

Appendix C: Community Cohesion Corporate Performance Monitoring

Focus Area	Priority Area	Key Actions	Measures of Performance	KPI	Timescale	Lead
Community Development and Wellbeing	1. Establishment of a Community Engagement and Cohesion Forum. We will engage with all communities, by listening and responding appropriately to concerns, complaints and satisfaction levels.	<ul style="list-style-type: none"> • Forum TOR drafted • Working with community groups, equality partnerships and forums to improve consultation and engagement with the Council through the delivery of the Council Voluntary Sector Strategy • Using available data and neighbourhood profiles to evidence changes in communities, highlight community needs and to inform the development and delivery of Community initiatives through the delivery of the Data Warehouse • Equipping communities with the skills and knowledge to 	<ul style="list-style-type: none"> • Increased levels of volunteering within Havering. • An effective Special Purpose Vehicle in place that allows the voluntary sector to work in partnership to bid for funding and contracts. • Positive results from satisfaction surveys with staff and feedback from local communities 	<ul style="list-style-type: none"> • Number of volunteers supporting council services • Reported outcomes for residents delivered by the community and voluntary sector • Satisfaction with the way Havering Council runs things • Satisfaction with Havering as a place to 	<p>June 2019</p> <p>Sept 2020</p> <p>October</p>	Corporate Diversity Advisor

		<p>deliver services on behalf of the Council through the delivery of the Council's Volunteering Strategy and Community Hubs</p>		<p>live</p> <ul style="list-style-type: none"> • Strength of belonging to the local area • Trust in Havering Council 	2019	
Community Safety	2. Our residents will feel safe and protected in their homes and neighbourhoods.	<ul style="list-style-type: none"> • The development and implementation of an annually refreshed community safety plan • The development and implementation of a Corporate Hate Crime Profile • Working with partners to prevent local residents being drawn into extremist 	<ul style="list-style-type: none"> • Reductions in violent crime and burglary within Havering • Increases in reporting of hate crime and domestic abuse in Havering. • A reduction in 	<ul style="list-style-type: none"> • Reduction in the number of violence with injury offences • Reduction in the proportion of repeat victims of domestic abuse 	<p>March 2020</p> <p>Jan 2019</p> <p>On-going</p>	Chief Operating Officer - Neighbourhoods

		<p>behaviour, through the development and implementation of an annually refreshed PREVENT plan.</p> <ul style="list-style-type: none"> Disrupting gang activity, organised crime groups and criminals involved in the supply of drugs through the production of a refreshed Serious Group Violence Strategy 2017-2021. Reducing reoffending through the delivery of the Reducing Reoffending Strategy 2016-2020. Ensuring protection and support services for children, young people and adults at risk of danger and harm from sexual exploitation through the delivery of the LSCB CSE Strategy 2017. Improving support and interventions provided for victims of domestic abuse 	<p>repeat victimisation for hate crime and domestic abuse in Havering</p> <ul style="list-style-type: none"> Reduced levels of reoffending in Havering Reductions in the perceptions of crime in Havering as measured by the Police public attitude survey 	<ul style="list-style-type: none"> Reductions in the rate of re-offending for those individual offenders completing drug and alcohol treatment referrals Reduction in the percentage of residents worried about crime in the Borough A reduction in the percentage of residents worried about ASB in the Borough 	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>	
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		<p>and their families through the delivery of Violence against Women and Girls strategy 2017-21</p> <ul style="list-style-type: none"> • Delivery of an annually refreshed Community Safety communications plan to address the disproportionate fear of crime in Havering. 			Annual	
Economic wellbeing	3. To ensure our economic and physical regeneration activity supports the creation of safe strong cohesive communities.	<ul style="list-style-type: none"> • Developing new housing zones across the Borough. • Reducing disparities in educational attainments across protected characteristics by ensuring that people are supported through their learning journey and have equal access to all learning opportunities. • Working closely with our local businesses to ensure that learning is aligned to current and future business need, including through the 	<ul style="list-style-type: none"> • A growing economy with rising employment, catering for a range of skill sets to meet the demands and changing needs of the local economy. • Increased take up of learning opportunities across all age groups. • Increased number 	<ul style="list-style-type: none"> • Increase in the percentage of homeless preventions and reliefs (homelessness resolved without the provision of temporary accommodation) • Selection of delivery partner for new homes to be built 	<p>March 2022</p> <p>March 2019</p>	<p>Director of Neighbourhoods and Housing</p> <p>Director of Children's Services</p> <p>Chief Operating Officers</p>

		<p>development of a new Employment and Skills Plan and Economic Development Strategy.</p> <ul style="list-style-type: none"> • Providing support and advice to people impacted by welfare reforms. • Bringing together Havering's creative community and empowering them to take charge of developing their own cultural future. • Encourage a regular programme of high quality outdoor arts events, including street arts and local shows. • Encouraging, in partnership with local leisure providers, access to our sporting and leisure venues by making them safe and accessible to all. 	<p>of children and adults in education or employment</p> <ul style="list-style-type: none"> • Increased employment sites that support business investment and expansion. • A reduction in the impact of Welfare Reform through the provision of welfare /income maximisation advice 	<p>through the HRA regeneration programme by 2025</p> <ul style="list-style-type: none"> • Increase in the percentage of children achieving a good or better level of development at age 5 (EYFSP) • Increase in the percentage of children in good or outstanding schools • Pupil progress in 8 subjects, from the end of primary school to the end of secondary 	<p>Ongoing</p> <p>March 2020</p> <p>On-going</p> <p>On-going</p>	
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				<p>school</p> <ul style="list-style-type: none"> • Number of Green Flag awards • Percentage of 16-18 year olds who are known to be in education, employment or training 		
Community Development and wellbeing	<p>4. We will have reduced inequalities in health and wellbeing across communities in Havering.</p> <p>People who use our services will have a healthy life expectancy and an improving quality of life.</p>	<ul style="list-style-type: none"> • Supporting Havering residents to lead healthy, active lifestyles by providing access to good quality leisure facilities and open spaces and through the provision of information and advice. • Reducing the impact of alcohol and drugs through the delivery of the Drug and Alcohol Strategy 2016 -2020. • Implementing strategies to improve mental wellbeing and support those suffering 	<ul style="list-style-type: none"> • Increased take up of mental ill health and wellbeing services • An increase in the number of older and vulnerable people who have access to services that allow them to live independently either in their own homes or cared for in the community. 	<ul style="list-style-type: none"> • Number of Green Flags awards for our parks. • Reductions in the number of people who die from preventable causes (not linked to clinical care) per 100,000 population 	<p>Ongoing</p> <p>March 2020</p>	<p>Director of Neighbourhoods</p> <p>Director of Public Health</p> <p>Director of Adults Social Care</p>

		<p>from mental ill health.</p> <ul style="list-style-type: none"> • Working with agencies to develop and provide services that allow older and vulnerable people to live independently either in their own homes or cared for in the community. • Providing and facilitating support for carers to assist more people to be cared for at home. • Developing and implementing initiatives to reduce social isolation. • Minimising the impact of welfare reform through the provision of welfare /income maximisation advice. • Developing the use of integrated impact assessments to assess (and mitigate where possible) the health, equality and community cohesion impacts 	<ul style="list-style-type: none"> • Increased support for carers, allowing more people to be cared for at home. 	<ul style="list-style-type: none"> • Reductions in the rate of re-offending for those individual offenders completing drug and alcohol treatment referrals • Percentage of people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services • The number of instances where an adult patient is ready leave 	<p>Ongoing</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>Ongoing</p>	
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		of our functions, policies and strategies.		<p>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)</p> <ul style="list-style-type: none"> • Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+) • Carers receiving a needs assessment or review and a specific carer's 	March 2020	
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				<p>service, or advice and information</p> <ul style="list-style-type: none"> • Reported outcomes for residents delivered by the community and voluntary sector • Residents reporting good outcomes from their community service (home care service) 		
Our Workforce	5. Havering will have a talented workforce able to meet the challenges of the future	<ul style="list-style-type: none"> • Developing a Corporate People Strategy that sets out the vision for the workforce of the future. • Ensuring that anyone delivering services on behalf of the Council will understand Havering's vision 	<ul style="list-style-type: none"> • A skilled workforce enabled to meet the challenges facing local govt. • Improved staff retention rates • Reduced sickness 	<ul style="list-style-type: none"> • Strategy in place • Training programme in place • All staff to complete E&D 	<p>On-going</p> <p>On-going</p>	<p>Head of Learning</p> <p>Managing Director of oneSource</p>

		<p>and understand the importance of fairness dignity and respect in delivering those services</p> <ul style="list-style-type: none"> • Developing a workplace environment where all members of our workforce are treated with dignity and respect. • Ensuring that any impacts arising from our change or restructuring programmes on workforce diversity are identified and appropriate mitigating actions put in place. • Ensure that organisational learning from Employment Tribunals (ETs) and other processes is captured and implemented where possible. • Developing and delivering focused equality and diversity training to meet skills gaps, this includes 	<p>and absence levels for Council employees</p> <ul style="list-style-type: none"> • Positive results from satisfaction surveys with staff. 	<p>mandatory e-learning within 6 months of joining the organisation</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>On-going</p>	
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		training for Councillors /Elected Members.				
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