

*“We want our residents to be **proud** to live in Havering”*

	We will...	Performance Targets / Critical Success Factors
<p><b>Supporting our community</b></p> <p>By spending money on things that matter most</p> <ul style="list-style-type: none"> <li>- clean, safe streets</li> <li>- protecting people in need</li> <li>- supporting local firms to grow and create jobs</li> <li>- energising towns to improve the quality of life</li> </ul>	<ul style="list-style-type: none"> <li>- Support local businesses, including start-ups, and promote investment in Havering</li> <li>- Establish a housing company to support local people to access good quality housing</li> <li>- Support the viability and vitality of our town centres</li> <li>- Regenerate Romford Market to bring in new traders and attract more shoppers</li> <li>- Support the delivery of Beam Reach railway station and opportunities afforded by Crossrail</li> <li>- Promote cultural activity in our town centres, focusing on Hornchurch and Romford</li> <li>- Deliver the new Romford Leisure Centre in 2016/17</li> <li>- Establish Rainham as a an attractive new garden suburb</li> <li>- Promote libraries as community hubs</li> <li>- Promote the culture and attractions of Havering to existing residents and new visitors alike</li> <li>- Strengthen civic pride through the celebration of local and national heritage, traditions and institutions</li> <li>- Improve our housing and estates, so our tenants are proud of where they live</li> </ul>	<ul style="list-style-type: none"> <li>- 500 businesses accessing advice through regeneration initiatives</li> <li>- Secure £2,000,000 net external funding through regeneration initiatives</li> <li>- Gain Housing Zone status for Rainham</li> <li>- Funding package in place for Beam Reach Railway</li> <li>- Housing company established</li> <li>- Complete 90% of housing repairs on time (including contractors)</li> <li>- 100% of estate inspections achieve the target score</li> <li>- Reduce the collective retail and leisure vacancy rate for the seven town centres to 2% below the national average vacancy rate for town centres</li> <li>- Increase the number of volunteers assisting in the running of library services to 360</li> <li>- Romford Leisure Centre starts on site mid 2015</li> <li>- New Strategy for the market adopted during 2015</li> <li>- Deliver the annual Havering Show</li> <li>- Deliver the annual Romford Christmas Lights Switch On</li> <li>- Reduce the average housing void to re-let time to 22 days</li> </ul>
<p><b>Using our influence</b></p> <p>By bringing</p> <ul style="list-style-type: none"> <li>- more jobs, homes, schools and transport to Havering</li> <li>- balance growth of business centres with protection of ‘green Havering’</li> <li>- encourage people to do the right things - keep Havering tidy, be good neighbours and lead healthier lives</li> </ul>	<ul style="list-style-type: none"> <li>- Work with partners for vibrant economic growth</li> <li>- Work with education partners to equip Havering’s young people and adults with the skills needed by local businesses</li> <li>- Support local voluntary and community organisations and encourage residents to play an active part in their communities through volunteering</li> <li>- Continue to work with private and voluntary sector partners to implement the young people’s assets framework</li> <li>- Deliver 250 units of affordable housing (net) and influence the quality of private housing and the places where people live</li> <li>- Attract new private sector housing</li> <li>- Support excellence in schools through access to high quality early education, expanded schools, academies and free schools and improve the educational attainment of our most vulnerable children</li> <li>- Work with partners, including Transport for London and Crossrail, to improve transport links and interchange facilities</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the number of apprentices (aged 16-18) recruited in the borough to 660</li> <li>- Reduce the percentage of 16-19 year olds (school years 12-14) who are not in education, employment or training (NEET) to 4%</li> <li>- Deliver 300 affordable homes (gross)</li> <li>- 90% of 3 and 4 year olds have access to an early education place if their parents wish</li> <li>- 80% of Early Years providers (PVI settings and child minders only) are judged Good or Outstanding by Ofsted</li> <li>- 76% of schools are judged Good or Outstanding by Ofsted</li> <li>- 64% of young people leave care with at least one GCSE at grade A*-C</li> <li>- Narrow the achievement gap between disadvantaged pupils and their peers at Key Stage 2 to 16%</li> <li>- Narrow the achievement gap between disadvantaged pupils and their peers at Key Stage 4 to 28%</li> </ul>
<p><b>Leading by example</b></p> <p>By running a low-cost Council that respects you by using money wisely</p> <ul style="list-style-type: none"> <li>- work with others to reduce costs</li> <li>- help people do business with us at any time</li> </ul> <p>hold ourselves to high standards</p>	<ul style="list-style-type: none"> <li>- Seek to maximise funding for Havering through lobbying and attracting other external funds</li> <li>- Continue to develop shared and traded services that reduce costs whilst maintaining Havering’s autonomy</li> <li>- Improve accessibility to the Council, including self-service for customers to report, pay and apply online</li> <li>- Reduce bureaucracy and provide accessible and transparent information on how we are performing and what we are spending</li> <li>- Attract, retain and develop high performing staff, supported by effective people management practices</li> <li>- Deliver the ‘A Job that Matters’ recruitment campaign</li> </ul>	<ul style="list-style-type: none"> <li>- Collect 96.7% of Council Tax</li> <li>- Collect 98% of National Non-Domestic Rates (NNDR)</li> <li>- Collect 93% of Leaseholder Service Charge Arrears (excluding major works)</li> <li>- Reduce the percentage of rent arrears against rent debit to 2.5%</li> <li>- Complete 95% of Corporate Complaints within 15 days</li> <li>- No more than 10% of Corporate Complaints escalate to Stage 2 of the procedure</li> <li>- Maintain the call abandonment rate at 10%</li> <li>- Increase the percentage of automated transactions to 35%</li> <li>- Increase the percentage of suppliers paid within 30 days of receipt, by Transactional Team, by invoice to 95%</li> <li>- Reduce the sickness absence rate per annum per employee to 8.5 days</li> </ul>