

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 Community taking responsibility for keeping the environment clean and tidy 1.2 Havering is one of the safest boroughs in London 1.3 Increased recycling and less waste going to landfill 1.4 Reduced energy costs for the Council and residents 1.5 Natural and built environment enjoyed by local communities and visitors alike 1.6 Good infrastructure and transport links to the Capital and surrounding areas	2.1 Every child has access to excellent education and learning opportunities 2.2 Council resources focused on early years settings, schools and pupils who most need our support 2.3 Maximise opportunities for musical participation and learning 2.4 Young people are supported to realise their potential 2.5 Reduced adult skills gap between Havering and the rest of London	3.1 Communities are resilient and self-supporting 3.2 Cohesive communities where people are respectful and welcoming of different cultures 3.3 Housing that local people can afford and best use of Council social housing for those in greatest need 3.4 An enterprising economy that supports established and new businesses 3.5 Maximise local employment and work opportunities 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 meet 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 Lower levels of preventable ill health and people leading healthier lives 4.5 Access to 'early help offer' for children and young people most at risk	5.1 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 5.5 Services cost less to run and are more efficiently delivered
KEY ACTIVITIES <i>How we will deliver our objectives</i>	<ul style="list-style-type: none"> Continue to promote community clean-ups and self-reporting online (1.1) Work with partners to maintain low crime rates and keep roads safe to make people feel safer (1.2) Promote recycling and waste reduction and reduce the amount of waste that goes to landfill (1.3) Maximise potential of energy efficiency schemes (1.4) Deliver the cold weather befrienders scheme to tackle fuel poverty (1.4) Deliver a programme of environmental improvements, incorporating nature conservation and biodiversity (1.5) Deliver the Air Quality Action Plan to improve the health of residents (1.5) Work with partners, including Transport for London and Crossrail, to improve transport links and better interchange facilities (1.6) Tackle congestion and improve traffic management through parking control, highway improvement schemes and Smarter Travel (1.6) 	<ul style="list-style-type: none"> Ensure the provision of high quality pre-school and primary school places for 0-11 year olds (2.1) Focused support for children with Special Educational Needs (2.2) Close the performance gap across all Key Stages for those children in receipt of Free School Meals and their peers (2.2) Develop the Music Hub, led by Havering Music School, through strengthened partnership working across the cultural sector (2.3) Continue to promote apprenticeships and employers skills training (2.4) Continue to work with private and voluntary partners and roll out the young people assets framework in the Youth Strategy (2.4) Reduce the adults skills gap between Havering and the rest of London (2.5) Work with educational partners to equip Havering's workforce with the skills needed by local businesses (2.5) 	<ul style="list-style-type: none"> Promote health and wellbeing of individuals and communities (3.1) Re-commission lifestyle services providing access to holistic support for reducing smoking, harmful drinking and obesity (3.1) Encourage local people to play an active part in their communities through volunteering (3.1) Develop projects that promote diversity and acceptance (3.2) Deliver 250 units of affordable housing and influence the quality of private housing and the places where people live (3.3) Implement new offer of support to local businesses and promote investment in Havering (3.5) Review and deliver Harold Hill, Rainham and Romford regeneration programmes, including new libraries in Rainham and Harold Hill (3.5) Deliver the culture strategy and place culture at the heart of quality of life, including civic pride events and a new state-of-the-art leisure facility in Romford (3.6) In partnership, maintain and enhance Havering's green spaces to a high standard, including restoration of Raphael Park, Langton's Garden, Broxhill Sports Park and Central Park, and promote them as a visitor destination (3.6) Work with partners to protect local heritage and celebrate Havering's history (3.6) 	<ul style="list-style-type: none"> Provide safe services that are tailored to the needs of the individual or family (4.1) Work with Havering Clinical Commissioning Group to ensure the best possible health outcomes and care services through joint commissioning and locality based integrated models of working (4.1) Support improvements in access, discharge and quality of services provided by Queen's Hospital and the creation of a Joint Assessment and Discharge Team (4.1) Deliver the Troubled Families project to provide early intervention and assistance for families who need specific help (4.2) Deliver more community-based support, including volunteer-led schemes, 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) Commission services to reduce the combined impact of drugs, alcohol and domestic violence on vulnerable groups, including troubled families (4.4) Improve access to our 'early help offer' for children and young people most at risk (4.5) 	<ul style="list-style-type: none"> Improve accessibility to the Council, including self-service for customers to report, pay and apply online (5.1) Evidence-led commissioning of goods and services that provide best value for money (5.1) Seek to maximise funding for Havering through lobbying and attracting other external funds (5.2) Provide accessible and transparent information on how we are performing and what we are spending (5.3) Attract, retain and develop high performing staff, supported by effective people management practices (5.4) Continue to improve customer satisfaction (5.4) Commit to sharing services with other partners, such as the new shared service with London Borough of Newham (5.5)
MEASURES AND TARGETS <i>How we will know we have achieved our objectives</i>	<ul style="list-style-type: none"> The number of fly tip incidences will be less than 3500 by 2015 (1.1) The number of anti-social behaviour crimes reported will reduce from 6092 in 2012 to XXXX by 2015 (1.2) The number of residential burglaries reported will reduce from 2075 in 2012 to 1764 by 2015 (1.2) The number of people killed and seriously injured in road traffic accidents will be less than 75 by 2015 (1.2) Household waste recycled will increase from 35% in 2012 to 36% by 2015 (1.3) Residual household waste will reduce from 653kg in 2012 to 640kg by 2015 (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 early years providers, PVI settings and childminders only, judged good or outstanding by Ofsted will increase to 75% by 2015 (2.1) 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 96% by 2015 (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 2015 (2.2) The achievement gap between pupils eligible for free school meals and their peers will reduce to 20% KS2 and 23% KS4 by 2015 (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 2015 (2.3) The number of apprentices recruited in the borough will increase from 320 in 2012 to 630 by 2015 (2.3) 	<ul style="list-style-type: none"> The number of residents accessing lifestyle services and changing behaviour will increase (3.1) The % of residents that give up their time to volunteer will be more than 25% by 2015 (3.1) Residents' satisfaction with the area as a place to live will more than 76% by 2015 (3.2) The % of residents who feel that people get on well together in their neighbourhood will be more than 66% by 2015 (3.2) The number of new affordable homes will increase from 178 per year in 2010 to 250 per year by 2015 (3.3) A further 1290 homes will be made decent by 2015 (3.3) The number of businesses accessing advice through regeneration initiatives will increase from 666 in 2012 to 800 by 2015 (3.4) Residents' satisfaction with library services will be more than 81% by 2015 (3.5) 	<ul style="list-style-type: none"> The % of children's placements lasting at least two years will increase from 51% in 2012 to 70% by 2015 (4.1) Unplanned hospitalisation for chronic ambulatory care sensitive conditions will reduce by 2015 (4.1) The % of people using social care who receive self-directed support and those receiving direct payments will increase from 45% in 2012 to 75 % by 2015 (4.3) The % of people who having undergone reablement return to Adult Social Care 91 days after completing reablement and require an ongoing service will reduce from 7.8% in 2012 to 6% by 2015 (4.3) The number of careline and telecare users in the borough will increase from 3366 in 2012 to 5000 by 2015 (4.3) 	<ul style="list-style-type: none"> The % of council tax collected will increase from 96.62% in 2012 to 97% by 2015 (5.1) The % of national non-domestic rates collected will be maintained at 96.5% by 2015 (5.1) The % of residents who feel informed about what the Council does will be more than 42% by 2015 (5.3) Customer satisfaction with the Contact Centre will remain above 85% by 2015 (5.4)