

AIMS AND AMBITIONS

To make Hackney a Better Place for residents, investors and visitors we aim to:

- Make a visible and sustainable improvement to the environment of the Borough through a clean, high quality and accessible public realm, with a well-planned built environment.
- Improve the quality of health within the Borough; reducing air pollution by delivering a Transport Strategy that minimises the dependency on car use which leads to an increase in walking, cycling and greater use of public transport.
- Build attractive, balanced and safer neighbourhoods, underpinned by a joined-up approach to enforcement and the reduction of anti-social behaviour.
- To support our partner Hackney Homes in the continuous improvement of services for residents within the Council owned stock ensuring the release of £225m of government investment for decent homes following a successful Audit Commission inspection.
- Provide a ladder of opportunity for all our residents through access to decent affordable homes, training opportunities and jobs, and choice and opportunity for residents of Hackney seeking social housing.
- Foster prosperity, making Hackney a cosmopolitan, inspirational, working Borough – a Borough that is unique, with safe, strong and cohesive communities and a shared sense of citizenship, pride, social responsibility and environmental consciousness.
- Maximise the social, physical and economic regeneration opportunities presented by the Olympics, and from other developments such as the East London Line Extension, City fringe, and estate renewal programmes.
- Create a Greener Hackney and respond to climate change at a local level through encouraging greener travel, greener homes, and raising environmental and recycling awareness.

WHAT DID WE ACHIEVE IN 2007/08?

Achieved

- Continued success with a joint agreed approach to the Hackney Wick Master Plan.
- Consultation of the LDF Core Strategy – Preferred Option underway.
- Draft Regeneration Delivery Framework prepared.
- Continued improvement of the planning service with extended 'duty desk' hours and ongoing implementation of e-planning initiatives.
- Improved rail service in Hackney - continued successful lobbying on East London and North London lines. On target for trains every 5 minutes through the central section of the ELL from Dalston Junction to Surrey Quays by 2010 and longer trains and additional frequency on the North London Line by Feb 2011.
- Agenda set for the Borough-wide estate renewal programme and the Woodberry Down regeneration programme. Woodberry Down Masterplan successfully developed with resident consultation and approved by the Planning Sub-Committee.
- Dalston Regeneration Project on track with work on-site underway.
- The available resources for the 07/08 Decent Homes Programme have been prioritised to ensure that external works are carried out prior to internal improvements. There were 12,219 homes brought up to the decent homes standard by 1 April 07; 12,747 made decent by 1 April 08.
- Implemented a framework for clienting Hackney Homes that encourages a partnership approach.
- Delivered the Public Realm Capital Programme to target and provide a well maintained public realm.
- Reduction in road casualty figures across the borough and BV99 PI's improved
- Exceeding out statutory recycling target of 20% and extending compulsory recycling to all street based properties and the range of recyclables.
- Improved Parking Service and Highway Inspectorate Team who retained ISO 9001 standard and Parking Service launched online quality management system.
- Hackney Car Club piloting pay-as-you-go cars, reducing the need for car ownership in the Borough.
- The Crime and Disorder Drug Misuses Strategy in conjunction with the Safer & Cleaner Place Partnership has achieved a reduction in overall crime of 29.3% against a baseline target of 20% over 3 years.
- Community Safety Team working with the Metropolitan Police has introduced joined-up enforcement services in Shoreditch.
- Top prize at the Transport for London 'Sustainable Transport Awards' for innovation and commitment to promoting cleaner and healthier ways of travelling.
- The Temporary Accommodation Income Management Team successfully passed its first annual Charter Mark health check, therefore maintaining accreditation.
- The Overcrowding Project in its first 7 months of operation released 131 of under occupied properties and achieved 216 ahead of the 2007/08 target by March 2008.
- Meeting our BV199a target for litter and detritus with our lowest ever annual performance (23%)

KEY ACTIVITY DATA

	Volume	Expenditure/ (Income) (£m)	Unit Cost/ (Income) (£)	Volume	Expenditure/ (Income) (£m)	Unit Cost/ (Income) (£)
Safer Neighbourhoods						
Parking: No. of PCNs issued	165,316	(6.532)	(39.51)	125,694	(5.502)	(43.77)
Parking: No. of parking permits issued	49,437	(2.139)	(43.27)	73,205	(3.477)	(47.50)
CCTV: No. of camera hours monitored per member of staff	21,900	1.200	54.80	21,900	1.385	63.24
Enforcement: No. of premises visited	10,757	1.154	107.28	10,438	1.120	107.30
Environmental Health: No. of inspections	2,439	1.038	425.58	2,439	1.045	428.28
Land charges: No. of searches	3,200	(0.652)	(203.75)	4,351	(0.745)	(171.23)
Building Control: No. of inspections	4,794	0.839	175.01	4,794	0.788	164.28
Public Realm						
Engineering: No. of street lights to be maintained	10,631	0.853	80.24	10,723	0.875	81.56
Waste: No. of household collections	8.357m	11.856	1.42	8.449m	7.097	0.84
Waste: No. of recycling collections	3.694m	1.905	0.52	3.607m	1.948	0.54
Waste: No. of rounds	5,980	9.028	1,510	5,980	5.825	974
Waste: No. of kilometres swept	268	6.041	22,541	268	6.935	25,877
Regeneration & Planning						
Planning: No. of planning applications de-lined by type received	2,723	1.541	565.92	2,691	1.267	471.00
Housing Needs						
No. of unaccompanied Asylum seekers	54	0.000	n/a	59	0.934	15,834
No. of people without recourse to public funds	106	1.513	14,274	101	1.513	14,979
No. of homeless people supported in B&Bs, hostels, and PSL)	1,050	(4.986)	(4,749)	1133	(5.278)	-4,658

OUR RESOURCES

	Budget Income (£m)	Budget Expenditure (£m)	Establishment (FTEs)*
Safer Neighbourhoods	34.604	24.871	311
Public Realm	50.220	17.054	391
Regeneration & Planning	7.820	3.456	114
Performance & Strategy	4.757	4.087	29
Housing Needs	23.616	17.978	187
Finance & Resources	2.796	2.796	42
Delegated to Hackney Homes	0.258	0.759	0
Total	124,073	71.001	1,074
NET COST OF SERVICE/TOTAL ESTABLISHMENT		53.072	

* FTE count includes HRA and General Fund

OUR PRIORITIES FOR 2008/09-2011/12

Accelerated Improvement	Target/Success Measure
Hackney 2012: Masterplanning The Wick. Maximise the benefits of the Olympic legacy proposals for Hackney Wick through delivery of a new neighbourhood.	Deliver, in partnership, a Masterplan for Hackney Wick by January 2009.
Hackney 2012: Bringing In The Visitors. Use the Olympiad as a springboard, develop Hackney as a destination as a place to visit and enjoy.	Develop and implement the Visitor Economy Strategy by Sept 2008 (subject to resources).
Improve the integrated waste, recycling and street cleansing services by implementing the delivery of the Waste and Recycling Strategy beyond 2008, in line with the North London Waste Authority Joint Strategy.	Improve street cleanliness (NI 195), Increase % of household waste recycled and composted (NI 192).
Implement the Streetscene's Capital Programme 08/09 to deliver a well maintained, sustainable public realm with a high quality street environment in Hackney and a safer accessible road network.	To work towards achieving top quartile performance by 2010 in key Public Realm Performance Indicators. (NI 168, 169, 47, 48 and 195)
To fully implement the Hackney Safer and Cleaner statutory Partnership Plan to reduce crime, fear of crime, drug misuse and anti social behaviour measured by a reduction in crime and further reduce crime in the Borough.	Reduction in overall street crime of over 20% over 4 years (2006 to 2010).
Provide a joined-up, visible and uniformed presence on our streets and estates taking action on abandoned vehicles, fly tipping, graffiti and tackle the perception of anti-social behaviour. (Enforcement Strategy)	100% of reported abandoned vehicles removed within 24hours, Fly-tipping (NI196), Graffiti (NI195c), perception of anti-social behaviour (NI17)
Reduce worklessness and realise local economic growth and employment opportunities for those most excluded from the labour market.	Reduction of 2% in overall benefits claim rate.
Target Hackney's worklessness and specific skills shortages to ensure the people of Hackney have access to jobs in London's growing economy, whether locally for the Olympics project or further a field.	Assist 100 lone parents and incapacity benefit claimants into sustainable employment by 2010 and work with 19-24 year olds and residents in achieving 'level three' skills for life qualifications.
Hackney 2012: Making Employment and Training Local.	Maximise opportunities arising from the 2012 Games to create jobs and training opportunities for Hackney residents.
Hackney 2012: Games Business for Local Business.	Ensure that local businesses obtain the maximum benefits from the 2012 Games.
Hackney 2012: Investing In Hackney – "Be Here For 2012"	Use the 2012 Games as a catalyst for inward investment in the Borough.
Hackney 2012: Press and Media Centres Legacy	Work with partners to facilitate a long-term media and related industry base in the Media Centre built for the 2012 Games.
Proactively direct the delivery of regeneration through Area Action Plans, Masterplans and town centre management initiatives.	Adopt AAPs and Masterplans for Hackney Central and Dalston by March 2009.
Hackney 2012: Improving The Railways	Work with TfL to facilitate the North London Line upgrade and the making of connections with the East London Line.
Bring all of Hackney's rented homes up to the Government 'Decent Homes' standard by 2012. The current percentage of non-decent homes is 35.1%.	Meet Decent Homes target (NI 158); 10,000 homes receive new windows, roofs, kitchens, bathrooms and other improvements by December 2012.
Hackney 2012 - Development of Millfields Waste Services Depot as part of the Land Assembly Programme for the Olympic Park. Re-locate	Completion of depot works and occupation of depot by March

20 traveller families.	2009 (revised LDA timescale).
Continue to maximise the delivery of new, high quality, sustainable and mixed tenure housing across the Borough including through the estate renewal programme.	Deliver 1085 homes, 50% of which are affordable per year.
Provide a sustainable community of mixed tenure homes, together with the necessary education, health and community facilities in a highly landscaped environment at Woodberry Down Estate.	Provide 4,300 mixed tenure homes by 2015.
Build 2,000 new affordable homes for Hackney residents	From 2006 to 2010 build 2,000 affordable homes.
<p>Analyse and improve the customer perception of services provided within Neighbourhoods and Regeneration so that perception reflects evidenced improvements.</p> <p>Focusing upon the planning service develop the customer perception of the service across the range of services provided. Therefore readdressing the balance between measurements of processing speed to customer experience and quality of service.</p>	<p>Enhance the customer experience and promote the service through focused mediation and effective communication/ consultation. March 2009.</p> <p>Research and develop the customer engagement strategy influencing future service provision. Strategy completed in summer 2009.</p> <p>Better understand and benchmark current customer perception through use of holistic survey technique. March 2010.</p> <p>Improve satisfaction with the service against the old BV11 measure with an improvement from 39% 2006 to 50% by March 2010.</p> <p>Improve the efficiency and effectiveness of the planning service by ensuring 90% of all applications are determined within statutory targets</p>
Continuous Improvement	Target/Success Measure
Provide the name and phone number of the person responsible for looking after your street. Provide a text, email or phone call to residents when their report of dumped rubbish or fly-posting has been dealt with.	Single Front Office Project to redesign and enhance services to customers by end of 2009, which provide contacts for customers and feedback mechanisms.
Plant 1,000 trees on streets over the next four years, and extend the Tree Carers' scheme to encourage more people to look after their trees.	Plant 1,000 new street trees from May 2006 to the end of March 2010.
Improve neighbourhoods by taking a tough stance on crack houses including stairwells and street corners known for dealing.	In 2008/09 close 20 crack houses in borough.
Continue to be tough on gangs and criminals by using Anti-Social Behaviour Orders and acceptable behaviour zones.	In 2008/09 take 95% of high level anti-social behaviour cases to multi-agency casework panels within 28 days of the initial report.
Extend successful actions against kerb crawlers to really tackle demand for prostitution, while providing support to the women involved to get out of the cycle of often drugs-related activity.	In 2008/09 admit 92 drug users into effective treatment.
Tackle violent crime and street crime and work with the police and local community to tackle gang culture.	Achieve a year on year decrease in the number of serious violent crimes, to 0.9 per 1,000 pop and the number of serious acquisitive

	crimes to 33 per 1,000 pop by March 2009.
Use CCTV to enforce against those who park or drive carelessly or illegally, or block the traffic flow.	In 2008/09 provide 7500 hours a year of dedicated CCTV monitoring.
Continue to crack down on problem pubs and clubs and work with responsible licensees to encourage a safe evening economy.	In 2008/09 undertake 1000 premise inspections by and continue the Best Bar None award scheme.
Work with Shoreditch Trust to support the areas sustainable development and manage its evening economy for the benefits of residents and visitors.	Work with the Shoreditch Trust to develop an Entertainment Management Zone by March 2009.
Work with traders, licensees, residents and others to develop models of town centre management, and ensure other town centres are enhanced and supported.	Through Town Centre Forums identify priority interventions by March 2009.
Hackney 2012: A Safer, Healthier Games.	Ensure that Hackney provides a secure, safe and healthy environment thorough the 2012 Games and into the legacy.
Adopt a Regeneration Delivery Framework to achieve attractive, safe and sustainable town centres and neighbourhoods through social, economic and physical regeneration.	Complete the Regeneration Delivery Framework by early 2009.
Launch a comprehensive review of all public space to promote the best advantage for the community.	Through the LAA develop an Open Spaces Strategy in 2009.
Tackle the backlog of planning enforcement action.	Clear the enforcement case backlog by March 2009.
Strengthen Hackney's planning standards so all new developments have a lower carbon footprint.	Consult and adopt the Local Development Framework Core Strategy by March 2010.
Maintain existing policies around home and loft extensions, ensuring families can expand their homes provided it is done in a way sympathetic to the existing street.	Complete and adopt the Residential Extensions and Alterations Supplementary Planning Document by Sept 2008.
Seek to maintain vital local shops and services like post offices for communities and individuals who find it hard to access what they need.	Support 'Invest in Hackney' to provide support to existing businesses.
Increase opportunities for local residents (notably social renting tenants) on moderate to average incomes to access sustainable affordable homes through the Hackney First Step Pilot Project.	Achieve total expenditure of pilot budget.
Improve road safety and education for children in Hackney and a reduction of casualty figures across the Borough.	To ensure that no more than 10 children/year are killed or seriously injured by 2010.
Hackney 2012: Keeping The Roads Local	Work with partners to manage construction and Games traffic so that it minimises inconvenience to residents
Support more walking and cycling, improving the quality of the streets and local signage to make it easier for everyone to find their way round.	Increase the level of walking by 10% and cycling by 80% in the borough by March 2010 compared to 2000 levels.
Work to improve rail and bus services' operation so that they become a high quality alternative to the car.	In 2008/09 hold quarterly liaison meetings with public transportation operators to improve the levels of service in the borough.
Introduce residents' priority parking schemes where there is both demand and need for parking controls.	In 2008/09 achieve 100% consultation with local residents when introducing new priority parking schemes in the borough.

<p>Deliver a programme of investment in markets, combined with regulation to ensure that legitimate traders flourish and the quality and standards of the goods traded are the best possible.</p>	<ul style="list-style-type: none"> • Work with traders through the market traders meetings to drive up standards and identify issues.
<p>Support traders' organisations to become more representative and to develop their markets further.</p>	
<p>Improve standards across all landlords, including reducing the inefficiencies caused by the large number of Housing Associations managing homes in the borough.</p>	<p>Develop performance measures and standards to create a Hackney Standard for Housing organisations in the borough. Implement scheme by Autumn 2009</p>
<p>Develop a higher Hackney Standard to make estates a better place to live: a green environment, safe play areas, improved communal areas, and increased security.</p>	
<p>Improve management and conditions in private rented housing especially houses in Multiple Occupation using a mandatory licensing regime.</p>	<p>Implement mandatory licensing scheme.</p>
<p>Target housing grants for private housing to support older residents.</p>	<p>In 2008/09 target 72% of grants to persons over 60.</p>
<p>Support those who need help in a housing crisis - when they are evicted by their private landlord or become severely overcrowded.</p>	<p>In 2008/09 prevent 650 households from becoming homeless and assist 204 overcrowded households.</p>
<p>Effectively client manage Hackney Homes, with specific focus on: (a) rent collection, (b) Decent Homes, (c) door entry and (d) estate lighting.</p>	<ul style="list-style-type: none"> • Increased rent collection (see Key Performance Targets) • Meet Decent Homes targets (accelerated improvement) • Between 2006 and 2013 provide a guarantee that every block receives a door entry system and decrease the number of estate lighting black spots.

KEY PERFORMANCE TARGETS

Performance Indicator	A/Q/ M	2007/08 Out-turn	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target
Accelerated Improvement						
¹ NI17 Perceptions of anti social behaviour	Bi-annual	44% (06/07)	40%	N/A	36%	N/A
¹ NI154 Net additional homes provided	A	1186	1085	1085	1085	TBA
¹ NI155 Number of affordable homes delivered	Q	608	543	543	543	TBA
¹ NI158 % non-decent council homes.	Q	35.1%	33.6%	27.1%	19.7%	8.2%
¹ NI186 Per capita reduction in CO2 emissions in the LA area.	A	4.6 tonnes (in 2005)	2.0% (4.5 tonnes)	4.0% (4.4 tonnes)	9.0% (4.2 tonnes)	TBA
¹ NI191 Residual household waste	Q	635kg	647kg	595kg	540kg	TBA
¹ NI195 Improved street environmental cleanliness (Stretch PI)						
a) litter	3 times per year	17%	16%	14%	9%	TBA
b) detritus		15%	15%	13%	8%	TBA
c) graffiti		11%	6%	4%	3%	TBA
d) fly-posting		3%	1%	1%	1%	TBA
¹ NI198 Children travelling to school – mode of travel usually used.	A	18.7%	17.7%	16.7%	15.7%	TBA
Continuous Improvement						
NI47 People killed or seriously injured in road traffic accidents	A	8.3%	5.6%	1.4%	1.7%	TBA
NI48 Children killed or seriously injured in road traffic accidents	A	-1.9%	9.4%	25%	25%	TBA
NI156 Number of homeless households in temporary accommodation	M	1896	1706	1234	1100	1100
NI157 Planning Applications determined						
Major- within 13 weeks	M	71%	67%	68%	69%	TBA
Minor- within 8 weeks	M	85%	85%	86%	87%	TBA
Other – within 8 weeks	M	91%	91%	91%	92%	TBA
NI192 % of household waste recycled & composted.	M	22%	23.36%	32.43%	34%	TBA
NI196 Improved street and environmental cleanliness – fly tipping.	A	Grade 3	Grade 2	Grade 2	Grade1	TBA
NR13 Increased environmental enforcement action						
a) % of businesses in the borough without a trade waste agreement	M	New PI	10%	TBA	TBA	TBA
b) % of businesses without a trade waste agreement, issued with a compliance notice	M	New PI	90%	TBA	TBA	TBA
c) % of recorded incidents of fly-posting resulting in issue of enforcement notice	M	New PI	70%	TBA	TBA	TBA
d) % of eligible buildings with visible graffiti issued with statutory cleansing notice	M	New PI	70%	TBA	TBA	TBA
NR14 % of racist and other offensive graffiti removed within 24 hours of being reported	M	New PI	100%	100%	100%	TBA
NR15 % of rent collected by Hackney Homes (formerly BV66a)	Q	98.13%	98.2%	98.4%	98.5%	TBA
Stretch						
NR7 Cumulative GBH and ABH offences (excluding hate and Trident incidents)	Q	1741	1658	1658 (5033 stretch)	1640	
NR8 No. of repeat victims of domestic violence (Stretch PI)	Q	398	378	358 (274 stretch)	240	
NR10 - Cumulative No. of Trident incidents	Q	17	72	108 (93 stretch)	117	
NR11 - Cumulative lone parent residents into sustainable employment	Q	50	Cumulative measure	100 (stretch)		
NR12 - Cumulative residents receiving incapacity benefits for 6 months into sustainable employment	Q	7	Cumulative measure	100 (stretch)		

KEY PERFORMANCE TARGETS – LAA INDICATORS TO BE DELIVERED BY PARTNER LEAD AGENCY

<i>Performance Indicator</i>	<i>Lead Delivery Agency</i>	<i>A/Q/M (1)</i>	<i>2007/08 out-turn (2)</i>	<i>2008/09 Target</i>	<i>2009/10 Target</i>	<i>2010/11 Target</i>	<i>2011/12 Target</i>
¹ NI15 Serious violent crime.	Met. Police	M	1.08	0.90	0.83	0.76	TBA
¹ NI16 Serious acquisitive crime rate	Met. Police	M	34.32	33.98	33.30	32.63	TBA
¹ NI30 Re-offending rate of prolific and priority offenders	Met. Police	Q	3.28	2.59	2.20	1.87	TBA
¹ NI38 Drug related (Class A) offending rate (national collection delayed till 2009/10)	Met. Police	Q	2.7	2.5	2.3	2.1	TBA
¹ NI40 Increase in drug users in effective treatment	National Drug Treatment Agency	M	1152	92	62	65	TBA
¹ NI116 Proportion of children in poverty	Department of Work and Pensions	A	37%	34.1%	32.6%	31.2%	TBA
¹ NI151 Overall employment rate	Job Centre Plus	Q	60.3%	61.3%	62.3%	63.3%	TBA
¹ NI153 Working aged people claiming out of work benefit in the worst performing neighbourhoods	Job Centre Plus	Q	28.3%	26.6%	24.9%	23.0%	TBA
¹ NI163 Proportion population aged 19-64 males and 19-59 females qualified to Level 2 or higher	Department for Innovation, University and Skills (DIUS)	A	61.2%	61.7%	62.2%	62.8%	TBA

¹ Indicates PI on the Local Area Agreement (LAA) set