

Vision: Havering; making a Greater London

Communities making Havering

Outcome: Healthy and Active Lives						
Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency	
1. We will help residents to make good lifestyle choices so that they are less likely to experience poor health and need help from public services.	- The number of people who die from preventable causes like deprivation, accidents, and air quality – but not related to clinical care, per 100,000 population	Public Health	Partnership PI	Extensive list of partners and dependencies in health, community and private sector	Annual (3-year rolling period)	
2. We will work with health and community partners to tackle health inequalities including obesity and smoking; and the harm caused by drug and alcohol abuse	-Rates of reoffending for those individual offenders completing drug and alcohol treatment referrals (measured through a follow up 6 months after completion)	Policy, Performance & Community	Partnership PI	Police, probation services, health partners and community organisations	Annual	
	- % people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services <i>(to be revised in the next 2 – 4 months)</i>	Adult Social Care	Partnership PI	BHRUT and other health and community partners	Annual (Q4 only)	
Outcome: A good start for every child to reach their full potential						
Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency	
3. We will ensure that every child has access to a great education. We will support our primary and secondary schools to develop a strong strategy to achieve the best outcomes for Havering’s children.	-School readiness - % of children achieving a good or better level of development at age 5 (EYFSP)	Children’s Services	Partnership PI	Academy and private schools, nurseries and community groups, Regional Schools Commissioner	Annual (Dec/Jan)	
4. We will help families that need support to provide children with a consistent and stable family environment, giving them the best start in life and a happy childhood.	-% children in good or outstanding schools	Children’s Services	Partnership PI	Academy and private schools, Regional Schools Commissioner	Annual	
	- Pupil progress in 8 subjects, from the end of primary school to the end of secondary school (“Progress 8” score)	Children’s Services	Partnership PI	Academy and private schools, Regional Schools Commissioner	Annual	
	-% of children in care placed permanently (through a Special Guardianship Order, adoption or long term fostering)	Children’s Services	Council PI	Number of fostering placements available, decisions of the courts	Quarterly	

Outcome: Families and communities look after themselves and each other						
Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency	
5. We will work with communities to develop resilient and inclusive neighbourhoods. This will be achieved through engaging with communities about issues that matter to them.	-Number of volunteers supporting Council services	Policy, Performance and Community	Council PI	Support from the Havering Volunteer Centre	Quarterly	
	-Placeholder: Reported outcomes for residents delivered by the community and voluntary sector [linked to recommissioned services – to be in place by September 2017)	Adult Social Care	Partnership PI	Community and voluntary sector partners	Annual	
	-Carers receiving a needs assessment or review and a specific carer's service, or advice and information	Adult Social Care	Council PI	N/A	Annual	
Outcome: Supporting vulnerable residents in our communities						
Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency	
6. We will continue to work with partners to provide the most vulnerable people in our communities with the most efficient and effective social care services.	-Number of families assisted in finding their own housing solution/prevented from becoming homeless per month	Housing	Council PI	Charities and community groups	Quarterly	
	- The proportion of repeat victims of domestic abuse	Policy, Performance and Community	Partnership PI	Police, housing providers, charities and community groups	Quarterly	
7. We will ensure that children and young people in and leaving our care enjoy stability and are supported to succeed in all areas of their lives.	- % of care leavers in both suitable education, employment or training and suitable accommodation	Children's Services	Partnership PI	Education partners, charities and community groups, local employers, housing providers	Quarterly	
8. We will offer adults in care the choice and control they need to work towards more independent and stable lives.	-Number of adults and older people who can choose how their support is provided to meet agreed health and social care outcomes in the year (self-directed support)	Adult Social Care	Council PI	NELFT, CCG, other health partners, charities and community groups	Quarterly	
	-The number of instances where an adult patient is ready leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfers of care)	Adult Social Care	Partnership PI	BHRUT, other health partners, charities and community groups	Quarterly	
	Placeholder: Residents reporting good outcomes from their community service (home care service) (under development)	Adult Social Care	Partnership PI	Commissioned provider	Quarterly	
	-Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Adult Social Care	Partnership PI	Health and elderly care partners	Quarterly	

Places making Havering

Outcome: A clean, safe environment for all						
	Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency
9.	We will work with enforcement agencies and local residents to make sure people feel safe and are safe.	-The level of waste per head of population presented to ELWA	Environment	Partnership PI	DEFRA, local businesses, environmental organisations.	Annual but narrative provided each quarter.
10.	We will work with partners to provide a high-quality environment for residents, businesses and visitors. The borough will have streets, neighbourhoods and public spaces that are clean and well-maintained.	-Local plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme - The number of Burglary offences - The number of non-domestic violence with injury offences - The number of anti-social behaviour (ASB) offences -Making Safeguarding Personal: % of cases where desired outcomes were expressed and these were either partially or fully met	Regulatory Services Policy, Performance and Community Policy, Performance and Community Policy, Performance and Community Adult Social Care	Council PI Partnership PI Partnership PI Partnership PI Council PI	N/A Police, charities and community groups Police, charities and community groups Police, charities and community groups N/A	Annual but narrative provided each quarter. Quarterly Quarterly Quarterly Quarterly
Outcome: High-quality homes						
	Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency
11.	High-quality, suitable and affordable homes will be delivered to meet the needs of the growing population and support economic growth.	-Selection of a delivery partner for the 3500 homes to be built through the HRA regeneration programme by 2025	Housing	Council PI	N/A	Annual but narrative provided each quarter
12.	We will continue to invest in our housing stock, ensuring decent, safe and high standard properties are provided for our residents.	-% of council homes that meet the decent homes standard which ensures standards of fitness, structure, energy efficiency and facilities in council properties.	Housing	Council PI	N/A	Quarterly

Outcome: Award-winning parks and open spaces						
	Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency
13.	We will continue to work with residents to improve our award-winning parks and open spaces	- Number of Green Flag Awards	Environment	Council PI	Friends of Parks groups	Annual
14.	Our parks and open spaces will provide opportunities for sport, entertainment and healthy recreation, encouraging our residents to be fit and active.					
Outcome: A vibrant cultural and leisure destination						
	Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency
15.	Our residents will have access to vibrant culture and leisure facilities wherever they live.	- Commence construction of a new Market House in Romford, and deliver the transformation support programme.	Economic Development	Council PI	N/A	Annual
16.	Working with our partners we will continue to invest in our town centres to provide a distinct offer that will attract businesses, residents and visitors.					

Opportunities making Havering

Outcome: First class business opportunities						
	Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency
17.	We will provide first-class business opportunities by supporting commercial development opportunities.	- Approved planning applications for (new or extended) commercial floor space over 100 sqm	Regulatory Services, supported by Economic Development	Council PI	Local economy/local businesses	Annual (data is provided more frequently but there is a large time lag)
		-Number of jobs created and safeguarded through Economic Development's London Riverside Programmes	Economic Development	Partnership PI	Local economy/local businesses	Quarterly
18.	We will facilitate the expansion of CEME and capitalise on the London Riverside Opportunity Area.	-Number of investment enquiries to the Borough converted into a new business or expansion	Economic Development	Council PI	Local economy/local businesses	Quarterly
19.	We will continue to attract inward investment and actively support the government's target to spend a third of its budget on small businesses by 2020.					

Outcome: High-quality skills and careers						
Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency	
20. We will continue to set an example for businesses by developing the skills of our workforce by supporting traineeships, apprenticeships and graduate programmes.	- % of 16-18 year olds who are known to be in education, employment or training	Children's Services	Partnership PI	Education partners, Regional Schools Commissioner, charities and community groups, local job market / economy	Annual	
21. We will work with businesses to secure investment in high-quality skills and careers including through the new Apprenticeship Levy.						
Outcome: Dynamic development and infrastructure						
Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency	
22. We will deliver a number of development projects, such as the Romford Leisure Development, to attract more investment, businesses and visitors to the borough.	- New Romford Leisure Development opened by Spring 2018	Culture and Customer Access	Partnership PI	SLM (Leisure Contractor)	Annual	
	- New Hornchurch Sports Centre planning application approved and contract let to build to the new centre	Culture and Customer Access	Partnership PI	SLM (Leisure Contractor)	Annual	
Outcome: A thriving local economy						
Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency	
23. We will work with employers, investors and partners to ensure sustainable economic growth that generates local wealth and opportunities.	-Proportion of businesses showing employment growth	Economic Development	Partnership PI	Dependant on local businesses / economy	Annual	
	-Number of developments approved (over 1,000 sq m for commercial / employment floor space or 150 dwellings) with an obligation attached requiring a Skills and Training Plan	Regulatory Services	Council PI	Dependant on local businesses / economy	Quarterly	
	-Number of business Head Quarters attracted into the borough	Regulatory Services	Partnership PI	Dependant on local businesses / economy	Annual	

Connections making Havering

Outcome: A digitally-enabled borough						
Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency	
24. We will work with businesses and partners to improve Broadband and Wifi connectivity across the borough,	- Improved Socitm score for the www.havering.gov.uk website	Culture and Customer Access / Transformation	Council PI	N/A	Annual	

	benefiting those who live, work and visit Havering.	- Avoidable customer contact for Customer Services	Culture and Customer Access / Transformation	Council PI	N/A	Quarterly
25.	We will be more connected to our residents and businesses through an accessible and easy-to-use new website and will support residents to become more confident to access council services online.					
Outcome: Capitalising on our location and connectivity						
	Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency
26.	We will promote Havering's key connections to central London, as well as its national and international links.	- Delivery of public realm improvements at the borough's three Crossrail stations by March 2018	Economic Development	Partnership PI	TfL	Annual
27.	We will enable residents to capitalise on Havering's location with the opening of the borough's three Crossrail stations by 2019 and Beam Park station by 2020.	- Completion of Governance for Railway Investment Projects (GRIP) stage 3 at Beam Park station by November 2017	Economic Development	Partnership PI	Network Rail	Annual
Outcome: Fast and accessible transport links						
	Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency
28.	We will enhance our transport network to ease congestion within the borough.	-Improve air quality in the borough by reducing the level of NO2	Regulatory Services	Partnership PI	TfL, Central Government, GLA, DEFRA, other LBs, businesses, health and environmental organisations, vehicle manufacturers, community groups, various London Partnerships.	Annual but narrative provided each quarter.
29.	We will continue to lobby for improved transport infrastructure to support regeneration and place shaping.					
Outcome: Access to jobs and opportunities						
	Delivery and Implementation	Proposed Indicators	Service	Council PI / Partnership PI	Key partners / dependencies	Frequency
30.	We will ensure that residents are able to access employment and training opportunities locally.	-Proportion of adults with learning disabilities in paid employment	Adult Social Care	Partnership PI	Dependant on local employers / local economy; NELFT	Quarterly
31.	Through investment in business development and the improving transport network, we will ensure that the borough maximises employment, high quality skills and career opportunities	-Proportion of adults in contact with secondary mental health services in paid employment	Adult Social Care	Partnership PI	NELFT Mental Health Services	Quarterly

	Survey	Perception / Engagement PIs				
1.	Police public attitude survey	<ul style="list-style-type: none"> To what extent are you worried about crime in the area? To what extent are you worried about ASB in the area? 	Policy, Performance and Community	Partnership PI Partnership PI	Police, charities and community groups	Quarterly
2.	LGA/Populus Survey	<ul style="list-style-type: none"> Satisfaction with the way Havering Council runs things Satisfaction with Havering as a place to live Strength of belonging to the local area Trust in Havering council 	Communications	Council PI Partnership PI Partnership PI Council PI	N/A Various private and public sector partners and agencies	Biennial
3.	Housing Status Survey	<ul style="list-style-type: none"> Taking everything into account, how satisfied or dissatisfied are you with the service provided by LBH Housing Services? How satisfied or dissatisfied are you that LBH Housing Services listens to your views and acts upon them? 	Housing	Council PI Council PI	N/A N/A	Annual Annual
4.	Adult Social Care Survey Carers Survey	<ul style="list-style-type: none"> Which of the following statements best describes how much control you have over your daily life? Overall how satisfied or dissatisfied are you with the care and support services that you receive? Which of the following statements best describes how safe you feel? Overall, how satisfied or dissatisfied are you with the support or services you and the person you care for have received from Social Services in the last 12 months? In the last 12 months, do you feel you have been involved or consulted as much as you wanted to be, in discussions about the support or services provided to the person you care for? In the last 12 months, have you found it easy or difficult to find information and advice about support, services or benefits? 	Adult Social Care Adult Social Care	Partnership PI Council PI Partnership PI Council PI Council PI Council PI	Various public sector partners and agencies N/A Police, charities and community groups, health services N/A N/A N/A	Annual (Quarterly will also soon be possible) Annual
5.	Children's Services	<ul style="list-style-type: none"> Proportion of families who show continued overall progress after initial assessment. 	Children's Services	Council PI	N/A	Annual
6.	Public Health Outcomes Framework	<ul style="list-style-type: none"> Percentage of respondents scoring 0-4 in response to the question "Overall, how happy did you feel yesterday?" 	Public Health	Partnership PI	Various public sector partners and agencies	Annual

		<ul style="list-style-type: none"> Percentage of respondents scoring 6-10 in response to the question "Overall, how anxious did you feel yesterday?" 	Public Health	Partnership PI	Various public sector partners and agencies	Annual
7.	Annual resident survey	Questions to cover Environment services TBC	Environment	TBC	TBC	Annual