

Our Living Ambition Vision is to provide Havering's residents with the highest possible quality of life, in a borough that thrives on its links to the heart of the capital, without ever losing the natural environment, historic identity and local way of life that makes Havering unique					
GOALS	ENVIRONMENT	LEARNING	TOWNS AND COMMUNITIES	INDIVIDUALS	VALUE
STRATEGIC OBJECTIVES <i>What we are trying to achieve</i>	1. A CLEAN, SAFE AND GREEN BOROUGH	2. CHAMPION EDUCATION AND LEARNING FOR ALL	3. ECONOMIC, SOCIAL AND CULTURAL OPPORTUNITIES IN THRIVING TOWNS AND VILLAGES	4. VALUE AND ENHANCE THE LIVES OF OUR RESIDENTS	5. HIGH CUSTOMER SATISFACTION AND A STABLE COUNCIL TAX
STRATEGIC OUTCOMES <i>What success will look like</i>	1.1 Local people more involved in keeping the local environment clean, tidy and safe 1.2 Low rates of crime and the perception of crime 1.3 Increased recycling rates and reduced waste and landfill 1.4 Energy efficiency and sustainable practices promoted 1.5 Natural and built environment enjoyed by local communities and visitors alike 1.6 Improvements in traffic management and congestion	2.1 First class learning opportunities for early years, children and young people 2.2 Council resources focused on early years settings, schools and pupils who need our support most 2.3 Maximise opportunities for young people's musical participation and learning 2.4 Good education, training and skills development opportunities for young people 2.5 Reduced adult skills gap between Havering and the rest of London	3.1 Local people are actively involved in place shaping and the co-production of services to meet community needs 3.2 Cohesive communities where people work together to address neighbourhood issues 3.3 Housing that local people can afford and best use of Council social housing for those in greatest need 3.4 Increased inward investment and support for local business to achieve economic growth 3.5 Growth areas developed to provide opportunities for investment, business and local people 3.6 Culture and leisure play a key part in community life and Havering's heritage and history is celebrated	4.1 Holistic and integrated services that are tailored to the needs of the individual or family and targeted at those who most need our help 4.2 A focus on prevention and early intervention to improve the wellbeing of individuals and families who need specific help 4.3 Improved choice and control over the health and social care people receive, including community-based support 4.4 Partnership working to ensure access to the best possible health and care services 4.5 Lower levels of preventable ill health and people leading healthier lives 4.6 Access to 'early help offer' for children and young people most at risk	5.1 Transformed services that are delivered in the most efficient way possible, where customers are able to access information and self-serve 5.2 Havering receives the best deal possible from changes in how local government is funded 5.3 A transparent, less bureaucratic and more open Council 5.4 High customer satisfaction with the Council
KEY ACTIVITIES <i>How we will deliver our objectives</i>	<ul style="list-style-type: none"> Deliver the Cleaner Havering programme and enhance the cleanliness of the borough (1.1) Work with partners to maintain low crime rates and make people feel safer (1.2) Promote recycling and waste reduction and reduce the amount of waste that goes to landfill (1.3) Invest in energy efficiency schemes and address fuel poverty (1.4) Deliver a programme of environmental improvements (1.5) Work with Transport for London and Crossrail to improve transport links (1.6) Tackle congestion and improve traffic management through parking control (1.6) 	<ul style="list-style-type: none"> Seek sufficient provision of high quality pre-school and primary school places for 0-11 year olds (2.1) Strengthen partnership working with and between all learning providers to ensure children stay safe, thrive and have lifelong success (2.2) Develop robust quality assured processes, understood by all partners, that enables early intervention where providers show early signs of failure (2.2) Develop the Music Hub, led by Havering Music School, through strengthened partnership working across the cultural sector (2.3) Produce a borough-wide '14-19 Curriculum Map' to identify choices available to students (2.4) Raise the participation age in development of provision for 14-25 year olds and beyond, including apprenticeships and employers skills training (2.4) Develop a literacy strategy to improve partnership working and raise literacy levels (2.4) Through the Community Learning Strategy, maximise learning opportunities for residents and employers to reduce the adults skills gap between Havering and the rest of London (2.5) Promote learning opportunities to continually develop the skills of Council staff (2.5) 	<ul style="list-style-type: none"> Widen community participation through activities such as those outlined in the community engagement and youth strategies (3.1, 3.2) Encourage local people to play an active part in their communities through local interest groups (3.2) Deliver 250 units of affordable housing in partnership (3.3) Implement new allocations tenancy strategies to ensure best use of Council housing (3.3) Attract inward investment and support local businesses (3.4) Review and deliver Harold Hill, Hornchurch, Rainham and Romford regeneration programmes (3.5) Deliver the culture strategy and place culture at the heart of quality of life (3.6) Deliver civic pride events such as the Havering Show (3.6) Work with the private sector to deliver a new leisure facility in Romford (3.6) Complete the planned restoration works to Raphael Park and Langton's Garden (3.6) Maintain Havering's green spaces to a high standard and protect the green belt through our planning policies (3.6) 	<ul style="list-style-type: none"> Provide safe services that are tailored to the needs of the individual or family (4.1) Deliver the Troubled Families project to provide early intervention and assistance for families who need specific help (4.1, 4.2) Deliver more community-based support, including volunteer-led schemes such as Havering Circle, and provide reablement services and assistive technologies to help people live independently (4.3) Expand the availability of extra care housing options for vulnerable adults to help them live independently in the community (4.3) Through the Health and Wellbeing Board, work with health partners, including the Clinical Commissioning Group, to ensure the best possible health outcomes and care services in Havering (4.4) Support improvements in access and quality of services provided by Queen's Hospital (4.4) Focus activities on preventing ill-health and encourage healthier lifestyles (4.5) Deliver the falls strategy to reduce the incidence and impact of falls on older people (4.5) Improve access to our 'early help offer' for children and young people most at risk (4.6) 	<ul style="list-style-type: none"> Explore opportunities to share services or deliver in partnership, including with customers through co-production (5.1) Commission goods and services that provide best value for money (5.1) Maximise opportunities for new ways of working that ensure we continue to improve (5.1) Use customer insight to shape interventions with customers and target services at those most in need (5.1) Educate customers so they feel informed and manage expectations (5.1) Improve accessibility to the Council, including self-service for customers (5.1) Seek to maximise funding for Havering (5.2) Ensure any rise in council tax in Havering is kept to a minimum (5.2) Provide accessible and transparent information on how we are performing (5.3) Attract, retain and develop high performing staff, supported by effective people management practices (5.4) Utilise resources and promote customer service to maintain residents' satisfaction with the Council (5.4)
MEASURES AND TARGETS <i>How we will know we have achieved our objectives</i>	<ul style="list-style-type: none"> The amount of fly posting will remain at 1% or less by 2014 (1.1) The number of fly tip incidences will reduce from 2972 in 2012 to 2440 by 2014 (1.1) The % of residents who feel local streets are clean and tidy will be maintained at 74% by 2014 (1.1) The number of anti-social behaviour crimes reported will reduce from 6092 in 2012 to 5970 by 2013 (1.2) The number of residential burglaries reported will reduce from 2075 in 2012 to 1909 by 2013 (1.2) Household waste recycled will increase from 35% in 2012 to 37% by 2014 (1.3) Residual household waste will reduce from 653kg in 2012 to 645kg by 2014 (1.3) Greenhouse gas emissions from our estate and operations will reduce 1% year on year from 25700 tonnes in 2012 (1.4) 	<ul style="list-style-type: none"> The % of 3 and 4 year olds who have access to an early education entitlement place if their parents wish will increase from 86% in 2012 to 90% by 2014 (2.1) The offer of Early Years Education to vulnerable young children will increase to 40% in line with national requirements by 2014 (2.1) The % of children with a good level of achievement in Early Years Foundation Stage will increase from 59% in 2011 to 63% by 2014 (2.1) The number of schools where fewer than 60% of pupils achieve Level 4 or above in both Maths and English will remain at 0 by 2014 (2.2) The % of 16-19 year olds (school years 12-14) who are not in education, employment or training will reduce from 4.5% in 2012 to 4% by 2014 (2.3) The number of apprenticeships on offer in the borough will increase from 320 in 2012 to 480 by 2014 (2.3) 	<ul style="list-style-type: none"> Residents' satisfaction with the area as a place to live will increase from 75% in 2010 to 78% by 2014 (3.1, 3.2) The % of residents who feel that people get on well together in their neighbourhood will increase from 70% in 2010 to 73% by 2014 (3.2) The number of new affordable homes will increase from 178 per year in 2010 to 250 per year by 2014 (3.3) The % of decent Council homes will increase from 40% in 2012 to 80% by 2014 (3.3) The number of businesses accessing advice through regeneration initiatives will increase from 666 in 2012 to 700 by 2014 (3.4) Residents' satisfaction with library services will increase from 81.5% in 2010 to 83.5% by 2014 (3.5) The % residents who feel their local park is clean and tidy will be maintained at 73% by 2014 (3.5) 	<ul style="list-style-type: none"> The % of placements lasting at least two years will increase from 51% in 2012 to 85% by 2014 (4.1) The % of people using social care who receive self-directed support will increase from 45% in 2012 to 65% by 2014 (4.3) The % of people who having undergone reablement return to Adult Social Care within 91 days and require an ongoing service will reduce from 7.8% in 2012 to 7% by 2013 (4.3) There will be a year on year increase in the number of careline and telecare users in the borough from 3366 in 2012 by 2014 (4.3) The number of extra care housing units within the borough will increase from 88 in 2012 to 306 by 2014 (4.3) The % of residents that give up their time to volunteer will increase by 2014 (4.3) Outcomes in the priority health issues identified in the Health and Wellbeing Strategy will improve by 2014 (4.4) Acute admissions as a result of falls or fall injuries for over 65s will reduce from 1733 in 2012 to 1473 in 2013 and then reduce year on year after this (4.5) NEW The provision of 'early help' identified in the early help strategy will be strengthened by 2014 (4.6) 	<ul style="list-style-type: none"> Spend will be maintained within budget up to 2014 (5.1) The % of council tax collected will increase from 96.62% in 2012 to 97.50% by 2014 (5.1) The % of national non-domestic rates collected will increase from 96.7% in 2012 to 97.5% by 2014 (5.1) NEW The total number of self-service transactions across all media will increase by 2014 (5.1) The % of residents who feel informed about what the Council does will increase from 44% in 2010 to 47% by 2014 (5.3) The amount of avoidable contact will remain at 6% or less by 2014 (5.4) Customer satisfaction with the Contact Centre will remain above 85% by 2014 (5.4)