

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. OPPORTUNITIES IN EDUCATION AND LEARNING	3. TOWNS AND COMMUNITIES THAT ARE THRIVING WITH ECONOMIC, SOCIAL AND CULTURAL ACTIVITY	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 Attractive, well-kept streets and pavements 1.2 Low rates of crime and the perception of crime 1.3 Increased recycling rates and reduced waste and landfill 1.4 Reduced impact on climate change 1.5 Natural environment enjoyed by local communities and visitors alike 1.6 Improvements in traffic management and congestion	2.1 First class learning opportunities for children and young people 2.2 Council resources focused on schools and pupils who need our support most 2.3 Good education and training opportunities for young people 2.4 Reduced adult skills gap between Havering and the rest of London	3.1 Local people are involved in place shaping and regeneration and play an active part in communities to meet their own needs 3.2 Cohesive communities where people get on well together 3.3 Family housing that local people can afford and best use of Council housing for those in greatest need 3.4 Increased inward investment and economic growth 3.5 Culture and leisure play a key part in community life 3.6 High levels of satisfaction with parks and open spaces	4.1 Safeguarding children continues to be our top priority 4.2 Services that are bespoke to individuals' needs and targeted to those who need them most 4.3 Early intervention and assistance for families who need specific help 4.4 Older people enabled to have the support they need to live independently 4.5 Lower levels of preventable ill health and people leading healthier lives	5.1 Services are provided in partnership with the public, private and third sectors where it is best to do so 5.2 Havering receives the best deal possible from changes in how local government is funded 5.3 High performing public services delivering excellent value for money 5.4 A transparent, less bureaucratic and open Council 5.5 High customer satisfaction with the Council
KEY ACTIVITIES <i>How we will deliver our objectives</i>	<ul style="list-style-type: none"> ▪ Improve cleanliness of streets and pavements (1.1) ▪ Maintain principal road network (1.1) ▪ Work with partners to maintain low crime rate and make people feel safe (1.2) ▪ Develop neighbourhood agreements with residents to reduce anti-social behaviour (1.2) ▪ Increase recycling rates and reduce waste that goes to landfill (1.3) ▪ Invest in street lighting and install energy efficient schemes to reduce carbon emissions (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 (1.6) ▪ Deliver Havering's Biking Boroughs Strategy (1.6) 	<ul style="list-style-type: none"> ▪ Seek sufficient provision of high quality pre-school and primary school places across the borough for 0 to 11 year olds (2.1) ▪ Work in partnership with schools to seek the best provision of education and learning opportunities and intervene early to prevent failure (2.2) ▪ Produce a borough-wide '14-19 Curriculum Map' to identify choices available to students (2.3) ▪ Develop a 'Targeting Toolkit' for 14-19 year olds at risk of disengaging with education and training opportunities (2.3) ▪ Develop a protocol for schools, colleges and providers to focus on reducing the proportion of young people not in education, employment or training (2.3) ▪ Develop a literacy strategy to improve partnership working and raise literacy levels (2.3) ▪ Establish an Apprenticeship Training Agency to widen access to apprenticeship opportunities in the borough (2.3) ▪ Maximise learning opportunities for residents and employers to reduce the adult skills gap between Havering and the rest of London (2.4) 	<ul style="list-style-type: none"> ▪ Develop a Community Engagement Strategy and action plan (3.1, 3.2) ▪ Encourage local people to play an active part in their communities through local interest groups (3.1) ▪ Encourage provision of housing for local people and ensure fair and best use of Council housing for those in greatest need (3.3) ▪ Attract inward investment and support existing local businesses (3.4) ▪ Support our retail sector with the 'Love Romford' campaign (3.4) ▪ Deliver Harold Hill, Hornchurch, Rainham and Romford regeneration projects (3.4) ▪ Open new libraries in Harold Hill and Rainham (3.5) ▪ Deliver the Cultural Strategy and place culture at the heart of quality of life by (3.5) ▪ Deliver civic pride events such as the Havering Show (3.5) ▪ Work with the private sector to deliver a new leisure facility in Romford (3.5) ▪ Complete the planned restoration works to Raphael Park (3.6) ▪ Maintain Havering's green spaces to a high standard and protect the green belt as much as possible through our planning policies (3.6) 	<ul style="list-style-type: none"> ▪ Ensure safeguarding children, vulnerable adults and older people remain our top priorities (4.1) ▪ Provide services that are bespoke to individuals' needs (4.2) ▪ Roll out the 'Top 100 Families' project to provide early intervention and assistance for families who need specific help (4.3) ▪ Help older people live independently at home by developing a Volunteer Support Scheme (4.4) ▪ Expand the availability of extra care housing options for vulnerable adults to help them to live independently in the community (4.4) ▪ Develop our capacity to provide reablement services to help people regain skills to enable them to live independently (4.4) ▪ Expand the use of assistive technologies to enable people to live independently (4.4) ▪ Work with the NHS to prevent ill-health and encourage healthier lifestyles (4.5) ▪ Work with GPs through Clinical Commissioning Groups to ensure high quality health services in Havering (4.5) ▪ Seek big improvements in access and quality of services provided by Queen's Hospital (4.5) ▪ Deliver the Falls Strategy to reduce the incidence and impact of falls on older people (4.5) 	<ul style="list-style-type: none"> ▪ Commission goods and services that provide best value for money (5.1) ▪ Explore opportunities to share back office functions (5.1) ▪ We will work to maximise funding for Havering (5.2) ▪ Ensure any rise in council tax in Havering is kept to a minimum (5.3) ▪ Implement new ways of working and reduce office costs (5.3) ▪ Use customer insight to target services at those most in need and to communicate better with residents (5.3) ▪ Open up data on Havering through our website and publish information on how we are performing (5.4) ▪ Make it easier to contact the Council online, by phone and in person (5.5) ▪ Improve customer satisfaction with the Council (5.5)
MEASURES AND TARGETS <i>How we will know we have achieved our objectives</i>	<ul style="list-style-type: none"> ▪ The amount of litter will reduce from 12% in 2010 to 8% in 2014 (1.1) ▪ The amount of detritus will reduce from 16% in 2010 to 11% in 2014 (1.1) ▪ The amount of graffiti will reduce from 7% in 2010 to 4% in 2014 (1.1) ▪ The amount of fly posting will remain low at 1% by 2014 (1.1) ▪ The number of fly tip incidences will reduce from 2,846 in 2010 to 2,440 by 2014 (1.1) ▪ Overall crime will reduce by 1% year on year from 17,757 in 2010 (1.2) ▪ Residual household waste will reduce from 727kg in 2010 to 667kg by 2014 (1.3) ▪ Household waste recycled will increase from 31% in 2010 to 37% by 2014 (1.3) ▪ Greenhouse gas emissions from our estate and operations will reduce by 1% year on year from 30,242 in 2010 (1.4) 	<ul style="list-style-type: none"> ▪ The % of 3 and 4 year olds who have access to a place if their parents wish will increase from 78% in 2009 to 90% by 2012 (2.1) ▪ The % of children with a good level of achievement in Early Years Foundation Stage will increase from 60% in 2009 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 reduce from 5 in 2009 to 0 by 2014 (2.2) ▪ The % of 16-18 year olds who are Not in Education, Employment or Training will remain low at 4% by 2014 (2.3) ▪ The number of apprenticeships on offer in the borough will increase to 480 by 2014 (2.3) ▪ The number of adult learning courses delivered in the borough will be maintained at 355 by 2014 (2.4) 	<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 37% in 2010 to 80% by 2014 (3.3) ▪ The % of national non-domestic rates collected will increase from 96.5% in 2010 to 97.5% by 2014 (3.4) ▪ The percentage of working age people on out of work benefits will not rise above 11.2% by 2014 (3.4) ▪ Residents' satisfaction with library services will increase from 81.5% in 2010 to 83.5% by 2014 (3.5) ▪ Residents' satisfaction with local parks and open spaces will increase from 76% in 2010 to 77% by 2014 (3.6) 	<ul style="list-style-type: none"> ▪ The % of looked after children with an unplanned move during the year will reduce from 50% in 2011 to 30% by 2014 (4.1) ▪ The % of placements lasting at least 2 years will increase from 60% in 2010 to 85% by 2014 (4.1) ▪ The % of people using social care who receive a personalised budget will increase from 31% in 2010 to 65% by 2014 (4.2) ▪ The number of extra care housing units within the borough will increase from 88 in 2010 to 306 by 2014 (4.4) ▪ The % of clients who receive reablement service and then return within 91 days requiring an ongoing service will reduce from 7.8% in 2010 to 7.7% by 2012 (4.4) ▪ The number of telecare users in the borough will increase from 137 in 2010 to 400 by 2014 (4.4) ▪ The levels of older people volunteering in Havering will increase by 2014 (4.4) ▪ Outcomes in the priority health issues identified in the Health and Wellbeing Strategy will improve by 2014 (4.5) ▪ Acute admissions as a result of falls or fall injuries for over 65s will reduce from 1,154 in 2009 by 2014 (4.5) 	<ul style="list-style-type: none"> ▪ £40 million of efficiency and operational savings will be made by 2014 (5.1) ▪ Spend will be maintained within budget up to 2014 (5.3) ▪ The % of council tax collected will increase from 96.54% in 2010 to 97.50% by 2014 (5.3) ▪ The amount of avoidable contact will reduce from 10% in 2010 to 6% by 2014 (5.5) ▪ The percentage of residents who feel informed about what the Council does will increase from 44% in 2011 to 47% by 2014 (5.5)