



London Borough of Hackney

Hackney's Corporate Plan

2011/12 – 2013/14

March 2011

Making Hackney A Better Place

To achieve balanced, sustainable communities and neighbourhoods which celebrate their diversity and share in London's growing prosperity and enable a good quality of life for all

Mayor's Priorities

Mayor's Priority 1: Improving services and increasing opportunities for all, raising the life chances of the most disadvantaged
Mayor's Priority 2: Making sure the Council is high performing and efficient
Mayor's Priority 3: Providing effective community leadership and involving the whole borough in what we do

2008-18

Sustainable Community Strategy (SCS)

The **2008-2018 Sustainable Community Strategy** has six priorities:

1. Reduce poverty by supporting residents into sustainable employment, and promoting employment opportunities.
2. Help residents to become better qualified and raise educational aspirations.
3. Promote health and wellbeing for all, and support independent living.
4. Make the borough safer, and help people to feel safe in Hackney.
5. Promote mixed communities in well designed neighbourhoods, where people can access high quality, affordable housing.
6. Be a sustainable community, where all citizens take pride in and take care of Hackney and its environment, for future generations.

Corporate Plan & Delivery Plan

Partner agency plans

Priority Corporate Programmes of Work 2011/12-2013/14*

2011/12-2013/14

Management Dashboards

Individual Appraisals

1. Delivering sustainable Medium Term Financial Strategy (MTFS) & Service Reconfiguration
2. Reducing inequalities & promoting cohesion
3. Sustainability
4. Delivering sustainable Capital Programme & Asset Management
5. Regeneration
6. Olympic & Paralympic Games
7. Learning Trust Transition
8. Improving Health & Wellbeing Outcomes
9. Young Hackney
10. Delivering improved customer service, Organisational Development & cultural change
11. Bringing public & voluntary services closer together in Team Hackney
12. Increasing community engagement in delivery of the Sustainable Community Strategy

HACKNEY'S PRIORITIES

The Mayor's Priorities

The Mayor's overall aim is to achieve balanced, sustainable communities and neighbourhoods, which celebrate our diversity and share in London's growing prosperity, to enable a good quality of life for all. The Mayor has set priorities for the Council to meet that aim. Everything that we do contributes towards achieving these priorities. They sit over and direct everything we do.

Sustainable Community Strategy

The Sustainable Community Strategy (SCS) sets out the 10 year vision for the Borough. It includes a set of key long term aims and priority outcomes. It will underpin everything that the Council and its partners do up to 2018. It is a statutory plan which the Council has the responsibility to produce and involve partners and the local community in its production. Our SCS agreed in November 2008 contains ambitious targets to ensure we make the most of the new investment in Hackney to reduce inequalities and the number of people living in poverty in the borough.

Corporate Plan

As part of the annual business and financial planning process, Hackney Council produces a corporate plan, looking forward over the coming four years. It sets out the Council's priorities and details the highest level actions it plans to take to achieve these.

As part of the Corporate Plan, we have identified 12 Corporate Programmes for the Council. These are the key programmes of work for the Council over the next four years. Most are already well underway, and some are new.

The programmes have clear governance arrangements, and key milestones, dependencies, outcomes and benefits are mapped out so members and senior managers can manage performance against what we have set out to do. These programmes will translate into priorities in the business & financial planning process, and delivery of these priorities will be translated into targets for individual staff.

Corporate Delivery Plan

A Corporate Delivery Plan will be developed to support this document. The will detail the milestone to be achieved on these programmes as well as the milestones on the other high priority projects and tasks for the Council. Delivery against these milestone will form part of the Council's Performance Management Framework.

Delivering sustainable Medium Term Financial Strategy (MTFS) & Service Reconfiguration

The Coalition Government announced the cuts it will be making to local council funding, which means funding to Hackney Council has been cut by £44million in 2011/12 and by £23million in 2012/13. There will be further cuts in 2013/14 and 2014/15, however, the Government has not yet said what these will be.

To achieve these savings requires making cashable savings sufficient to balance the Council's budget position. These will be sustainable efficiencies i.e. focused on the long term; compatible with Hackney's capacity and capabilities; and accompanied by the support measures necessary to ensure complementary changes in the way the organisation works.

This will require developing the organisation's self awareness; agility; and capacity to change so that it becomes more responsive to citizens demands and capable of adapting to a changing external environment.

Programme Owner	Corporate Director, Finance & Resources
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Reducing Inequalities & Promoting Cohesion

The Equality and Community Cohesion programme is central to reducing inequality and promoting community cohesion, as set out in our Sustainable Community Strategy (SCS). This work programme will be overseen by the Corporate Equality and Cohesion Board and will be informed by an up to date evidence base of the equalities profile of the community and workforce. The programme will undertake specific actions to ensure that:

- Equalities and cohesion issues are embedded into the Sustainable Community Strategy, the key plans, reviews and needs assessments which underpin the SCS and the outcomes
- Persistent inequalities are identified and tracked with measurable outcomes set to narrow the gap
- Equalities and cohesion issues inform medium term planning from the outset, and specifically decisions about how to achieve the further savings required by Central Government as set out in the Comprehensive Spending Review
- The Council's decision making process is informed from the outset by a consideration of the impact on equalities
- The Council understands the potential impact on equalities of the major public policy drivers and its response to these is informed by a consideration of equalities
- The Council champions and works with its strategic partners and the third sector to promote a shared approach to reducing inequality and promoting community cohesion

Programme Owner	Corporate Director, Health & Community Services (to be reviewed)
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Sustainability

The scope of the Sustainability Programme will be revisited during 2011/12 Q1 once it comes under the ownership of the new Policy & Performance function. It will, however, include the following key elements:

- Energy efficiency of our buildings: Meter reading project, procurement & installation of Automatic Meter Readers (AMRs), Building Energy Efficiency Assessments
- 10:10 Commitment
- Carbon Reduction Commitment-Energy Efficiency Scheme (CRC-EES)
- Environmental Sustainability: Internal and external behaviour change programme
- LBH Carbon Management Plan
- Low Carbon Framework (3 Boroughs)

<ul style="list-style-type: none"> • Community Energy Saving Programme & the Shoreditch Heat Network • Decentralised Energy Programme. 	
Programme Owner	Chief Officer, Programmes, Projects & Performance

Regeneration

This programme aims to maximise the transformational social, physical and economic regeneration opportunities in Hackney. It brings together key regeneration projects from the two main elements of the Regeneration Delivery Framework; Growth Centre Development (incorporating Town Centre & Strategic Area Development, Estate Renewal and Woodberry Down Estate) and Economic Development (incorporating our continued work to help residents into employment where barriers are greatest and support to local businesses).

Town Centre and Strategic Area Development:

The Growth Centre Regeneration business unit's objective is to: foster the sustainable economic development of Hackney's major growth centres (Dalston, Hackney Central, Hackney Wick and Shoreditch) . This will be undertaken by co-ordinating across the Council and partners the functions that have a role to play in improving and developing growth centres. This approach includes;

- Promoting inward investment with private and public sector organisations
- Programme managing the delivery of public realm and other council and government agency projects
- Mitigating the consequences of growth (e.g the night time economy) on the local community and managing town centres effectively
- Creating affordable workspace to allow for the location and growth of new sectors (e.g. the creative and digital industries)
- Working with land owners to realise development opportunities
- Working with local enterprise and third sector organisations to realise growth potential

Woodberry Down Estate:

This programme will create a sustainable community of mixed tenure homes, together with the necessary education, health and community facilities in a highly landscaped environment consisting of 4,600 mixed tenure homes and a number of community facilities in Woodberry Down by 2027.

Estate Renewal:

The programme will also address the highest levels of need for physical regeneration in 16 of our estates using stock transfer and partnership development agreements with the private sector to address poor housing quality and environmental design.

The outcome in each will be a mixed community with different tenures, and a mixture of land uses that are well designed and connected – balancing employment, community, cultural, retail and recreation facilities as well as homes which are affordable and a place where people want to live and work.

Decent Homes:

The new government has changed the funding allocation for decent homes work and a bid has been made that would enable the Council to complete the works by 2014/15. We do not yet know the outcome of this and are awaiting further details on the time frame for decision making from the Homes & Communities Agency.

Programme Owner	Corporate Director, Housing
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Olympic & Paralympic Games

Hackney is one of five host boroughs for the 2012 Games. About 30 percent of the Olympic and Paralympic park is located within the borough, representing an immense pool of opportunity for the borough. The 2012 Olympic and Paralympic Games Programme ensures that Hackney's communities are well placed to maximise the benefits of those opportunities, contributing to the planning and delivery of the Games, and working to secure the best possible sustainable benefits for Hackney residents as part of its Legacy. The Programme consists of three distinct working areas

Legacy - Securing a physical and social legacy from the Games

- A fully occupied digital media employment hub on the site of the International Broadcast Centre / Main Press Centre (IBC/MPC), providing 120,000 square metres of high quality business accommodation inherited from the Olympics with a minimum of 3,000 jobs created under legacy use; and appropriate skills training for local people
- Creation of a sustainable, flourishing city characterised by successful mixed use developments including hospitality, housing, hotel, sports, leisure and retail facilities
- An unbroken piece of open parkland, adaptable for a range of activities, to the north of the park owned by Hackney and host to a variety of habitats
- The production of an adopted planning policy and urban design document for Hackney Wick which will have a real and positive influence on the regeneration of the Wick through influencing Legacy facilities, infrastructure and investment, and directing development

Doing the Day Job - Ensuring that council services are where possible unaffected by Games time activities and contributing to safe and secure Games time for Hackney residents. It aims to ensure a co-ordinated approach for delivery of council services that will ensure disruption of service delivery to residents and other service users is minimised.

Hackney at Games Time – Ensuring that there is a programme of Hackney based Games time activities that are co-ordinated as part of a series of events raising Hackney's profile and maximising the involvement of Hackney residents

Programme Owners	Chief Executive & Corporate Director, Health & Community Services
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Delivering sustainable Capital Programme & Asset Management

The substantial cuts to local government funding will also require a radical change in how the Council utilises its asset base due to sharply declining levels of capital resources. At the same time changing demographics and regeneration will bring additional pressures to bear on the Capital Programme.

This will result in the Council reducing and realigning its capital programme so it is sustainable and able to address the new challenges the area is facing.

It will also ensure that the Council fully utilises its assets and makes the necessary changes in the management of these to meet a new model of service delivery and changing demand. This will also include the completion of Hackney's Building Schools for the Future Programme and have links to wider housing and regeneration schemes.

Programme Owner	Corporate Director, Finance & Resources
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Learning Trust Transition

LB Hackney entered a contract with The Learning Trust for the delivery of an education service in August 2002, and in the subsequent years Hackney has seen its education service deliver significantly improved results across early years, primary and secondary, and

post - 16 education. Improvement in provision for young people with a special educational need and arrangements for play and adult and community education have all been validated by external inspection and user satisfaction.

The Trust has secured progress on all of the key contractual objectives it was set, and by the end of the contract on 31 July 2012, the renewal of the education service in Hackney will be completed. The new government has laid out a programme of significant change for local authority services, education in particular. In essence, these represent a shift toward devolved responsibility and accountability in a number of areas, with a particular emphasis on schools and health. If the success we have enjoyed as a borough is to continue, we need strong, close and cross - agency partnership working. A focus on commissioning, advocacy, quality assurance, equity and delivery will characterise the strategic role of local authorities. To deepen and extend the success of education in Hackney, the Council and the Trust have agreed that the contract, which requires the Trust to effect a seamless transition of services to Hackney, should be completed in full. On 1 August 2012 therefore, staff will transfer from Trust to Council employment. A carefully considered plan will facilitate a period of transition which will span the financial years up to 2013 - 14, ensuring a seamless continuation of education service within a broader, holistic structure of local authority service. In this transition, there will be focused discussion and consultation with heads, governors and stakeholders generally.

Programme Owner	Corporate Director, Children & Young People
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Improving Health and Wellbeing Outcomes

The aim of the programme is to improve health and wellbeing of the local population and tackle associated inequalities which inhibit individuals and groups from realising their full potential at home, in work or in the community. The programme will aim to secure good health and wellbeing at all ages and stages of their life. We particularly want to promote good health in those communities with the highest mortality rates.

Our action to improve the health and wellbeing of residents and reduce associated inequalities is based on the in depth understanding of needs we identified through our local health and wellbeing profile. Thirteen critical needs for local people were identified; the overarching need concerns disparities in life expectancy for men in Hackney compared to the national average, which remains significant. The Inequalities in Health and Wellbeing Action Plan identifies the responsibilities of each Council Directorate to achieve success in relation to the corporate priority.

There are two key aspects to this programme of work.

The first programme of work we have designed to improve health and wellbeing of men has, at its core, objectives to address poverty and worklessness – recognising that sickness inhibits individuals from working and being out of work makes people sick. Our primary actions relate to the imminent changes in welfare benefits and addresses how we support the 11,000 Hackney residents who are currently in receipt of Incapacity Benefit to manage their lives and achieve good health.

The second programme addresses the future integration of the public health function – currently located in NHS City and Hackney – into the Council. The opportunities associated with the transfer of responsibility will be significant, enabling us to achieve our aspirations to delay the point at which local residents need services and improve the lives of local people. Areas where integration will be beneficial include reducing smoking, safeguarding vulnerable people and increasing physical activity.

Programme Owner	Corporate Director, Health & Community Services Director of Public Health, NHS City & Hackney
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Young Hackney

In recent years, services to young people in Hackney have become complex and multi-layered and we are keen to create an improved model of service delivery. Discussions have taken place about the strategic direction for the service, the need for structural change and the development of underlying principles to inform the approach taken to young people. Young Hackney fully integrates the Youth Service, Youth Support Team and The Youth Offending Team into one new exciting, efficient and effective new service.

Our vision for the future is to respond flexibly and proactively to identified need whilst creating a very visible central facility for all of Hackney's young people. This will be achieved with the creation of a central Young Hackney 'Hub' supporting four Young Hackney Centres (one in each of the four operational neighbourhoods of Hackney). These will be high quality and exciting buildings that will provide a focal point for young people to access activities and the full range of Young Hackney services, all under one roof. Each of the Young Hackney Centres will be managed in partnership with young people, key stakeholders and local residents.

Connecting Young Hackney will enable Hackney's children and young people to enjoy their youth and support their transition to independent and successful adulthood. We want to ensure the widest range of opportunities for all young people and support for those who need it.

Young Hackney is wider than just improving partnership relationships and better integration of services. It is a fundamental shift in culture and principles and the way we work.

Programme Owner	Corporate Director, Children & Young People
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Delivering improved customer service, Organisational Development & cultural change

As the Council faces an unprecedented reduction in grants over the coming years we will have to make more difficult choices and need to take our residents with us. We won't always be able to give our residents what they want. But even if they are not happy with a decision we make, they should be satisfied that we have been fair and courteous in reaching that decision.

The "Service First Programme" has delivered an exemplar customer services centre to bring all our customer services together in one place. It is a significant achievement not only for being delivered on time and budget from existing resources but also and most importantly for the real and lasting difference it is making for our residents ability to access services in one place.

Our focus will now shift to concentrate on re-modelling customer services across the Council in our continued commitment to putting our customers at the centre of everything we do. We want to make it easier, faster and more convenient for all our customers to access services in the way in which they want to.

As a result of the changing financial climate and our re-modelling of services the Council is implementing significant organisational change. This is resulting in new ways of working and managing, requiring changes to structures, knowledge and skills as well as involving the physical relocation of employees.

This work brings together and oversees the organisational development (OD) elements of the various change programmes that are currently taking place/due to take place through the provision of an overarching framework to support staff and the organisation through these

changes. The programme includes an integrated range of activities which consult, engage, inform, train and retrain our staff to ensure that the individual programmes are aligned and the benefits to the organisation and the Borough realised. The programme also ensures that we have the right policies, processes and procedures and resources in place to proactively support the process of change at the pace required. We will also ensure a new approach and support for staff who can be redeployed to other jobs in the council if their posts are made redundant.

This will result in an organisation which is more streamlined, customer focussed, efficient, and high performing with a smaller, but well managed and well motivated workforce.

Programme Owner	Corporate Director of Legal & Democratic Services
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Bringing public & voluntary services closer together in Team Hackney

This is a new programme of work which is yet to be fully scoped. Its aim is to bring service providers in Hackney closer together to be more effective in delivery of services and outcomes for the residents of Hackney. This is particularly important with reduced budgets across the public sector and the need for greater effectiveness and removal of any duplication.

Programme Owner	Chief Executive / Chief Officer Policy & Partnerships
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Increasing community engagement in delivery of the Sustainable Community Strategy

This is a new programme of work which is yet to be fully scoped. Its aim is to seek community engagement in reframing public services in these tougher times to ensure that together we are able to successfully achieve the outcomes in the Sustainable Community Strategy. .

Programme Owner	Chief Officer Policy & Partnerships
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