

## Cross-Cutting Programmes

We set out the rationale for establishing cross-Directorate programmes in the Council's Corporate Plan for 2015-2018. Through the cross-cutting programmes we are looking at radically different ways of providing services in order to address the major commitments to improving services, and to promoting greater opportunity, set out in the administration's manifesto, while making substantial savings over the next three to five years.

## Procurement and service design

### Background

This is an over-arching programme through which we will develop our approach to maximising the use of our resources, whether a service is delivered in-house or procured from an external provider, while looking to procure services locally and employ locally as far as possible.

The aim is provoke radical and creative thinking with a particular emphasis on:

- different approaches to demand management, and how these can be used to design services;
- outcome focus: understanding what outcomes we want to achieve, building on the work already underway through the range of cross-cutting programmes, and recognising the activities that contribute to these outcomes; making sure our proposals are evidence-based and that we have a more consistent approach to ensuring that with less resource we achieve the best outcome with clear lines of accountability for delivery;
- use of digital technology as integral to the delivery of better services for less money.

### Progress

The scope of the programme has not yet formally been agreed.

## Customer Service

### Background

Many of the manifesto commitments are essentially about providing better customer service. Given that these commitments are made in the context of significantly reducing resources, this cross-cutting programme will establish principles for how we will provide better, more efficient services by responding more effectively to demand, reducing wasted effort. This is in effect developing one of the different approaches to demand management and applying it to a range of services.

Projects include looking at specific services in this light, for example, housing repairs, including responsive repairs and the repairs call centre, and the communal repairs service. We will also review our approaches to performance management and complaints handling, and data-sharing, focusing on using our intelligence about service delivery and residents' needs in order to prevent demand rather than simply responding to it.

## **Progress**

The business case and scope for the programme have been agreed, with an understanding that the range of services to be covered will increase over the life of the programme. We have worked with frontline staff in the housing repairs service to develop a set of recommendations for change, which they are now implementing.

## **Potential savings**

As set out above, a large part of this programme so far has been looking at housing repairs (which involve HRA budgets), but it is envisaged that the programme will look at a wider range of Council services using a whole system approach from first customer contact to completion of the task; this is expected to include services such as Planning. In addition, improved processes for Council Tax, Business Rates and Housing Benefits are being developed, and are expected to generate savings of £2m.

## **Public Realm**

### **Background**

This is a comprehensive review, looking at the efficiency and effectiveness of all services that contribute to the cleaning and maintenance of the public realm in the borough. Our ambitions for the overall impact of cleansing in the borough will be set as the goal, maintaining our commitment to the highest standards. We will look at all environmental cleansing functions, i.e. for streets, parks and estates, and how these should change over the next few years so that we can continue to maintain high standards as the population continues to increase and budgets reduce. No assumptions are made about any changes to structures, but our commitment is to look at all related functions at the same time; what do residents care most about, how well do we do what they care about? Are there things we can stop doing, or do less of, or do smarter?

**Stage one** runs from January 2015 and includes projects involving both the Council and Hackney Homes:

- Recycling 2020 – this will move towards further changes to recycling across the borough, and includes increasing recycling on estates
- Review of estate cleansing over the next year, focusing on cleaning inside blocks and design quality
- As part of the Parking Customer Journey project, working towards incorporating estate parking permits within the virtual permits change, as a later phase
- Working as part of a corporate approach to understand and address, where possible, increasing demand from the night time and hospitality economy, and events, including events in parks
- Maintaining interdependencies with the Enforcement programme
- Two key ICT projects: Mobile Working and Business Intelligence
- Pre-planning for stage two of the Public Realm Programme

**Stage two** will start following the transfer of Hackney Homes staff to the Council in April 2016, using the pre-planning analysis work referred to above, and runs till March 2017, including:

- Environment-related estate functions, and cleansing in parks
- Infrastructure and Design (Streetscene)
- Grounds Maintenance and Arboriculture
- Review of parking policy and charges across streets and estates.

## Enforcement

### Background

This programme is about taking a step back and re-stating the purpose of the Council's different enforcement functions from the point of view of all of the people who live and work in Hackney - to promote a better quality of life, and to provide public protection.

This is about re-aligning the enforcement function to better achieve our aim, while dealing with the additional demand arising from an increased population and economic growth, and at the same time also making savings.

There are the issues that are important to most residents, for example, dogs, noise, or litter, and then there are the more hidden issues that are essential to tackle in order to reduce inequality, for example, the minimum wage, human trafficking, consumer protection, debt, and housing quality.

### Progress

Recommendations agreed at Programme Board June 25<sup>th</sup>, now proceeding to implementation.

### Potential savings

The scope of the programme covers Building Control, Planning Enforcement, Trading Standards, Licensing, Environmental Health, Environmental Enforcement, Parking Enforcement, Parks, Markets, Hygiene Services, Streetscene Enforcement, Shop Front Trading, Community Safety, including the Wardens Service, and Private Sector Housing; the gross budget for these services is over £29m with 184 posts in scope. The net budget after income is around £5.5m, and officers expect to identify potential savings of up to £2m.

## Employment and Opportunity

### Background

This programme aims to deliver a comprehensive and joined-up offer for local people in accessing employment and other opportunities, building on many of the great services currently in operation. At the same time, we will also develop specific interventions with groups that face particular challenges. We will bring all linked

initiatives together through clear and consistent branding, supported by online platforms that ensure that opportunities are accessible.

Underpinning this programme will be a clear set of principles which include a commitment to designing solutions with frontline staff and residents while working across different agencies and institutions. The programme will also draw on new rounds of enquiry, including work by the Governance and Resources, and Community Safety and Social Inclusion Scrutiny Commissions, to inform new initiatives.

The programme sets a framework for practical interventions needed to deliver the promises set out in Mayor's manifesto commitments. The programme is being considered in two phases which were initiated in tandem; phase 1 relating to the under 25's and phase 2, the over 25's, particularly addressing the long-term, stubbornly high numbers of people out of work as a result of health conditions.

This programme aims to deliver a comprehensive and joined up offer for local people in accessing employment and opportunity pathways. The desired outcome is to build on the positive work being undertaken in this area to provide coordinated and evidence led service delivery, which enables local residents, of all ages, to access the most relevant employment and opportunity pathways available to them. This in turn would enable the better targeting of services with positive benefit in respect of demand management and early intervention. The work undertaken by a multi-departmental team of senior officers representing the following departments; Hackney Learning Trust, Policy, Estate Regeneration, Hackney Homes, Procurement, Human Resources, Regeneration Delivery and Economic Development, and Public Health and Adult Social Care. In addition, engagement with the voluntary sector and third sector has been ongoing as the central themes of the programme have emerged.

## **Progress**

### **Phase 1 - Under 25**

The objectives of this phase of the Employment and Opportunities Cross Cutting Programme are to:

- Create clear and navigable pathways for 11-25 year olds to better understand and access the local work-based opportunities available to them;
- Maximise community benefits secured through avenues where the Council can utilise its leverage as a regulatory body, major procurer or lead partner
- Initiate a phased approach to developing evidence-led solutions across different age-groups, skill sets, and demographic groups. Develop appropriate targets in relation to supporting evaluation
- Identify areas where 'fine tuning' and better co-ordination of services will achieve added value, and where new resource interventions are necessary
- Deliver an integrated Employment and Opportunity strategy to co-ordinate joint working, collaboration and seamless interaction between services
- Create a consistent communications and marketing approach that brings together the available offers under one umbrella, promoting the agreed vision in the process

- Establish co-ordination principles and arrangements across the different services to deliver the objectives

This work, drawing on experience, evidence, past work and likely future policy direction, resulted in the establishment of four topic areas:

TA1: Public Sector Opportunities

TA2: Target Group Focus

TA3: Service Design and Delivery Improvement in Schools

TA4: Communication and Branding

## Families

### Background

We already do lots of innovative work with families, joining up services to address their needs in the most effective way, aligning our responses to families from the first point of contact, and seeking to prevent problems from arising. This includes our new Family Learning Intervention Programme aimed at creating responsive interventions for young people on the edge of care, our expanded Troubled Families Programme, and our cross-cutting work to identify and target younger children on the edge of gang involvement.

The programme will need to work effectively alongside the work that is already underway within the Children and Young People Service on “One CYPS”, overseen by a Transformation Board. One of the five strands of this programme is “Family Interventions”.

Other local plans, programmes and projects related to this theme are:

- Children’s Social Care and its Troubled Families Programme
- Children’s Centres and other preventative and early intervention services for families
- Pembury Estate Project
- Integrated Gangs Unit
- Young Black Men Project
- Pause Project
- Hackney and City Healthy Child Programme for 0-5s
- Family Nurse Partnership
- Child Poverty and Family Well-Being Plan

The programme will focus on assisting families experiencing, or at risk of, very poor outcomes, to improve those outcomes and become independent and resilient, primarily by drawing on their own strengths. At the same time, it will reduce the overall and long-term levels of demand on, and cost to, both public services and local communities.

### Progress

Business case produced, but scope of programme not yet formally agreed.

## Capital Investment Strategy

### Background

With public sector finances facing more years of austerity, the Council will only be able to meet those challenges by developing and delivering a radically different approach to capital investment. A programme has been developed, taking us forward for the next five years to deliver this capital investment, alongside ongoing investment in the Council's highways, and maintenance of its ICT infrastructure.

The challenge is to provide essential services for a growing population, to meet the demand for housing across all tenures, and for school places, as well as renewing public service infrastructure to ensure that it is fit for the future; this includes:

- The manifesto commitment to build 3,000 new homes in the borough between 2014 and 2018 whilst at the same time ensuring that the HRA debt cap is not breached.
- A move towards the identification of a funding solution for the manifesto commitment (that would extend into the 2018/22 period) to develop a further building programme of additional council homes for rent and shared ownership.
- The need to maintain pace with the demand for school places with nine additional forms of entry at primary schools and a further six to seven forms of entry at secondary schools, including the provision of a new secondary school – this alongside ensuring all of our existing schools are in a suitable state of repair.
- The requirement to regenerate our town centres in particular Hackney Central and Dalston, including the development of the Fashion Hub.
- Potentially up to £50m investment in our leisure estate to up-date update those facilities that are no longer fit-for-purpose whilst maximising values from existing sites.
- Renegotiating and ideally 'buying out' the PFI contract in relation to the Technology Learning Centre.

The strategy is underpinned by the principle of maximising the value of our estate to provide investment in public infrastructure. It also provides for ongoing maintenance of the corporate property estate and it is assumed within the programme that highways maintenance will be retained at current levels and that associated programmes in respect to ongoing street lighting, surface water drainage and road safety engineering schemes are also maintained at current levels. It also provides for the maintenance of the ICT infrastructure going forward following the current investment in upgrade to the Council's main ICT platforms.

### Progress

The Corporate Director for Finance will update Members on progress with this programme at a future meeting of the Governance and Resources Scrutiny Commission.