

London Borough of Havering
Corporate Strategy 2011-14

Add logos of Awards e.g. Investors in People, LGC Awards

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Living Ambition 2020 – The Way Ahead

As one of London's safest and greenest boroughs, Havering already provides a fine quality of life for its 234,000 residents.

In 2008 the Council launched 'Living Ambition' - a long-term strategy to improve still further the quality of life enjoyed by Havering residents, based on five **goals** for the **Environment, Learning, Towns and Communities, Individuals** and **Value**.

Since 2008, the country has changed significantly. Unprecedented levels of national debt mean that all councils have much less money to spend - and the relationship between public services and local communities is changing.

We are having to make difficult decisions in order to make large budget savings - £35m over three years. This is in addition to responding to the challenges of a more culturally diverse and growing elderly population, placing new pressures on our services.

Yet, despite these challenges, our Living Ambition for Havering hasn't changed. We want our residents to enjoy the highest possible quality of life and we are determined to be 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.

We are adapting to our changing role and finding new approaches to delivering our Living Ambition. We are radically transforming the way we work and moving towards becoming a 'mixed economy council'. This means that we will:

- Continue to identify efficiencies in the way we work by streamlining back office functions, merging service areas and investing in technology to reduce costs
- Develop new ways of delivering services, including through commissioning and sharing services with other local authorities
- Work in partnership with other public agencies and third sector bodies to outsource and co-deliver services
- Promote personal responsibility and civic pride to reduce demand for services and increase community-led projects
- Seek and secure external funding to support programmes of work.

These changes are based on some clear principles:

- We will do the right thing by our residents by cutting our running costs first to protect frontline services where we can
- We will focus our efforts and target resources where they will do the most good for the communities and individuals we support to make the best use of taxpayers' money
- We will allow those individuals and communities that are able and willing to help themselves to do so without unnecessary interference from the Council
- We will be fair to those people who rely on our help and provide more choice, freedom and flexibility in the services they receive.

Together, these form the basis of a new pledge to our residents as we set out what you can expect from the Council and how you can get involved in improving the quality of life in your part of Havering.

Our Corporate Strategy

The vision of our Living Ambition is that:

Havering's residents enjoy 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.

Underpinning this vision are five goals:

- **ENVIRONMENT** – to ensure a clean, safe and green environment
- **LEARNING** – to promote opportunities for education and learning
- **TOWNS AND COMMUNITIES** – to create towns and communities that are thriving with economic, social and cultural activity
- **INDIVIDUALS** – to value and enhance the lives of our residents
- **VALUE** – to deliver high customer satisfaction and a stable council tax

To achieve these goals, we have identified a series of key activities that we will undertake, along with performance measures that will assess how well we are doing. These are set out on the following pages.

Our Corporate Strategy is informed by the vision and priorities of the Havering Strategic Partnership (HSP), as set out in the wider Community Strategy 2008-13¹, and the views of our residents.

We recently undertook a comprehensive survey – Your Council Your Say² - of all households in the borough to find out what residents thought were the most important factors in making the local area a good place to live and the issues they felt most need improving in the local area. We received an overwhelming response from over 11,700 residents, who told us that:

- They were satisfied with their local area as a place to live (75%)
- People get on well together in their neighbourhood (70%)
- They felt informed about what the Council does (44%)

The most important factors in making the local area a good place to live were:

1. Health services (55% of people)
2. Level of crime (51%)
3. Clean streets (49%)
4. Road and pavement repairs (40%)
5. Public transport (33%)

The issues that most need improving in the local area were:

1. Road and pavement repairs (64% of people)
2. Level of traffic congestion (34%)
3. Activities for teenagers (31%)

¹ Havering Strategic Partnership - www.hspnetwork.org.uk

² Your Council Your Say – www.havering.gov.uk

4. Clean streets (29%)
5. Level of crime (29%)

The views of our residents on what matters most to them locally are extremely important to us and are reflected throughout the Corporate Strategy, as well as being passed onto our directorates to inform service planning and delivery.

In addition to the issues highlighted by this survey, there are a number of critical services the Council provides – like safeguarding children and adult social care - that are very important but which do not generally score highly in household surveys such as this. This is because they are used by our most vulnerable residents rather than the majority of households. These services continue to be considered a priority by the Council and are key activities in the Corporate Strategy.

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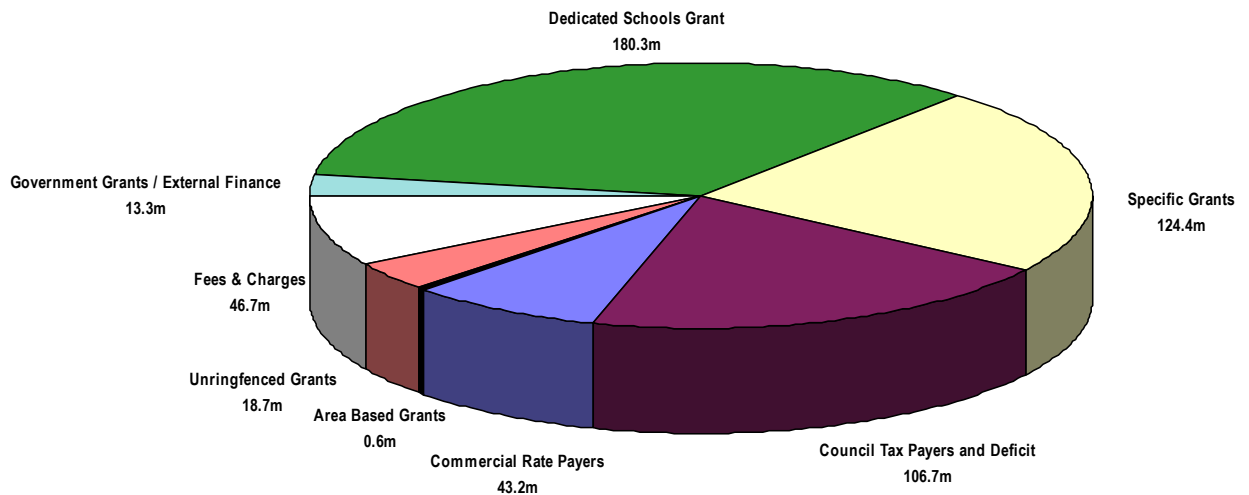
Managing our Financial Resources

The Council has embarked on an ambitious transformation programme that is projected to save £40m over five years and change the way that services are delivered and the Council operates,, whilst ensuring the best outcomes for local people.

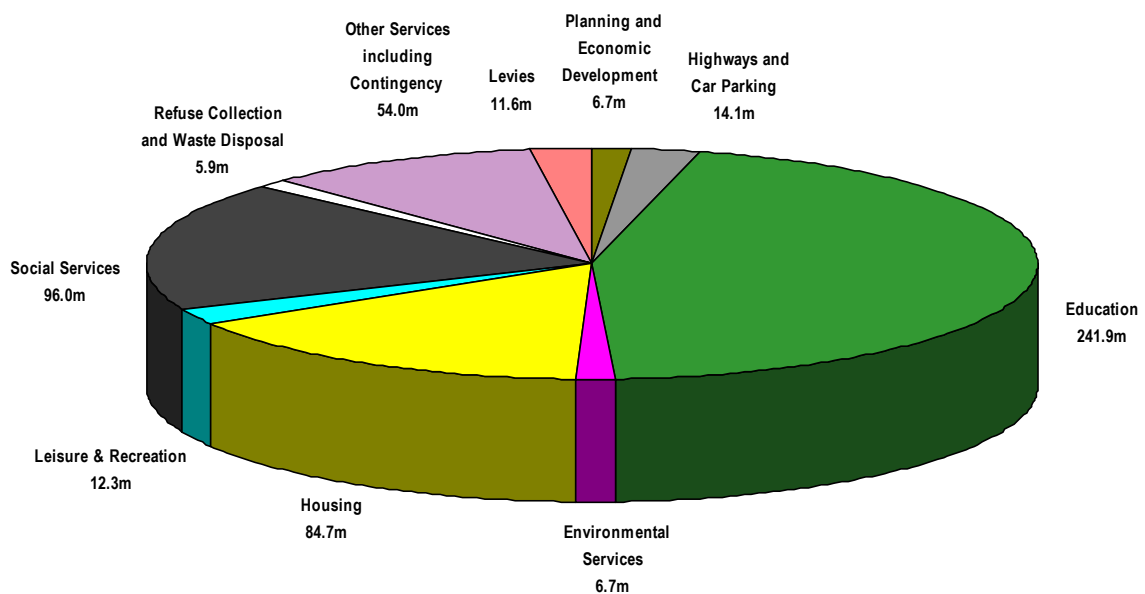
In July 2011, we agreed a Budget Strategy that will take us through to 2014. This has been developed in line with the five goals of our *Living Ambition*. We have listened closely to what our residents have told us is important, and developed our budget, so that as far as possible, frontline services like libraries and street care are protected.

Our budget for 2011/12 is £170,905,105. This is derived from Government grants, council tax and charges, and incorporates a freeze on council tax paid by residents for 2011/12.

Where our income comes from ...



... and where it is spent



The Environment: To ensure a clean, safe and green borough

Improving the cleanliness, maintenance and lighting of our streets and pavements will remain one of our top priorities, so that getting round the borough is safe, easy, accessible and enjoyable.

We will continue to work to keep Havering safe by encouraging local people to play a role in creating safer neighbourhoods and working with businesses to make town centres safe and attractive to visitors at any time of the day or evening.

We will work with our communities and businesses to cut the amount of waste we produce, and to recycle more. By promoting greener homes, buildings, travel, and lifestyles, we will minimise the impact on Havering's environment and help our residents and businesses to save money.

We will reduce our energy consumption by promoting sustainable energy and being more efficient with our resources.

We will make improvements to Havering's natural environment by opening up spaces for the local community to enjoy and attract visitors to the area.

We will work with Transport for London to improve public transport and reduce congestion as far as possible. Romford station and the surrounding area will be significantly improved through the Crossrail project and associated development. Walking and cycling will be promoted.

Our key activities for the year ahead

- Improve the cleanliness of Havering's streets and pavements by maintaining standards of cleansing and removing graffiti, fly posting and fly tips quickly
- Maintain our principal road network to a high standard
- Work with our partners to maintain one of the lowest crime rates in London and make people feel safer in their homes, neighbourhoods and town centres
- Develop our neighbourhood agreements with residents to reduce anti-social behaviour and keep local areas tidy
- Increase recycling rates and reduce waste that goes to landfill
- Invest in our street lighting and install energy efficient schemes that reduce carbon emissions and save money
- Deliver a programme of strategic environmental initiatives, including:
 - East London Green Grid
 - Hornchurch Country Park Visitor Centre
 - Thames Chase Community Forest
 - Wildspace and Rainham to the River
 - Ingrebourne Valley Project
 - Local nature reserves at Bedfords Park, Dagnam Park, The Chase, Cranham, Ingrebourne and Rainham

- Work in partnership with Transport for London to improve transport links inside the borough and across our borders
- Work with Crossrail and other stakeholders to improve Romford Station and surrounding area to enhance its function as gateway to the town
- Tackle congestion and improve traffic management, including projects arising from the Main Road and North Street Corridor Studies and Hornchurch High Street
- Deliver Havering's Biking Boroughs Strategy to encourage cycling in Havering and reduce congestion and harmful emissions from cars

Our measures of success

Strategic Outcome	Indicator	Outturn for 2010/11	Target for 2011/12	Target for 2012/13	Target for 2013/14
Attractive, well-kept streets and pavements	1. Reduce the percentage of litter	12%	9%	9%	8%
	2. Reduce the percentage of detritus	16%	12%	12%	11%
	3. Reduce the percentage of graffiti	7%	5%	5%	4%
	4. Reduce the percentage of fly posting	1%	1%	1%	1%
	5. Reduce the number of fly tip incidences	2,846	2,704	2,569	2,440
Low rates of crime and the perception of crime	6. Reduce the overall crime rate in the borough	17,575	17,399 (-1%)	-1%	-1%
Increased recycling rates and reduced waste and landfill	7. Reduce the amount of residual household waste per household	727kg	691kg	679kg	667kg
	8. Increase the percentage of household waste sent for reuse, recycling and composting	31%	35%	36%	37%
Reduced impact on climate change	9. Reduce greenhouse gas emissions from local authority own estate and operations (tonnes)	30,242	29,940 (-1%)	-1%	-1%

Learning: To promote opportunities for education and learning

We will work with schools and the further education sector to promote first class learning opportunities for all.

We will respond to the national agenda for developing new models of schools and learning provision, and target our support to the schools and pupils who need us most. We will forge new and different relationships with academy schools, which fall outside the local authority's control.

To ensure our young people get the best possible choice of career and study opportunities, we will continue to commission high quality curriculum pathways incorporating academic and vocational options.

We will lobby Government for additional resources to improve learning opportunities for adults and reduce the adult skills gap between Havering and the rest of London.

Our key activities for the year ahead

- Seek sufficient provision of high quality pre-school and primary school places across the borough for 0 to 11 year olds
- Work in partnership with schools to seek the best provision of education and learning opportunities and intervene early to prevent failure
- Produce a borough-wide '14-19 Curriculum Map' to clearly identify the choices available to students
- Develop a 'Targeting Toolkit' to help identify those 14-19 year olds at risk of disengaging with education and training opportunities, and boost post-16 participation levels
- Develop a protocol for schools, colleges and providers to focus on reducing the proportion of young people not in education, employment or training
- Develop a Literacy Strategy to improve partnership working and deliver a more effective and joined-up service for raising literacy levels of children and adults in the borough
- Establish an Apprenticeship Training Agency to widen access to apprenticeship opportunities in the borough
- Maximise learning opportunities for residents and employers to reduce the adult skills gap between Havering and the rest of London

Our measures of success

Strategic Outcome	Indicator	Outturn for 2010/11	Target for 2011/12	Target for 2012/13	Target for 2013/14
First class learning opportunities for children and	10. Maximise the percentage of 3 and 4 year olds who have access to a place if their parents wish	78% (09/10)	90%	N/A	N/A

young people	11.	Increase the percentage of children with a good level of achievement in Early Years Foundation Stage	60% (09/10)	61%	62%	63%
Council resources focused on schools and pupils who need our support most	12.	Reduce the number of schools where fewer than 60% of pupils achieve Level 4 or above in both Maths and English	5 (09/10)	0	0	0
Good education and training opportunities for young people	13.	Reduce the percentage of 16-18 year olds who are Not in Education, Employment or Training	4% (Jan 11)	4%	4%	4%
	14.	Increase the number of apprenticeships on offer in the borough	New	440	460	480
Reduced adult skills gap between Havering and London	15.	Maintain the number of adult learning courses delivered in the borough	355	355	355	355

Towns and Communities: To create towns and communities that are thriving with economic, social and cultural activity

We will encourage local people to play an active part in shaping the places where they live. We will make it easier for individuals and community groups to organise themselves and meet their own needs locally, and will provide information and support to increase volunteering.

We will strive to ensure affordable homes are provided for local people. We will continue to invest in bringing Council-rented homes up to a good standard, as quickly as Government funding allows.

We will seek to create business opportunities and more jobs through the new promotion and investment strategy for Romford town centre and by encouraging enterprise in Rainham. We will continue to secure grants, including Transport for London Major Schemes monies, to fund town centre improvements in Havering.

We will look for innovative ways to provide libraries, museum, theatre, arts and sports opportunities for our communities, and to take full advantage of what the London 2012 Olympics and its legacy can offer to our residents and businesses.

We will keep our parks and open spaces attractive and healthy places for our community to enjoy. We will continue to work with local people to help them share responsibility for looking after these areas in the future. We will preserve the unique identity of Havering as the 'greenest' borough in London by protecting our green belt.

Our key activities for the year ahead

- Set out in a Community Engagement Strategy how we will encourage local people to become more engaged in shaping the areas where they live and promote cohesion
- Encourage local people to play an active part in their communities to meet their own needs locally, including encouraging the development of interest groups to help maintain local services
- Encourage the provision of housing for local people, and ensure fair and best use of Council housing for those in greatest need
- Strengthen Havering's economy by attracting inward investment and supporting existing businesses located in the borough
- Encourage people to shop locally by promoting our retail centres, including through the 'Love Romford' campaign
- Deliver the four regeneration programmes in Harold Hill, Hornchurch, Rainham and Romford
- Open the new libraries at Harold Hill and Rainham
- Further bring communities together by delivering the Cultural Strategy and placing culture at the heart of quality of life.
- Boost civic pride and the profile of the borough through the annual Havering Show and other events including Armed Forces Day, Havering Music Festival, Remembrance Sunday Parade and Holocaust Memorial Day

- Work with the private sector to continue to offer a range of high quality leisure facilities, including the development of a new leisure facility in Romford
- Complete the planned refurbishment of Raphael Park, including restoration of the Summer Theatre Garden and a new café with terrace and community meeting rooms
- Maintain Havering's green spaces to a high standard and protect the green belt as much as possible through our planning policies

Our measures of success

Strategic Outcome	Indicator	Outturn for 2010/11	Target for 2011/12	Target for 2012/13	Target for 2013/14
Local people are involved in place shaping and regeneration and play an active part in communities to meet their own needs	16. Increase the percentage residents' satisfaction with the area as a place to live	75%	76%	77%	78%
Cohesive communities where people get on well together	17. Increase the proportion of residents who feel that people get on well together within their neighbourhood	70%	71%	72%	73%
Family housing that local people can afford and best use of Council housing for those in greatest need	18. Maintain the number of affordable homes delivered	178	250	250	250
	19. Increase the percentage of decent Council homes	37%	40%	61%	80%
Increase inward investment and economic growth	20. Increase the percentage of NNDR collected	96.5%	97.5%	N/A	N/A
	21. Reduce the percentage of working age people on out-of-work benefits	11.2%	11.2%	11.2%	11.2%
Culture and leisure play a key part in community life	22. Increase the percentage residents' satisfaction with library services	81.5%	82.0%	82.5%	83.5%
High levels of satisfaction with parks and open spaces	23. Percentage residents satisfaction with parks and open spaces	76%	77%	77%	77%

Individuals: To value and enhance the lives of our residents

We will ensure safeguarding children is the job of all our staff and partners, and that children with specific needs or living in challenging circumstances are identified early and provided with help, support and, if necessary, a place of safety. Our approach to services for children and families focuses on prevention and early intervention in relation to education, social care and health. For instance we will take a preventative approach to children's health, encouraging a healthy start in life by maintaining a focus on childhood immunisations, lowering obesity and increasing breastfeeding rates.

We will continue to gain insight into and understand the distinct needs of different groups and individuals within our communities, so that we can identify and provide the right range of services, with particular care for the people who need them most. This includes making sure they have the right information to make choices about the help they need.

We will personalise services for vulnerable adults and older people by giving them more control over their care options. We will enable them to live independently in their own homes for as long as possible by promoting new technology and encouraging the assistance of the community and neighbours. We will provide information and support to help people manage their own health and any long-term conditions they may have.

From 2013, responsibility for public health will be transferred to the Council. We will work with GPs to ensure that the best health services are commissioned according to the needs of our population. We will positively respond to this changing agenda and work closely with our NHS partners in the transfer of these responsibilities. We will support plans for greater control for GPs in commissioning local health services, ensuring they are equipped with the information they need to do so and build a partnership to improve the provision of health services in Havering and encourage early intervention and action to prevent ill health.

We will encourage people to take up health screening and to take early action if they become aware of any signs or symptoms of cancer and other preventable illnesses. We will assist local communities to get more active, and will work in partnership with the NHS to prevent injurious falls and develop better hospital services for those who do fall.

Our key activities for the year ahead

- Ensure safeguarding children, vulnerable adults and older people remain our top priorities
- Provide services that are bespoke to individuals' needs, targeting those who need them the most and giving individuals control over their own care packages
- Roll out the 'Top 100 Families' project to provide early intervention and assistance for families who need specific help
- Help older people to live independently at home for longer by developing a volunteer support scheme
- Expand the availability of extra care housing options for vulnerable adults to help them to live independently in the community
- Develop our capacity to provide reablement service to help people regain skills to enable them to live independently
- Expand the use of assistive technologies to enable people to live independently
- Work with the NHS to prevent ill health and encourage people to live healthier lives, and outline our plans in a new Health and Wellbeing Strategy

- Work with GPs through the Clinical Commissioning Groups to ensure high quality health services in Havering
- Work in partnership with Barking and Dagenham, Redbridge, Essex, Queen's Hospital and the PCT to seek big improvements in access and quality of services provided by Queen's Hospital to Havering residents
- Reduce the incidence and impact of falls on older people, preventing social care use and hospitalisation, through our Falls Strategy

Our measures of success

Strategic Outcome	Indicator	Outturn for 2010/11	Target for 2011/12	Target for 2012/13	Target for 2013/14
Safeguarding children continues to be our top priority	24. Reduce the percentage of looked after children with an unplanned move during the year	50% (Q1 11/12)	40%	35%	30%
	25. Increase the percentage of placements lasting at least 2 years	60%	75%	80%	85%
Services that are bespoke to individuals' needs, targeted to those who need them most	26. Increase the proportion of people using social care who receive self-directed support, and those receiving direct payments	31%	45%	50%	65%
Older people enabled to have the support they need to live independently	27. Increase the number of extra care housing within the borough	88	118	216	306
	28. Reduce the percentage of adult social care clients who receive a reablement service and then return within 91 days requiring an ongoing service	7.8%.	7.7%	N/A	N/A
	29. Increase the number of telecare users in the borough	137	200	300	400
	30. Increase the levels of older people volunteering in Havering	New	N/A	N/A	N/A
Lower levels of preventable ill health and people leading healthier lives	31. Minimise the difference in life expectancy at birth between the wards with highest and lowest life expectancy	6.2yrs (males) 7.3yrs (females) (03-07)	N/A	N/A	N/A
	32. Improve the prevalence of healthy weight in 4-5 and 10-11 year olds	72.1% (4-5 year olds) 63.6% (10-11 year olds)	N/A	N/A	N/A

33.	Reduce the prevalence of smoking in Havering (aged 18+)	20.6% (Oct 09 - Sep 10)	N/A	N/A	N/A
34.	Increase the percentage of eligible population who receive an NHS health check	9.4% (8,066 checks)	12% (10,320 checks)	N/A	N/A
35.	Increase the percentage of adults who are physically active (at least 3x30 minutes of moderate sport and active recreation per week)	17.6% (April 09-April 11)	18%	18.3%	18.6%
36.	Reduce acute admissions as a result of falls or falls injuries for over 65s	1,154 (09/10)	N/A	N/A	N/A
37.	Minimise teenage pregnancies per 1,000 population (under 18 year old girls)	36.4 (09/10)	38.34%	N/A	N/A
38.	Percentage of mothers initiating breastfeeding	67.3% (Q4 10/11)	N/A	N/A	N/A
39.	Increase the percentage of 13 year old girls who are vaccinated against HPV	81.6% (09/10)	N/A	N/A	N/A

Value: To deliver high customer satisfaction and a stable council tax

We will adopt a ‘mixed economy’ approach for delivering services. This means that where it is practical and economical to do so, we will work with providers from the public, private and third sectors to commission and share services, instead of providing them directly ourselves.

We will respond to the changes in how local government is funded to ensure we get the best possible deal for Havering by maximising funding for the borough.

In addition, we will transform the Council to make it as efficient and effective as possible by reducing bureaucracy and cost through better use of technology and a focus on core activities.

We will review whether we can make better use of our buildings by sharing them with other organisations or by letting local community groups run them instead.

We will develop our staff so that they can work more flexibly and adapt to new roles and situations in a rapidly changing environment. We will continue to do our best for local people by being efficient, fair and focused on what communities want and need, in everything we do.

We will improve the way customers can contact us and will work with partners to ensure the right information gets to the right people. We will deal with queries and complaints effectively.

Our key activities for the year ahead

- Ensure any rise in council tax in Havering is kept to a minimum
- Commission goods and services in a way that provides the highest possible value for money, including from the local private and voluntary sectors where better to do so
- Explore opportunities to share back office services with other local authorities or partners
- Reduce the cost to the Council in office premises by implementing new ways of working and reducing the number of offices we need
- Use customer insight and data to effectively target services at those most in need, and to communicate better with residents in a more personalised way
- Open up the data we hold on Havering through our website and publish information on how well we are performing
- Make it easier to access and contact the Council online, over the telephone and in person
- Regularly check how satisfied our customers are and what our residents’ priorities are, and use this information to improve services

Our measures of success

Strategic Outcome	Indicator	Outturn for 2010/11	Target for 2011/12	Target for 2012/13	Target for 2013/14
High customer satisfaction with the Council	40. Achieve efficiency and operational savings	New			£40 million by 2014

	41. Maintain spend within budget	New	Stay within budget		
	42. Increase the percentage of council tax collected	96.54%	97.50%	97.50%	97.50%
	43. Reduce the amount of avoidable contact	10%	8%	7%	6%
	44. Increase the percentage of residents who feel informed about what the Council does	44%	45%	46%	47%

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Delivering the Corporate Strategy

The Council is committed to making data and information publicly available to help improve our accountability to local people. We have a robust system in place for managing delivery of the Corporate Strategy as part of our new performance management framework. Performance will be monitored and reported in a new Quarterly Performance Report to our Corporate Management Team and Councillors, and published in an end-of-year Annual Report. Where performance is off track, we will take action to rectify this.

As well as monitoring the Corporate Strategy, the Council regularly reviews the progress being made in delivering savings through transforming the way we work. Our progress is reported to a Corporate Programme Management Board, which ensures improvements in frontline and back office services are being made and efficiency is improving.

Our Performance Reports will be made available to the public via the Council's website www.havering.gov.uk.

We will continue to consult and engage with our residents and service users to ensure that your views are actively listened to and reflected in our priorities. In this respect, we will periodically review and refresh the Corporate Strategy.

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