

RAG Rating	Description
GREEN	On track
AMBER	Worse than target but within target tolerance
RED	Worse than target and outside tolerance Off track
N/A	Information not available due to: -Only reported annually -Information not provided -Cannot be RAG rated as volumetric: does not have a target / not a performance indicator but outcome

Reference	Theme	Theme Outcome	Performance Indicator	Value	Target	Quarter 1 Performance	RAG Rating	Comment
CM1	Community	Families and communities look after themselves and each other	The number of instances where an adult patient is ready to leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfers of care)	Lower is better	7	5.72	GREEN	There has been a significant improvement in the outturn for this indicator. To date there has been an average of 11.4 delays to discharges per month, at the same stage last year there were 15. The vast majority of delays continue to be in the acute sector and are the responsibility of Health.
CM2	Community	Families and communities look after themselves and each other	Increase residents using next generation assistive technology	N/A	OUTCOME	ON TRACK	GREEN	A six weeks trial is in the pipeline, this summer, for Havering Council to provide digital technology to a handful of residents already known to Adult Social Care. This trial is being planned as a 'proof of concept' (PoC) that the next generation of assistive technology will deliver better outcomes for service users and residents in Havering, reducing the need for other services across health and social care. The PoC will allow us to test how we can apply new technology to improve independence and quality of care. It should also allow residents to remain at home for longer. The technology also provides opportunity for better care in community and improved technology for family or friends that care for the resident on a day to day basis. This is not a 'one size fits all' trial, initially these residents will be provided with equipment that will suit their lifestyle needs and circumstances. With consent, varying data and information will be collected to determine if their care and support outcomes and needs can be met and potentially improved upon. These residents will also be offered the opportunity to continue to utilise the equipment after the six weeks trial has been completed.
CM3	Community	Families and communities look after themselves and each other	Community hub usage	N/A	OUTCOME	ON TRACK	GREEN	Consultation and Engagement for Libraries, Children Centre and Community hubs has started and finishes on 18th September. The consultation has already generated a wealth of good suggestions from residents which will be analysed this autumn in order to inform the Council's future plans.
CM4	Community	Families and communities look after themselves and each other	Percentage of homeless preventions and reliefs (homelessness resolved without the provision of temporary accommodation)	Higher is better	70%	88.80%	GREEN	The focus on prevention activities by intervening at the earliest possible stage has resulted in improved prevention outcomes. In addition to this, housing advice was also provided to a further 111 households
CM5	Community	Giving children the best start in life	% of Havering parents receiving an offer of their first preference primary school	Higher is better	87%	87.50%	GREEN	Havering once again achieved strong performance in 2019 in relation to the percentage of parents receiving an offer of their first preference school. For primary schools we have comfortably met the target set.
CM6	Community	Giving children the best start in life	% of Havering parents receiving an offer of their first preference secondary school	Higher is better	80%	76.70%	RED	For secondary schools, while we have seen a slight reduction on the previous year and not met the challenging target we set ourselves, our performance remains the highest in London. Data for the September 2020 intake will be available for reporting in the fourth quarter.
CM7	Community	Giving children the best start in life	Children's services rated as Good with Outstanding features by 2022	N/A	OUTCOME	ON TRACK	GREEN	Following Children's Services being inspected in June 2018 and receiving an overall judgement of Good, an improvement programme has been developed consisting of seven individual projects, which collectively respond to the feedback from Ofsted. Delivery of the projects is overseen by a Transformation and Improvement Board, which receives regular highlight reports and over the coming months will conduct 'deep dives' on each of the projects in turn. Deliverables reported to the board at its last meeting include: • Implementation of a new Quality Assurance Framework, with associated tools and training, which have been well received by the service; • The interim appointment of a Social Work Practice Development Manager to provide further capacity around practice development; • Development of a Case Recording Principles document to assist with improvements in the quality and timeliness of recording; and • Commenced pilot of new social work supervision template across social care services. A set of performance indicators have also been agreed for the projects and progress against these will be monitored by the Board from September.
CM8	Community	Communities: Havering residents are healthy and active	School readiness - % of children achieving a good or better level of development at age 5 (EYFSP)	Higher is better	74%	72%	AMBER	Standards for children in reception classes (five year olds) in Havering were average when compared to all children in England in 2018. The proportion of children achieving a Good Level of Development (GLD) in Havering remained at 72% in 2018 – exactly the same as the national average. Data for the 2019 academic year will be available for reporting in Quarter 2.
CM9	Community	Havering residents are healthy and active	Reducing % of physically inactive adults	Lower is better	23%	22.37%	AMBER	22.4% of Havering adults surveyed in Sport England's 2017/18 Active Lives survey reported that they engage in less than 30 minutes of physical activity per week. Compared to regional and national averages in 2017/18, Havering is similar to London (22.0%) and England (22.2%). The survey methodology for this measure changed in 2016 and thus trend data is not available.
CM10a	Community	Havering residents are healthy and active	Number of settings registered with Healthy Early Years London	Higher is better	N/A	45	N/A	As at June 2019, 45 settings in Havering were registered with the Healthy Early Years London programme. Of the Havering settings registered, 26 have achieved the HEYL First Steps award, 8 the HEYL Bronze award, 6 the HEYL Silver award and 0 the HEYL Gold award. The Healthy Early Years London Programme provides support and resources which encourage settings to reflect on their practice and introduce initiatives to address health inequalities and ensure all children have a healthy start in life. In Havering, support to achieve the awards is freely available to settings, and is provided by the Health and Wellbeing Advisor (Education) in the Public Health team and The Early Years Quality Assurance Team.

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CM10b	Community	Havering residents are healthy and active	Number of schools registered with Healthy Schools London	Higher is better	OUTCOME	68	GREEN	<p>As at June 2019, 86% of schools in Havering were registered with the Healthy Schools London programme. Registrations across London boroughs ranged from 47% to 100%.</p> <p>Of the 68 Havering schools registered, 33 had achieved the bronze award, 19 the silver award and 8 the gold award.</p> <p>The Healthy Schools London awards framework promotes a whole school approach to mental health and emotional wellbeing, healthy eating, physical activity and other PSHEE topics. In Havering, support to achieve the awards is currently offered to schools as a traded service, provided by the Health and Wellbeing Advisor (Education) in the Public Health team.</p>
CM11	Community	The needs of our most vulnerable residents are identified and met	% of care leavers (aged 19-21) in education, employment or training	Higher is better	53%	43%	RED	<p>There has been a slight decline in performance during the first quarter, although performance is similar to the same point last year. The figure reported uses the statutory Department for Education methodology, which includes within the overall cohort some care leavers who are not receiving services and whose education, employment or training (EET) status is therefore not known. The percentage based on only those young people who are receiving services is higher and looking at the latest available benchmarking, still compares well to other local authorities. There is seasonal variation in this indicator linked to the academic year and it is also worth noting that following the implementation of the new social care recording system, all data relating to care leavers had to be input manually; this work remains ongoing for a cohort of young people so the percentage reported currently does not provide the full picture but will by the time of reporting for Quarter 2.</p>
CM12	Community	The needs of our most vulnerable residents are identified and met	% of Adult Social Care service users receiving direct payments	Higher is better	36.5%	36.20%	AMBER	<p>Adult Social Care set an ambitious target for this indicator and as such the RAG rating is Amber. As at the end of Quarter 1 there were 694 service users receiving their support via a Direct Payment; at the same stage last year there were 660 (an increase of 5%).</p>
CM13a	Community	The needs of our most vulnerable residents are identified and met	HMOs enforced against	Higher is better	N/A	11	N/A	<p>A house in multiple occupation (HMO) is a property rented out by at least 3 people who are not from 1 'household' (for example a family) but share facilities like the bathroom and kitchen. The licensing scheme allows the Council to focus action against landlords who ignore their responsibilities whilst providing a light touch regulation for compliant landlords. Following the scheme's success over the last year, a consultation has been launched on additional licensing from 12 to 18 wards and also on selective licensing in Romford and Brooklands wards. This consultation closes on 20th September.</p>
CM13b	Community	The needs of our most vulnerable residents are identified and met	HMO licenses issued	Higher is better	N/A	13	N/A	<p>A house in multiple occupation (HMO) is a property rented out by at least 3 people who are not from 1 'household' (for example a family) but share facilities like the bathroom and kitchen. The licensing scheme allows the Council to focus action against landlords who ignore their responsibilities whilst providing a light touch regulation for compliant landlords. Following the scheme's success over the last year, a consultation has been launched on additional licensing from 12 to 18 wards and also on selective licensing in Romford and Brooklands wards. This consultation closes on 20th September.</p>
CM14	Community	The needs of our most vulnerable residents are identified and met	Impact of predictive approaches	N/A	OUTCOME	POSITIVE APPROACH	GREEN	<p>Through our Innovation programme for Children's Services, we have developed a predictive model to identify children most likely to come into the care of the local authority, based on research into the factors that have led to children entering care over the last three years. So far, by intervening earlier and working with families in a different way over an 18 month period, 90% of the cohort (around 60 children) have not entered care. In Adult Social Care, we are creating finance and activity modelling to predict the impact of our Better Living Model. The Better Living Model is a strengths-based approach, which involves working with people to maximise the available resources within their families and wider community, offering traditional support packages only when all other options have been explored. This model is in line with our aim to support families and communities to live as independently as possible, while ensuring that the needs of the most vulnerable residents are identified and met.</p>
CN1	Connections	Improving roads and pavements	Annual programme delivered to time and budget (roads and pavements)	N/A	OUTCOME	ON TRACK	GREEN	<p>The Council undertook significant consultation with residents in 2018. Listening to the feedback provided the council set a budget in February 2019 to ensure that investment was committed to improving the council's roads and streets. This included a significant Resurfacing works programme that will see £40million invested in Havering's roads and pavements over the next four years. The schedule will see 56 carriageway sites (roads) and 45 footway sites (pavements) made safer and better this financial year. At quarter one 28 of 56 carriageway sites and 18 of 45 footway sites have been completed.</p>
CN2	Connections	Improving roads and pavements	Number of potholes repaired with a permanent fix	Higher is better	N/A	N/A	N/A	<p>All reported potholes are visited and assessed as to whether they fulfil the criteria as a category 1 (urgent) defect for repair. We will be launching Havering's love clean street app to make it easier for residents to report potholes in early 2020.</p>
CN3	Connections	Making it easy to get around	Costings and potential routes for North-South link completed by end of September 2019	N/A	OUTCOME	ON TRACK	GREEN	<p>Project Sponsors on 20th June 2019 agreed to progress to phase 2 of the high-level feasibility study. Jacobs have been formally commissioned to undertake this phase of the study on 22nd July. The Phase 2 report is expected to be completed in the Autumn.</p>
CN4	Connections	Making it easy to get around	Beam Parkway works to start by September 2019	N/A	OUTCOME	ON TRACK	GREEN	<p>The Beam Parkway A1306 project is using £4.5m of funding from the Mayor of London and £1.8m from Transport for London (TfL) to transform the A1306 from its former function as a trunk road into a safer, greener and more pleasant environment. The scheme is currently in the design phase with consultation and engagement events continuing. Procurement and tender process has been established with the procurement of a design and build contractor commencing in June 19. A complementary project 'Creekside Park' has been completed transforming the area next to Dovers Corner.</p>

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CN5	Connections	Making it easy to get around	Work programme approved by June 2019 (New Parking and Highways Strategy)	N/A	OUTCOME	ON TRACK	GREEN	<p>Parking Strategy: The Parking Strategy is a high-level document that supports Keeping Havering Moving. A review of parking capacity and requirements around Havering's nine rail and underground stations will inform the direction of future parking capacity. The first stage is to launch a consultation with local businesses and residents around their view on parking issues in their area. The nine areas are: Romford, Gidea Park, Harold Wood, Emerson Park, Rainham, Elm Park, Hornchurch, Upminster and Upminster Bridge.</p> <p>Highways Resurfacing Policy: The length of the highway network in Havering consists of 740km of carriageways (roads) and nearly 1,070km of footways, making it the second largest highway network in London. The Highways Resurfacing Policy was agreed at Cabinet in December 2018 and sets out the prioritisation approach of a worst first basis.</p>
CN6	Connections	Using technology to improve the way that we live	Fast and affordable internet coverage	N/A	OUTCOME	N/A	N/A	<p>Fibre broadband is available to homes within Havering. Exchanges in the area, which are owned and maintained by Openreach, have been fibre broadband enabled and as a consequence of this broadband providers who are reliant on Openreach's broadband network infrastructure (BT, Plusnet, Sky, TalkTalk, etc.) will be able to provide fibre broadband to homes. Virgin Media fibre broadband is also available to homes within Havering so residents have the most diverse choice of fibre broadband providers. The maximum average speed that is available is 362Mbps. The lowest cost broadband on offer within Havering costs £15.90 a month (average speed 11Mb). Broadband speed is dependent across the borough on various factors such as exchange location and the type of cable used by the internet service provider. Some rural locations in the borough do not have access to fibre broadband due to the distance from the nearest exchange.</p> <p>The Connectivity Programme is in the early stages scoping the aims and objectives to formulate this into a stakeholder/audience based delivery, addressing borough-wide residents, businesses and public access.</p>
CN7	Connections	Using technology to improve the way that we live	% of council services that are accessible digitally	Higher is better	N/A	TO BE PROVIDED IN Q4	N/A	This indicator is available on an annual basis. An outturn will be available in the Quarter 4 performance report
CN8	Connections	Using technology to improve the way that we live	Proportion of public accessible Council facilities offering residents assistance to access digital services	Higher is better	N/A	TO BE PROVIDED IN Q4	N/A	This indicator is available on an annual basis. An outturn will be available in the Quarter 4 performance report
OP1	Opportunities	Delivering value for money	Only increase council tax to fund improvements to services	N/A	OUTCOME	ON TRACK	GREEN	<p>The Council increased Council Tax by 3.25% for 2019/20. This increase was used to ensure we meet the rising costs of providing care and support for residents who are more vulnerable, including senior citizens, people with disabilities and young people who are deemed at risk. The Council regularly reviews its Medium Term Financial Strategy but for 2020/21 in particular this has been difficult due to a number of uncertainties in relation to future government funding. The Council was expecting the government to undertake a Spending Review, conclude changes to the Fair Funding formula and introduce reforms to business rates. All these changes have been delayed making it impossible to predict the Council's financial position beyond 31 March 2020 with any accuracy. In preparation for final funding announcements by government for 2020/21, the Council is exploring a range of opportunities to make efficiencies which can be implemented to offset any detrimental impact of future government announcements and emerging service pressures. The Council is therefore on track to meet this target.</p>
OP2	Opportunities	Delivering value for money	Minimum 97% collection rate on council tax	Higher is better	31.10%	30.48%	AMBER	<p>Quarter one collection rate is just below target although £3.2 million more income has been collected so far this year compared to the same time last year. Havering also lies in seventh place across London. Reorganizations and reductions in Council Tax Support have affected performance. Initiatives to improve collection include increasing SMS campaigns, frequent published communications focussed on the consequences of non-payment and tightening procedures for broken payment arrangements. Improvements in performance are emerging in the quarter 2 collection rate.</p>
OP3	Opportunities	Delivering value for money	Minimum 98.7% collection rate on business rates	Higher is better	30.68%	34.69%	GREEN	<p>Collection rates for business rates is on track to achieve annual collection rate target of 98.7%.</p>
OP4	Opportunities	Delivering value for money	£13m savings - Annual savings programme	Higher is better	£13M	ON TRACK	GREEN	<p>The Council has a target of delivering £13 million in budget savings during 2019/20. From the Month 2 budget monitoring most of these savings are either already delivered or are on track to be delivered by the end of the year. There are delays in delivering savings in Assistive Technology costs due to the need to work with health partners in reshaping the offer and to reassess the needs of current users of Assistive Technology. There have also been delays in elements of the Keep Havering Moving project due to public consultation taking longer than anticipated e.g. in relation to Controlled Parking Zones around public transport hubs. The impact of these delays is currently under review. Where necessary, mitigating action will be taken to find alternative savings so that the Council remains within budget at the end of the year.</p>
OP5	Opportunities	Delivering value for money	£300k savings - Contracts review	Higher is better	£300K	ON TRACK	GREEN	<p>To achieve this target a number of "invest to save" initiatives have been put into place. For example renegotiation of large contracts; validating utility bill; review of contract management. A dedicated team has been put in place that will ensure value for money is achieved.</p>
OP6a	Opportunities	Helping our business grow	CIL investment	N/A	N/A	N/A	N/A	<p>The Havering Community Infrastructure Levy (CIL) was formally adopted at Cabinet in July 2019. Havering will begin collection of the CIL from September 2019 onwards. CIL is a statutory charge which local authorities in England and Wales can place on developers to help fund infrastructure needed to support new development in their areas. It is based on a formula relating to the type and size of development and is collected when planning permissions for new developments are implemented.</p>
OP6b	Opportunities	Helping our business grow	S106 investment	N/A	N/A	N/A	N/A	<p>Section 106 (S106) monies are also secured through the planning process. These monies, which can be in addition to the CIL monies, are secured to help fund infrastructure investment and other specific projects/works that help to mitigate the impact of a development. Unlike CIL, which is a fixed per square metre charge, Section 106 contributions are agreed on a case by case basis and are usually specific on what the money can be spent on.</p>

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OP7	Opportunities	Helping our business grow	Major commercial investments attracted to the borough	N/A	N/A	N/A	N/A	This outcome measures the number of major commercial investments that have been completed in the year. It typically takes two and a half years from initial interest from a major commercial partner until landing. Following close working with the Clinical Commissioning Group (CCG), a department within the NHS has relocated in to the borough. This saw 300 staff move into North House, St Edwards Way, Romford. A formal welcome to the borough by the mayor is being planned.
OP9	Opportunities	Helping people to succeed in life	Number of opportunities generated	Higher is better	OUTCOME	ON TRACK	GREEN	<p>Havering Works is an innovative employment and skills brokerage service, provided by London Borough of Havering and part-funded by the European Social Fund and DWP. It offers opportunities for local residents to get back to work, and skills to ensure increased career opportunities for all. Since the Employment and Skills brokerage service was launched in October 2018, it has successfully been awarded £453k of external grant funding and is awaiting the outcome of a £1.18million grant submitted in May 2019.</p> <p>The focus is on new initiatives such as access for single parents and homelessness. The programme is tailored explicitly to providing a bespoke support package and opportunity to obtain skills and a job. For example build the confidence of single parents seeking to return to work by providing them with the Educating Parents Empowering Communities Level 1 qualification (enabling them to be a volunteer support to other parents).</p>
OP10	Opportunities	Helping people to succeed in life	Social value statements agreed and delivered	N/A	OUTCOME	ON TRACK	GREEN	The Council is committed to realising Social Value from every interaction it has with its external partners. A Social Value strategy has been developed and will go to Cabinet for approval in September 2019. A Social Value toolkit for Procurement of future contracts will be available.
PL1	Places	Excellent leisure facilities and award-winning parks	Number of Green Flag Awards	Higher is better	14	14	GREEN	The Green Flag Award is the benchmark national standard recognising quality parks and green spaces. Havering has maintained high standards and has been awarded 14 green flags. Havering will be submitting 2 additional applications in 2020 for Hornchurch Country Park and Spring Farm Park. Improvement plans will start to be implemented in September.
PL2	Places	Excellent leisure facilities and award-winning parks	Increasing the number of people who use leisure centres	Higher is better	1.882m visitors	502,192 visitors	GREEN	Attendance at the leisure centres have increased this quarter compared to the first quarter in 2018/19 by 100,000 visits. Target attendance for 2019/20 is 1.882m visits.
PL3	Places	Havering is kept clean and safe	The level of waste per head of population presented to the East London Waste Authority (ELWA) (C)	Lower is better	110.25 kg per head	112.54 kg per head	RED	<p>Performance this Quarter is 112.54 which is just above the target of 110.25, which in this instance the target has not been met but it is an improvement on the comparable Quarter last year (120.2). Whilst above target, this is an expected season fluctuation as the amount of green waste increases over the Spring and Summer months. It is expected that target will be met by year-end. This measures the total waste delivered to the ELWA. This includes collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks management activities. Various waste prevention campaigns focusing on home composting, reuse, and Love Food Hate Waste, have contributed towards reductions. Havering has also received funding from the LGA to commission a piece of work on investigating behavioural change in order to drive down waste. The team is also reviewing operations in Highways and Grounds Maintenance to reduce waste and, with ELWA, continues to review policies to prevent commercial waste entering the domestic waste stream at the household reuse and recycling centre. This is in addition to diverting reusable items to charities through a new partnership with a local charity. Without restrictions on the amount of waste we collect through the household waste collection service containing and reducing tonnages is very challenging and relies on attitudinal change.</p>
PL4	Places	Havering is kept clean and safe	Improve air quality in the borough by reducing the level of NO2	Lower is better	OUTCOME	ON TRACK	GREEN	<p>Air quality monitoring and reporting against air quality objectives are undertaken based on a calendar year. The 2018 annual NO2 levels reflect a decreasing trend for the majority of the monitoring sites. At some of the sites the 2018 NO2 levels are the lowest which have been recorded since 2014. The number of sites exceeding the NO2 legal limit in 2018 also reduced (11 in total). This is a significant improvement in comparison with 2017, when 16 sites were above the limit.</p> <p>The Air Quality Action Plan (AQAP) is implementing actions to improve local air quality. Key highlights in 2018 were:</p> <ul style="list-style-type: none"> the introduction of interactive 'live' air quality modelling page on-line; work with schools promoted sustainable travel (55 accredited schools for sustainable travel, 1,640 children trained to ride their bikes safely and responsibly, Miles the mole visited 40 schools to raise awareness of air quality); all new housing developments in Havering met current air quality best practice (e.g. air quality neutral, ultra low NOx boilers etc.), including progressing delivery of sustainable travel infrastructure; Successful bids for anti-idling and Non Road Mobile Machinery (NRM) schemes.
PL5	Places	Havering is kept clean and safe	The number of non-domestic violence with injury offences (C)	Lower is better	327	278	GREEN	It is positive to note that we have the lowest rate of incidents of non-domestic violence with injury in comparison with our neighbouring boroughs and our rate continues to fall.
PL6	Places	Havering is kept clean and safe	Number of young people engaged in preventative education programmes (Adolescent Safeguarding)	Higher is better	OUTCOME	ON TRACK	GREEN	<p>In June 2019, Cabinet agreed additional investment to support the development of the borough's new approach to safeguarding children and young people who are vulnerable to risk outside of the family context. Work is underway to develop the integrated model with the multi-agency partnership, with a view for the new service to be launched in the Autumn of 2019. The service and the strategy considers how the partnership understands and better responds to the needs and risks of young people, as well as using a wide range of business intelligence from across the partnership to provide earlier intervention to those vulnerable to risk.</p> <p>There is a variety of provision already being offered to schools through the MOPAC Early Intervention Youth Fund. These programmes aim to raise awareness of some of the issues associated with adolescent safeguarding and are targeted at pupils and in some cases, parents and teachers. Individual programmes range from assemblies delivered to whole year groups, to more targeted workshops and mentoring for specific cohorts of young people. In total, more than 5,000 individuals have been engaged. In addition, the Council's Public Health team has attracted organisations including Street Doctors and Spark2Life to support this vital work.</p>

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PL7	Places	Improving our housing estates	Programme delivered on time and to budget (£10m housing estate improvement programme)	N/A	OUTCOME	ON TRACK	GREEN	<p>Cabinet approved the £10million housing estate improvement programme in July. A Project Manager has been recruited who will drive the delivery of this programme. Working with the Communication Team and the Housing Community Engagement Manager in Housing, a communication plan has been drafted which will outline how best to engage with residents and stakeholders.</p> <p>Next steps are to seek approval of the list of the priority estates that require works as well as commence consultation with affected residents. A range of contractors will also be sought to deliver the works required.</p>
PL8	Places	Improving our housing estates	Increased tenant and leaseholder satisfaction	N/A	OUTCOME	ON TRACK	GREEN	<p>In the Autumn of 2019, Housing Services will be undertaking a broad ranging survey to gauge tenant and leaseholder satisfaction with the services provided. In the last survey (in 2017), the majority of residents expressed satisfaction with overall service, homes, repairs, rent value and neighbourhoods, with some ratings that were above average compared to other housing providers in London.</p> <p>The latest survey is on track to be completed by November 2019.</p>
PL9	Places	Provide quality and genuinely affordable homes	Number of new homes proposed in planning applications	Higher is better	875	126	GREEN	<p>The direction of travel towards the outcome within the corporate plan is positive. All 3 of the Joint ventures are reaching submission of planning applications stage within the programmes. The scheme at Napier and New Plymouth Houses, contributing 126 affordable homes has already been submitted. In addition the demolition of Napier and New Plymouth and Solar, Serena, Sunrise has already commenced. Where design matters have needed closer attention to ensure quality homes and public realm have been addressed and trajectory remains positive.</p> <p>It is expected by the end of the calendar year all of the joint ventures will either have submitted planning applications or secured outline planning consent delivering in the region of 1300 affordable homes for local residents.</p> <p>The Joint Venture programme brings a wider benefit to residents and the delivery of a £3bn investment programme that will improve the borough as a place to live provide genuine opportunities for residents employment and business opportunities. The creation of new destinations will, especially older persons accommodation will ensure all age groups within the borough see real tangible benefits.</p>
PL10	Places	Provide quality and genuinely affordable homes	Feasibility of NW Romford scheme confirmed and Small Sites Delivery Strategy adopted	N/A	OUTCOME	ON TRACK	GREEN	<p>The North West (NW) Romford scheme feasibility is being revisited following further discussions with key stakeholders. The Small Sites programme is being commissioned with a framework partner to establish capacity and viability assessments.</p>
PL11	Places	Strengthening the attractiveness of our town centres	Romford Master plan developed by December 2019	N/A	OUTCOME	ON TRACK	GREEN	<p>The Romford Master Plan is on track to achieve the end target of being developed by December 2019. This is subject however to the adoption of the submitted local plan. The Romford Master Plan will be a high level document outlining the long term vision for Romford, ensuring that it continues to be a place that people live, visit and enjoy.</p>
PL12	Places	Strengthening the attractiveness of our town centres	Submission of external funding bids for district town centre renewal	N/A	OUTCOME	ON TRACK	GREEN	<p>Programmes of activity are ongoing across several of Havering's district centres which are all at different stages of maturity. A draft external bid has been developed to secure funding from the Strategic Investment Pot. The Strategic Investment Pot is made up of 15% of pooled business rates uplift collected throughout London to fund strategic investment across the Capital.</p> <p>Hornchurch is with a BID feasibility (see below) which is emerging from the research phase and likely to move to the next stage; a ballot.</p>
PL13	Places	Strengthening the attractiveness of our town centres	BID feasibility study completed for Hornchurch	N/A	OUTCOME	ON TRACK	GREEN	<p>A report has been commissioned and received on local business appetite for progressing with the Hornchurch BID (Business Improvement District). A detailed analysis is now taking place with the aim of formulating a recommendation which will be put forward to members. A BID is a defined area in which a levy is paid by local businesses. This levy is used to fund projects which will benefit business in that area, such as extra safety, cleansing and environmental measures.</p>