality of private housing and the places where people live - Improve the educational attainment of all our children and young people <p style="text-align: center;">Promote Havering as a destination of choice for residents, businesses and visitors</p> <ul style="list-style-type: none"> - Work with partners to deliver vibrant economic growth - Work with education partners to equip Havering's residents with the skills they need - Encourage residents to play an active part in their communities through volunteering - Work with partners, including TfL and Crossrail, to improve transport links and interchange facilities - Increase the number of residents in paid employment - Deliver a new library in Harold Hill and the Broxhill Sports Park, and restore Langtons Gardens
Leading by example By running a low-cost Council that respects you by using money wisely <ul style="list-style-type: none"> - work with others to reduce costs - help people do business with us at any time - hold ourselves to high standards 	<p style="text-align: center;">Protecting our environment</p> <ul style="list-style-type: none"> - Ensure the waste collection fleet meets new emission standards for a cleaner environment - Promote renewable energy schemes such as solar panels on Council buildings <p style="text-align: center;">Helping people do business with us</p> <ul style="list-style-type: none"> - Make reporting issues easier and more cost-effective through the use of new technology - Participate fully in the East London Waste Authority (ELWA) in order to ensure value for money for Havering and mitigate the financial and environmental risks of sending waste to landfill 	<p style="text-align: center;">Safer and affordable care</p> <ul style="list-style-type: none"> - Deliver affordable social care - Support social care staff to practice effectively within the ethos of the Care Act and Children and Families Act. - Work with BHRUT on workforce planning - Councillors and senior officers will act as good 'corporate parents' for looked after children by monitoring and supporting their progress as they grow - Councillors and senior officers will act as good "corporate guardians" for adults who lack mental capacity to make decisions about aspects of their lives 	<p style="text-align: center;">Working with others to reduce costs</p> <ul style="list-style-type: none"> - Seek to maximise funding for Havering through lobbying and attracting other external funds - Continue to work through the Debt Management Board to monitor and manage down levels of debt owed to the Council - Improve online access to the Council - Be clear about our customer service standards and hold ourselves to account for fulfilling these - Focus resources where they deliver best value. - Think more commercially in regards to our assets and resources to generate more income - Continue to work with other boroughs in Local London to make the case for devolution and to secure better funding and resources for Havering <p style="text-align: center;">Holding ourselves to high standards</p> <ul style="list-style-type: none"> - Attract, retain and develop high performing staff - Continue to provide transparent and accessible information about how we are performing and what we are spending

“Havering will be clean and we will care for the environment”

		Performance Targets / Critical Success Factors
<p>Supporting our community</p> <p>By spending money on things that matter most</p> <ul style="list-style-type: none"> - clean, safe streets - protecting people in need - supporting local firms to grow and create jobs - energising towns to improve the quality of life 	<p>We will...</p> <p>Cleaner Havering</p> <ul style="list-style-type: none"> - Keep the borough as clean as possible by using our resources as efficiently as possible - Promote recycling and waste reduction to reduce waste tonnages going to landfill and minimise forecast increases in disposal costs - Manage our refuse collection services efficiently and effectively - Tackle congestion and improve traffic management particularly around high risk areas such as schools - Maintain and win Green Flags for our parks <p>Protecting our environment</p> <ul style="list-style-type: none"> - Improve the energy efficiency of vulnerable households by improving insulation and heating systems - Promote and enable improved air quality, working with key stakeholders - Improve nature conservation and increase biodiversity in parks and green spaces - Work with neighbouring authorities and external agencies to tackle environmental crime 	<ul style="list-style-type: none"> - Implement and embed the new working model for Public Realm services - Deliver the street care capital programme ensuring money allocated to street and pavements improvements is effectively prioritised and spent to allocation during the year - Submit successful bids for TfL's Local Improvement Programme (LIP) funding, to allow continued improvement of the infrastructure and openness of our town centres - Increase the number of parks with Green Flag Status to 11 - Remove reported Streetcare flytips within 1 day - Implement the Safer Schools Programme - Results of customer satisfaction surveys
<p>Using our influence</p> <p>By bringing</p> <ul style="list-style-type: none"> - more jobs, homes, schools and transport to Havering - balance growth of business centres with protection of 'green Havering' - encourage people to do the right things - keep Havering tidy, be good neighbours and lead healthier lives 	<p>Protecting 'green' Havering</p> <ul style="list-style-type: none"> - Process planning applications efficiently in order that the Council maintains its statutory responsibility for Planning - Use planning policy to encourage environmentally friendly development - Develop and adopt a new Local Plan which balances attractive development with protection of the green belt - Work with partners to protect and enhance Havering's natural and built heritage - Encourage 'green' schools by introducing schemes for composting, biomass, etc. - Clean land contaminated through previous industrial use as part of the planning process <p>Keeping Havering tidy</p> <ul style="list-style-type: none"> - Work with residents to encourage behaviour change and community responsibility to keep the borough clean and tidy - Take action against fly-tippers and vandals who spoil Havering for others - Work with food businesses to reduce litter 	<ul style="list-style-type: none"> - Process 65% of major applications within 13 weeks - Process 65% of minor applications within 8 weeks - Process 80% of other applications within 8 weeks - No more than 35% of appeals are allowed against refusal of planning permission - Adopt a new Local Plan in 2016/17 - Implement the Community Infrastructure Levy (CIL) - Increase the number of volunteers active as Friends of Parks by 10% - Decrease waste tonnage to 85,386 tonnes - Continue to run the cleaner Havering campaign, focusing on dog mess, fly tipping and takeaway food refuse - Engage 256 volunteers in community clean up schemes - Work with the Environment Agency and other appropriate authorities to prevent major fly tipping hot spots, holding multi-agency meetings quarterly to review hot spot issues - Results of customer satisfaction surveys
<p>Leading by example</p> <p>By running a low-cost Council that respects you by using money wisely</p> <ul style="list-style-type: none"> - work with others to reduce costs - help people do business with us at any time - hold ourselves to high standards 	<p>Protecting our environment</p> <ul style="list-style-type: none"> - Ensure the waste collection fleet meets new emission standards for a cleaner environment - Promote renewable energy schemes such as solar panels on Council buildings <p>Helping people do business with us</p> <ul style="list-style-type: none"> - Make reporting issues easier and more cost-effective through the use of new technology - Participate fully in the East London Waste Authority (ELWA) in order to ensure value for money for Havering and mitigate the financial and environmental risks of sending waste to landfill 	<ul style="list-style-type: none"> - Keep the ELWA levy contribution within the budget allocation within the council's overall budget strategy - Use ecological solutions in parks and country parks wherever appropriate by retaining and developing heritage cart horse schemes and increasing composting within parks maintenance.

“People will be safe, in their homes and in the community”

	We will...	Performance Targets / Critical Success Factors
<p>Supporting our community</p> <ul style="list-style-type: none"> - By spending money on things that matter most - clean, safe streets - protecting people in need - supporting local firms to grow and create jobs - energising towns to improve the quality of life 	<p>Safer communities</p> <ul style="list-style-type: none"> - Work with the police and other partners to reduce overall levels of crime and fear of crime - Support victims of violence, domestic abuse and anti-social behavior and work to tackle the causes of such crimes - Protect residents from poor food hygiene, rogue traders and scams - Support the community to be prepared for emergency situations such as flooding - Utilise planning powers to promote public safety - Continue to provide a high quality, responsive Parks Protection service <p>Protecting people in need</p> <ul style="list-style-type: none"> - Effectively manage demands on our services so that we can deliver timely and proportionate interventions for vulnerable people. - Build on improvements to the quality of placements for children in care, improving timeliness of permanency and enhancing outcomes for care leavers. - Work with health partners to reduce A&E attendance and unnecessary hospital and care home admissions by providing high quality, integrated community health and social care services - Support those who care for vulnerable relatives - Work with the voluntary and community sector to support people and communities to look after themselves and each other where possible 	<ul style="list-style-type: none"> - Reduce the percentage of repeat DV cases going to the Multi-Agency Risk Assessment Conference (MARAC) to 24.5% - Reduce the number of anti-social behaviour incidents to 4,642 - Reduce the number of total notifiable offences to XXXX(MOPAC target not yet available) - 20 new in-house foster carers will be recruited, resulting in a total of 90 in-house foster carers - 40% of looked after children (LAC) will be placed in in-house foster care - 70% of looked after children (LAC) placements will last at least 2 years - 70% of LAC who leave care at 18 will remain living with their foster carers (Staying Put) - Reduce the rate of permanent admissions of people aged 18-64 to residential and nursing care homes to 12 per 100,000 population - Reduce the rate of permanent admissions of people aged 65+ to residential and nursing care homes to 598.1 per 100,000 population - Maintain the rate of delayed transfers of care attributable to Adult Social Care (ASC) only at 1 per 100,000 population - 16% of looked after children who ceased to be looked after will cease as a result of permanency (Adoption and Special Guardianship) - 75% of children will wait less than 14 months between entering care and moving in with their adopting family - 80% of care proceedings will be completed in under 26 weeks
<p>Using our influence</p> <ul style="list-style-type: none"> - By bringing - more jobs, homes, schools and transport to Havering - balance growth of business centres with protection of 'green Havering' - encourage people to do the right things - keep Havering tidy, be good neighbours and lead healthier lives 	<p>Safer communities</p> <ul style="list-style-type: none"> - Develop a range of housing option solutions to prevent residents from becoming homeless - Work with partners to tackle young people's vulnerability to mental health issues, drugs, alcohol, gangs and radicalisation - Consolidate learning to ensure we continue to provide effective and coordinated services for children at risk of child sexual exploitation - Promote healthier lifestyles to help residents live well for longer - Continue to work with health partners to integrate our social care and health services to produce better outcomes for local people - Work with partners to deliver the Health and Wellbeing Strategy - Continue to improve the quality and effectiveness of social work interventions and improve the experience for children, families and adults. - Ensure that feedback from children and their families, adults and carers is sought and acted upon in order to improve the quality of interventions. <p>Safer and affordable care</p> <ul style="list-style-type: none"> - Deliver affordable social care - Support social care staff to practice effectively within the ethos of the Care Act and Children and Families Act. - Work with BHRUT on workforce planning - Councillors and senior officers will act as good 'corporate parents' for looked after children by monitoring and supporting their progress as they grow - Councillors and senior officers will act as good "corporate guardians" for adults who lack mental capacity to make decisions about aspects of their lives 	<ul style="list-style-type: none"> - Continued minimal use of B&B accommodation for homeless households - Deliver the Violence Against Women and Girls (VAWG) Strategy and Action Plan - Deliver the Serious Group Violence Strategy and Action Plan - Deliver the local PREVENT Plan - Achieve 50% successful completion of drug treatment (opioids and non-opioids) - Deliver the performance targets set out in the Health and Wellbeing Strategy - 80% of children and families will report that Early Help services made an improvement to their assessed needs - No more than 10% of children becoming the subject of a Child Protection Plan will be subject to a Plan for a second or subsequent time within 2 years - Increase the percentage of older people (aged 65+) who are still at home 91 days after discharge from hospital into reablement services to 87% - Increase the percentage of adults with learning disabilities who live in their own home or with their family to 63.5% - Increase the percentage of adults in contact with secondary mental health services living independently to XX% (target yet to be set by NELFT) - Increase the percentage of people using social care who receive self-directed support and those receiving direct payments to 83% - Increase the percentage of direct payments as a proportion of self-directed support to 42% - 95 carers will receive self-directed support - 95 carers will receive a direct payment - Develop and implement a redesign of home care provision - Implement the Shared Lives pilot scheme in Havering by September 2016 - Support the planning and modelling of an Accountable Care Organisation (ACO) across Barking and Dagenham, Havering and Redbridge
<p>Leading by example</p> <ul style="list-style-type: none"> - By running a low-cost Council that respects you by using money wisely - work with others to reduce costs - help people do business with us at any time - hold ourselves to high standards 		

“Our residents will be proud to live in Havering”

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<p>Using our influence</p> <p>By bringing</p> <ul style="list-style-type: none"> - more jobs, homes, schools and transport to Havering - balance growth of business centres with protection of 'green Havering' - encourage people to do the right things - keep Havering tidy, be good neighbours and lead healthier lives 	<p>More jobs, homes and schools</p> <ul style="list-style-type: none"> - Influence the quality of private housing and the places where people live - Improve the educational attainment of all our children and young people <p>Promote Havering as a destination of choice for residents, businesses and visitors</p> <ul style="list-style-type: none"> - Work with partners to deliver vibrant economic growth - Work with education partners to equip Havering's residents with the skills they need - Encourage residents to play an active part in their communities through volunteering - Work with partners, including TfL and Crossrail, to improve transport links and interchange facilities - Increase the number of residents in paid employment - Deliver a new Library in Harold Hill and the Broxhill Sports Park, and restore Langtons Gardens 	<ul style="list-style-type: none"> - Increase the number of apprentices (aged 16-18) recruited in the borough to 690 - Maintain the percentage of 16-19 year olds (school years 12-14) who are not in education, employment or training (NEET) at 4% - 60% of young people leaving care will be in education, employment or training at age 18 and at age 21 - Increase the number of volunteers assisting in the running of library services to 380 - 80% of Early Years providers (PVI settings and child minders only) will be judged Good or Outstanding by Ofsted - 80% of schools will be judged Good or Outstanding by Ofsted - 681 free early years education offers will be extended to disadvantaged 2 year olds. - 8.7% of adults with a learning disability will be in paid employment - Increase the number of adults in contact with secondary mental health services in paid employment to XXX (target yet to be set by NELFF) - Reduce the average void to re-let time to 14 days
<p>Leading by example</p> <p>By running a low-cost Council that respects you by using money wisely</p> <ul style="list-style-type: none"> - work with others to reduce costs - help people do business with us at any time - hold ourselves to high standards 	<p>Working with others to reduce costs</p> <ul style="list-style-type: none"> - Seek to maximise funding for Havering through lobbying and attracting other external funds - Continue to work through the Debt Management Board to monitor and manage down levels of debt owed to the Council. - Improve online access to the Council - Be clear about our customer service standards and hold ourselves to account for fulfilling these - Focus resources where they deliver best value. - Think more commercially in regards to our assets and resources to generate more income - Continue to work with other Boroughs in Local London to make the case for devolution and to secure better funding and resources for Havering <p>Holding ourselves to high standards</p> <ul style="list-style-type: none"> - Attract, retain and develop high performing staff - Continue to provide transparent and accessible information about how we are performing and what we are spending 	<ul style="list-style-type: none"> - Maintain levels of debt as currently benchmarked - Collect 97% of Council Tax - Continue to process new Housing Benefit / Council Tax Support claims within 20 days - Continue to process changes in circumstances of Housing Benefit / Council Tax Support claimants within 12 days - Collect 98% of National Non-Domestic Rates (NINDR) - Complete 95% of Corporate Complaints within 15 days - Complete 95% of Member enquiries within 15 days - Maintain the percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice at 95% - 85% of customers will be satisfied with the Contact Centre - Increase the number of online transactions as a percentage of all transactions to 50% - Implement and embed a new corporate performance management system