A Place for Everyone
Hackney Council’s Corporate Plan to 2018
Part One
The Council’s Vision, Priorities and Desired Outcomes
‘A Place for Everyone’ is our vision of what we want Hackney to be. This is the plan that will help us achieve that aim over the next year and beyond. It sets out what we aspire to be as a Council, and how we will deliver the commitments that the Mayor made to the people of Hackney at the last election. It is an ambitious set of goals, and one that we must meet whilst tackling the challenge of at least three more years of austerity in public sector budgets.

Two things are clear: firstly, we cannot meet the financial challenge ahead without making fundamental changes to the way we do business, and secondly, we cannot afford to scale back our ambition for the borough and the Council. That means we will need to be more creative and more resilient than ever as an organisation, as we meet the challenges ahead.

Hackney is changing fast. The pace of economic and population growth, Hackney’s booming popularity as a visitor destination, house price acceleration, the shifting demographic, the rising pressure on local infrastructure and services; all these things are moving rapidly. As a Council we need to not only keep up with this change, but be several steps ahead of it, making sure that we not only make the changes we need to meet the new pressures it brings, but also that we seize every single opportunity that comes our way to create jobs and opportunities for our residents, to generate income and protect services, to make economic growth work for Hackney and for everyone who lives here to be able to share in the borough’s success.

We must act decisively to meet the needs of our growing population: new homes, new and expanded schools, investment in local infrastructure. There is now no funding from Government for us to do this, so we need to find the money ourselves. We must continue to unlock the borough’s high land-values, building homes to sell privately to generate the funds that allow us to maximise the number of genuinely affordable homes we provide out of any development, build the new schools we need, and develop vital amenities. We must be creative and ambitious in our approach to capital investment to make sure the borough has the infrastructure it needs over the next decade.

To do these things and to do them well, we will need the very best staff. As an employer, we must work to retain the talent in our workforce, whilst attracting the best from elsewhere. We must develop as an organisation to make sure we have the people, skills and internal infrastructure that we need, that we can be dynamic and responsive, fast and flexible, innovative and creative. We need to be outward looking as an organisation, create lasting opportunities for local people, engage in dialogue with our communities, redefine our existing partnerships, and build new ones.

This plan outlines how we will deliver our core business, fulfilling the Mayor’s pledges as we do so, but also the big cross cutting areas of work that will underpin the most ambitious areas of change, and which are demonstrative of a new way of working to take us forward over the coming years. It shows how we will manage performance across the Council, making sure that none of our key business areas fall behind, but also how we will engage residents in our decisions and make them part of the plans for our borough. The next four years may well be the most challenging that Hackney Council has seen, but they will also be the most exciting and rich in opportunity. Hackney, our place, is at a crossroads in its development, and what we do in the coming years will define the borough for a generation.

Tim Shields Phillip Glanville
Chief Executive Mayor of Hackney

3. Hackney Council’s Corporate Plan to 2018
Priorities and Outcomes

the Challenge

Vision
A place for everyone

Priorities
Mayor’s Priorities

Principles
A great place to...
Call home  Live  Grow up  Enjoy  Succeed

Delivery & Implementation
Capital Investment Strategy
Day-to-day/ Business as usual  HMT/organisational priorities
Strategic Approaches e.g.
Economic and Community Development Framework

Change for Everyone

Evaluating/ Monitoring
New approaches to performance management
Citizen Involvement  Scrutiny
**Mayor’s Priorities:**

**Making Hackney a place that works for everyone**

Hackney’s newly elected Mayor has set new priorities for the Council, which will underpin everything that we do. At the heart of these priorities is tackling the growing inequality in the borough, and making Hackney a place that works for everyone. As the gap between our wealthiest and least well-off residents becomes wider, the Council has an important role to play, with its partners, in working to ensure that residents from all backgrounds can benefit from the borough’s success, and to keep our communities strong and cohesive.

The Mayor’s priorities are:

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<td><strong>1.</strong></td>
<td>Tackling inequality; making Hackney a place that works for everyone, with affordable homes, job opportunities and first class schools, where no-one is left behind</td>
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<td><strong>2.</strong></td>
<td>An ambitious and well-run Council that delivers high quality services, financial stability, and first class-local facilities</td>
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<td><strong>3.</strong></td>
<td>Prioritising quality of life and the environment; making our streets safer for cyclists and pedestrians, tackling air pollution, protecting our parks and green spaces</td>
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<td><strong>4.</strong></td>
<td>A campaigning Council that speaks up for Hackney and actively intervenes to protect and promote the well-being of the borough and its citizens</td>
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<td><strong>5.</strong></td>
<td>Connecting with Hackney’s communities; a visible, engaging, and listening Council, working in partnership with local people to shape services, and promoting community cohesion</td>
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5. Hackney Council’s Corporate Plan to 2018
269,000 people live in Hackney. Over the last 15 years, the population of the borough has increased by a third (33%) from 202,800.

The proportion of households who rent from a private landlord has more than doubled in the past 10 years. Nearly a third of all households are now private renters.

To tackle affordability issues, Hackney delivered over 1,600 units of new housing in 2015, of which over 30% was affordable housing.

Nearly 16,000 additional new homes are expected to be built in the borough in the next 10 years.

Secondary school projections indicate that 12 additional Forms of Entry will be required by 2020.

Between 2010 and 2015, more than 9,800 square meters of additional employment floor space was created in Hackney.

Almost \( \frac{1}{5} \) of Hackney residents are aged 20-29.
How Hackney compares to London

**Unemployment**
- Hackney: 7.6%
- London: 6%

**Enterprises employing between 0-9 people**
- Hackney: 91%
- London: 90.6%

**House price increases**
- In the last 10 years, the average house price in Hackney has increased by 111%
- 80% Increase in house prices in the last 10 years across London

**Population increase**
- The GLA are projecting further increases in the population over the next 30+ years to 2050.
- 33% (359,673) Projected increase in the population of London by 2050

**Jobs density**
- Hackney: 0.70 jobs per person
- London: 0.98 jobs per person

**Age profile**
- Almost 1/5 (19%) of Hackney residents are age 20-29

**Self-employment**
- Hackney: 11.9%
- London: 13.5%

**Hackney Council’s Corporate Plan to 2018**
The challenge
What sort of place is Hackney in 2017?

Hackney is the second most densely populated area in the UK, with 270,000 people living in less than 7 square miles. The population in Hackney is set to reach 300,000 by 2024 as more and more people choose to make their home in our vibrant corner of north-east London. This population growth means that over the next five years, we will need thousands of extra homes for new residents and to ease overcrowding, 2 new secondary schools and 1,400 additional primary school places by the mid-2020s. Housing costs in London and the South East have soared - the average property price in the borough is over £500,000 and Hackney is in the top 10 most expensive London boroughs to rent in. The Council is landlord to 23,000 homes, but there are more than 12,000 individuals and families on our waiting list for council housing. The rate of change in the borough over recent years has been rapid and we don’t expect this to change anytime soon. To help us understand how residents and businesses feel about this change and what they think of Hackney as a place to live and work, we undertook a major Hackney: A Place for Everyone consultation in 2015/16 to which over 4,500 responded.
Hackney: A Place for Everyone
What residents told us:

88% of Hackney residents are satisfied with the area as a place to live

90% of people feel it’s important for people from different backgrounds to mix with each other

The community spirit is on the up and there’s a lot to do around Hackney.

Much improved, especially in street and public space cleanliness and in primary and secondary education.

When asked ‘what could we all do differently?’ one of the top responses from residents was for everyone to take responsibility and stop littering the streets and fly tipping

Families that have lived here for generations have left the borough to be replaced by middle income and professional classes.

High house prices and cost of living are overwhelmingly the biggest negative change noticed during the last 10 years or so

People are concerned about growing inequality – almost of half of residents (45%) think that Hackney has become a more unequal borough

I think Hackney is a very diverse and fun place which has attracted a lot of young graduates and creatives in recent years.

The majority of residents (70%) are satisfied with how well Hackney Council runs things overall, and only one in seven (14%) are actively dissatisfied

Hackney Council’s Corporate Plan to 2018

9.
In 2015-16, Hackney Council carried out a major borough-wide engagement exercise, asking residents for their views about the huge change that Hackney has experienced over the past decade. The Council wanted to get a clearer picture of how this change was affecting local people, their experience of living in the borough, and how people were feeling about Hackney in 2015. We also wanted to start a dialogue with residents about the role that everyone in the borough could play in keeping Hackney as a cohesive, stable community in face of huge pressure on public resources, and rapid social and economic change.

Overall, Hackney residents are positive and satisfied with the borough as a place to live (88%) and with the Council (70%). There are some groups that are less likely to be satisfied or feel the area is better than two or five years ago - this is the case for those classified as skilled manual workers, social renters and disabled people. For some they may be more likely to be satisfied but feel the area has got worse (over 65s) or they are more likely to feel the area has improved but they personally feel less satisfied with it. Black residents, unskilled manual workers and very low income groups. The vast majority of people who engaged with this campaign feel that Hackney is a cohesive and a neighbourly place, where people have a strong sense of belonging, and that offers an excellent quality of life.

Many people felt that Hackney has become a much cleaner borough, with better transport connections, schools, parks and open spaces. However, the impact of population growth is beginning to be felt, with some people feeling that Hackney has become busier, noisier and more congested, with fewer and more expensive parking spaces. House prices and cost of living were overwhelmingly the biggest negative change noted by residents during the last 10 years or so. Residents surveyed who had children were worried that their children will not be able to afford to live in Hackney when they are older.

The 7% who are dissatisfied with the place and 14% with the Council are more likely to include less affluent groups, social renters, disabled people and black people.

Some groups felt that the area had improved but they personally felt less satisfied with it. There is an underlying ambivalence in the way that residents feel about the positive changes in the borough, although these improvements are apparent to most people. Housing affordability is the top concern for residents, who do not see the market catering for anyone apart from the wealthiest. Almost half of all residents surveyed think that Hackney has become a more unequal borough.

We have published a summary of the full findings from the Hackney: A Place for Everyone campaign and our policy response to some of the major issues that emerged.
The financial challenge

The financial environment that we operate in remains extremely challenging. We are faced with rapidly diminishing income from the Government and rising costs and demands for services. In the financial year 2010/11 the government gave Hackney a total of £310m of funding to support local services, but since then the amount given to Hackney by the government every year has fallen, so that by 2016/17 it was down to £200m. It is then projected to fall to £171m by 2019/20. This means that in the period 2010/11 to 2020/21 the government’s annual grant to Hackney will have fallen by £139m – a cut of 45%. To put this in context, our gross controllable spend in 2016/17 was approximately £350m.

The environment is made even more challenging by the uncertainty surrounding our major funding streams in 2018/19 and 2019/20. Whilst we have a reasonable amount of certainty over one major stream (revenue support grant), there is much less certainty over the three other major streams.

Against this background of rapidly diminishing external funding and continuing uncertainty over funding levels, we face significant additional cost pressures, which include:

(a) Adult Social Care spending, resulting from increased demand; higher commissioning unit costs with providers, and the far-reaching welfare reforms which are likely to increase demand for care and support services and impact further on our ability to raise income.

(b) Looked After Children spending resulting from increases in the number of children and young people that have come into care, the increase in residential placements and the shortage of in-house foster carers.

(c) Concessionary Fares and the NLWA levies.

(d) The Welfare Reforms which have led to an increase in homeless applicants which has increased costs and the Homelessness Reduction Bill, which if enacted in its present form, will increase costs further.

(e) Academy conversion and the deletion of general Education Services Grant in September 2017 and other associated schools funding changes

(f) Cost pressures in the area of special education needs

(g) Increases in the London Living Wage.

Turning to the position on public spending and the national economy, in the 2016 Autumn Statement, the Chancellor announced that the Government would not commit itself to the former Chancellor’s aim of achieving a budget surplus during this Parliament. Instead, he announced a new target of reducing public borrowing to 2% of national income by 2020/21 and then to zero as soon as possible thereafter. This does not mean though that we will see an end to austerity any time soon. Central forecasts and those by the influential Institute for Fiscal Studies show that to achieve zero borrowing will require extending austerity towards the mid-2020s. Downgrades in GDP growth over the next four years will strain the public finances, which are already on course to be £13bn worse off in this financial year than forecast, after weak growth in tax receipts.

Most commentators agree that UK’s ageing population and increasing demand on the NHS and social care will put enormous pressure on the Government’s spending plans over the next 10 years. According to the IFS, “Demographic and non-demographic pressures are projected to put upward pressure of 1% of national income on health, social care and pension spending by 2025 ….. and taking into account possible negative effects from lower growth, the government may need to enact further measures worth £40bn (in 2016-17 terms) in order to eliminate the deficit in the next parliament.

If these forecasts materialise there will not be any let up in the trend to reduce public spending for many years, the burden of which will fall most heavily on the unprotected spending areas such as local government. It follows that for the foreseeable future, we are likely to have to operate in an extremely difficult challenging financial environment characterised by reduced external funding and increasing demand for local services especially in the areas of social care and homelessness.
What the Mayor’s Manifesto means for the Council the desired outcomes that will guide our work

A great place to live

Hackney is a borough to be proud of, and as a Council we plan to keep it that way, with clean streets that are friendly for pedestrians and cyclists, a high-quality built environment, places where children can play, vibrant markets, and diverse, sustainable high streets. We will listen to residents and involve them in shaping services to meet their needs. We are committed to improving the quality of the local environment. We will continue our proud record of supporting cycling, we will increase rates of recycling across the borough and work with residents and London-wide partners on sustainability issues, including tackling poor air quality. We will campaign on behalf of Hackney residents and lobby national and regional government for a better deal for Hackney and for Hackney people. We will reshape the way we deliver services, with a focus on our customers. Wherever we can, as an employer and as a local place leader, we will promote fair pay, equality, civic pride and quality of life.

A great place to grow up

Hackney is one of the youngest boroughs in London and the borough’s young people are one of our greatest assets. We will continue to drive up educational standards across all schools in Hackney, and to foster a shared set of values, mutual support and sense of place across all Hackney schools, whether they are maintained, academies or free schools. The success of our integration of the Hackney Learning Trust into the Council has strengthened our offer to children, young people and families, and we will continue to evolve our ground breaking model of children’s social care to meet the needs of Hackney’s most vulnerable children. We will work with families to support them when they need it, we will explore creative new models of affordable childcare, and we will continue to provide high-quality youth services, to celebrate the achievements of our young people. We want growing up in Hackney to represent opportunity, and we will continue to support every Hackney child to ensure that they can reach their full potential.

A great place to succeed

We will continue to nurture and shape Hackney’s economic growth, supporting our thriving creative business sectors in media, tech, fashion, arts and hospitality. We will support and promote our visitor economy, bringing people into the borough, and helping local businesses to grow. We will work to ensure that success for local business means opportunity for local people. We want Hackney to be a place where everyone benefits from the borough’s success, and no one is left behind. Hackney’s young people, Hackney’s long-term unemployed, people coming into the area, those who have been here for many years; there is room for everyone here to succeed and to share in the borough’s growing prosperity. As a Council, we will create opportunity through jobs, apprenticeships, training and support, and we will ensure that those opportunities are available and accessible to the local people who need them.

A great place to call home

Affordable housing is our residents’ top concern, and we are working hard to provide as much high-quality housing as we can, in the context of a growing population, and an over-heated London housing market. We have one of the most ambitious estate regeneration programmes in the country and some of the highest levels of new home-building across all sectors. We are committed to increasing the supply of affordable homes across the borough, through building new council homes, and working with our partners to build new rented and shared ownership properties. We will increase the supply of new homes by 3,000 over the next four years (half of which will be affordable), and we will continue to invest in our own housing stock, to further improve our service to tenants, and to improve the quality of life on our estates.
Part Two
Delivering our vision and priorities
Hackney’s new Mayor, Phillip Glanville is committed to delivering the four year manifesto set out by Jules Pipe when we was elected in 2014. In addition, he has pledged some extra commitments in a number of key areas, including:

- A new focus on housing provision and support, including becoming the first London borough to build 500 homes under a London Living Rent scheme; laying the groundwork for doubling the Council’s genuinely affordable Council house building programme from 2018; campaigning for more suitable housing for older people and offering better support for homeless families

- A renewed focus on employment opportunities in the borough including the relaunch of the Hackney 100 work placement programme to connect young people in the borough with careers in Hackney’s key growth sectors; delivering 100 apprenticeships across the Council and creating a Hackney London Living Wage accreditation scheme, with the Council itself becoming an accredited LLW employer

- Additional support for children and young people, including an enhanced Hackney childcare bursary to increase provision and affordability of local childcare; the establishment of a programme of inspirational young leaders and mentors in our schools to inspire young people to attain and achieve at the highest levels and ensuring that young people have the right mental health and wellbeing support that they need.

These new commitments complement the existing manifesto commitments that we will work to deliver over the course of the administration. What follows are just some of things that, through the Mayor’s manifesto, we are committed to achieving. This is the core business of the Council, and these reflect our commitment to providing first-class public services and opportunities to everyone who lives here.

- We will work to try and ensure that every school in Hackney is achieving above the national average at GCSE by 2018, with at least 70% of pupils gaining 5 A*-C GCSEs, including English and Maths.

- We will continue to deliver our nationally-recognised and innovative model of children’s social care, focusing on early intervention and ensuring that the children in our care receive the best start, and every opportunity we can offer them.

- We will ensure that people requiring social care continue to get the support they need, to support carers and to give older people the tools, the support and the options they need to live independently.

- We will complete Hackney’s Decent Homes programme and continue investing in our housing stock, as well as managing and maintaining our homes and estates efficiently and sustainably on behalf of our 23,000 tenants and 9,000 leaseholders.
• We will safeguard our clean, safe public realm, maintaining the cleanliness of our streets, ensuring that Hackney continues to be the most cycle-friendly borough in London, with a 20mph limit rolled out across all our main and residential roads, making the streets safer and more welcoming for families and pedestrians.

• We will maintain our comprehensive library service, museums, archive, and leisure services, bringing forward an investment strategy to ensure that all our facilities meet the same high standards.

• We will continue to work closely with the police and local residents, to deliver reduction in crime and tackle anti-social behaviour, to tackle gang violence, and domestic violence, and to continue the reductions in serious youth violence, knife and gun crime by a further 15% by 2018.

• We will work with our colleagues in the NHS and use our new public health duties to tackle health inequalities, including child obesity, smoking levels and mental health problems.

• We will maintain the high standard of our parks and open spaces and continue planned improvements to infrastructure and sports facilities.

• We will ensure that a minimum of 3,000 new homes are built in Hackney by 2018 (we are already forecast to deliver well in excess of this 3,000 target), half of which will be for rent or shared ownership and 600 of which will be developed directly by the Council.

Delivering on these commitments in a climate of severe reductions to local government funding will not be easy, and there will need to be some fundamental changes, both to the way we work, and to the part local people will need to play. Moreover, we aspire to enhance, rather than just maintain, some areas of our work, including our role in developing housing. To do this, we must continue to ensure our service priorities are aligned to the corporate vision and the outcomes we want to see delivered. In addition, we must now utilise new methods of delivery – particularly in terms of what we know needs to be done in relation to our public infrastructure. We must think about different ways of working and we also need to communicate the tough choices that need to be made effectively. We also need to assess the fundamentals of what it is we are able to deliver during what will be a severely constrained time for local government.
In the two years since the Corporate Plan was first published, we have made progress in a number of key areas across the Council – a selection of these achievements are summarised here:

**Housing**

In April 2016, Hackney Homes was brought back under direct Council management. A new Housing transformation programme has been looking at building on the achievements of Hackney Homes, as well as how housing services can be improved across the board and better integrated with other Council services. A lot has happened so far - outstanding complaints and enquiries have come down and we are responding to requests to fix things more quickly and joining up waste and cleansing services. The recent integration of public realm services to cover all streets and estates should see us better able to respond to problems and get better value for the work we do.

We are continuing to improve our tenants’ homes including installing new kitchens and bathrooms for less money than we previously paid, representing better value for all of our residents. Next year the housing service is going to focus on a more efficient model of planned maintenance of its estates, rather than responding to ad-hoc repairs. Our estates house some of our most vulnerable residents, and these people should not be left behind or expect a drop in quality and standards just because they live on a Council estate. Our aspiration is to provide a commonality of services across the borough. This means wherever people live – they will get the same high standards.

Over 100 sublet properties have now been recovered by anti-fraud investigations – these properties are now available to homelessness applicants and people on the Council’s waiting list; this is estimated have saved the Council £1.9m. Since this Audit and Anti-Fraud (AAF) work was launched in 2010/11, a total of 654 properties have been recovered, representing an estimated saving of £11.7m.

The delivery of the Estate Regeneration Programme is now in its sixth year - 123 new affordable homes are due for completion in 2016/17 and over 700 homes of all tenures have started on site for later completion. Hackney Sales was launched in July and will act as the council’s own agency to cut out the middleman to market and sell new outright sale and shared ownership homes directly to buyers, reinvesting the savings into delivering more new affordable housing. This will kick off with the sales of the Great Eastern development and will continue to sell many more in the future.

The development of Woodberry Down is continuing to make great progress, with three sites under construction at the moment which will deliver over 700 new homes. The Woodberry Down Wetlands opened in 2016 opening up the West Reservoir to the public for the first time in 200 hundred years and it is a fantastic new open space for locals and for visitors from all over London. We are making good progress with some of the key infrastructure projects required as part of the programme – the new Children’s Centre has been granted planning consent and a local Sainsbury’s has just opened with most of the new jobs going to local people following the intervention of the Council. Berkeley Homes continue to provide apprenticeships and jobs on site for local residents.
Waste and recycling
We now have an integrated waste, recycling and cleansing service with housing services and staff there are benefiting from further training and development. More importantly, residents are benefiting from the improvements resulting from the joined up street and estate cleansing service on estates across the borough. Our commercial waste operation continues to generate income and is growing year on year – the team provide a highly professional and flexible service to businesses that is available 24/7, which makes us extremely competitive.

Children and young people
In 2016, our students again picked up excellent GSCE and A-Level results. Our students GCSE performance placed Hackney as the 6th highest performer out of 218 English Multi-Academy Trusts and Local Authorities in the country. In 2015, Hackney achieved the highest GCSE results in the country among looked after children - the proportion of those children gaining qualifications and making expected, or better, progress is much higher than amongst their peers nationally.

The City & Hackney Local Safeguarding Children Board has become the first in the country to receive an ‘outstanding’ judgement, following their Ofsted inspection in July 2016. Care leaver services were also rated outstanding. Hackney received an overall “good rating” for our children’s services.

Hackney – Council of the last 20 years
During the past two decades we have worked hard to renew the borough’s public infrastructure, secure the economic legacy from 2012 and set new standards for inner-city education and in 2016, this progress was recognised by the Local Government Chronicle (LGC) who awarded us the ‘Council of the last 20 Years Award.’ The LGC said of the Council ‘over many years, Hackney has exemplified excellence, innovation, leadership and ambition. Hackney has, during the past 20 years, redefined the standards for what councils can achieve. Because of Hackney, the words ‘area of high deprivation’ can never again be an excuse for poor services.’
18. Hackney Council’s Corporate Plan to 2018
Evolving approaches in the delivery of major priorities

Since the Corporate Plan was released, a number of changes have occurred both to the political and organisational structure of the organisation. In addition, and as part of ‘Hackney: a Place for Everyone’, the Council has undertaken its largest consultation exercise with our citizens – as we said we would when the Corporate Plan was released in 2015.

Of particular importance in terms of the feedback from citizens has been the sense that while the borough’s economic growth is creating lots of new opportunities, we must do more to connect them to existing residents, improve our support for businesses large and small and ensure that the Council and our own services can respond to this challenge. While it is important to recognise that we have a proud record of supporting growth and identifying opportunities, the Mayor and Council are clear that there remain significant gaps that we must close if all residents in Hackney are to be able to develop the right skills, have access to the opportunities being created by our local economy and if we are to reduce growing inequality.

For example – and directly related to much of the sentiment of the original Employment and Opportunity Programme – the Mayor has an ambitious agenda to create more apprenticeships inside and outside of the council; restart the Hackney 100 and look at other types of work experience; make the connections from our schools, through college/university/training providers into business, industry and the public sector; ensure that businesses old and new have the right support from the council to invest, change and grow; and that Hackney is able to shape this agenda both locally and across London.

As a result, a new strategic approach is being developed – the Council’s first Economic and Community Development framework. Taking Employment and Opportunity as one of its three themes, a new Board (led by the Mayor and CE) will work to ensure we are maximising the long-term benefit from emerging policy areas and major initiatives – in the context of economic and community development. The framework seeks to assess our approach to big local, regional and national policy programmes and initiatives against the aforementioned priority themes. Along with access to employment and opportunities, the others relate to Place-based economic development and Business relationships that work for Hackney.

Even more widely our delivery arrangements and mechanisms are evolving to both reflect the most up to date views of citizens and a refreshed set of political priorities and commitments. Alongside the Economic and Community Development Board, a new Sustainability Board will bring together work, as well as positioning the Council in the best way to deal with this most pressing of agendas. In addition, work to develop a cultural strategy is now underway as is the process of consulting on and agreeing the Housing Strategy. Finally, a forward thinking and genuinely collaborative approach is underway that seeks to try and prepare and plan for a range of future scenarios. This work will fundamentally inform our next Community Strategy, which will remain the key partnership strategy for the Council.
Hackney is a high performing, ambitious council. As has been noted already, we continue to face a range of ongoing challenges. As an organisation, we need to take steps to ensure we are in the best position to react to those challenges and achieve the objectives set out. Reductions in resources and in capacity mean we are seeking to do more with less – we need more efficient decision making with accountability delegated as far as is practical whilst maintaining a necessary level of oversight.

Therefore, the objective of the Change for Everyone Programme is to enhance the way the Council functions operationally and behaviourally. The programme scope has been informed by a large research exercise that sought the views of managers on how we should best respond, and adapt, to the challenges we face. Taken alongside insights from a MORI staff survey, an internal ICT Survey, and of course the views of citizens gathered through the ‘Hackney, Place for Everyone’ consultation, this evidence has shaped the direction, and informed the objectives, of the work. A focus on making our internal processes and systems as streamlined as possible and ensuring closer collaboration, will increase efficiency and effectiveness; and more delegation and accountability should result in greater empowerment for staff and managers. In particular, the programme will look at the mechanisms we use to attract people, retain people, develop people and manage performance. The programme will also enhance how we communicate, engage and relate with each other. The programme should enable greater capacity for managers and staff through the streamlining of processes and should support greater engagement, making it easier to continue to do great work and deliver outstanding services.
Other cross Cutting Programmes

A series of Cross Cutting Programmes were established in 2015 with the aim of addressing major commitments and objectives by bringing together different directorates and services to deliver innovative solutions to identified policy areas and challenges. Through looking at radically different ways of providing services, the Cross Cutting Programmes sought to deliver outcomes while also identifying ways of making substantial savings over the next three to five years.

Enforcement

Among the areas identified for action was Enforcement. This programme was 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. 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. At the time the programme commenced, responsibility for enforcement sat across at least four directorates. As such, this programme aimed to re-align the enforcement function better, while dealing with the additional demand arising from an increased population and economic growth, and at the same time also making savings.

The work undertaken over the course of the last 18 months has culminated in a set of proposals (which, at the time of writing, are currently out to consultation) that recommend changes to the way enforcement services are structured and delivered. The proposals demonstrate how enforcement services can be delivered in a more integrated and joined up way, ensuring a sustainable future for enforcement service provision despite the need to deliver these services at a significantly lower cost. The proposals recognise that while the approach outlined goes a considerable way to improving enforcement service provision, they are not the full picture of the changes required to deliver successful enforcement service provision in the future and work will continue during and post these changes to enhance service delivery.
Employment and Opportunity

The aim of this Cross Cutting programme was to deliver a comprehensive and joined-up offer for local people in accessing employment and other opportunities. The aspiration was, and remains, that whether you’re at school, thinking about the future; looking to develop skills or trying to secure an apprenticeship place; whether you are returning to the workplace or if you are looking for support in getting work, the Council would coordinate our services in a way enables Hackney’s citizens to benefit from the most relevant routes to success. At the same time, the programme sought to identify specific interventions with groups that face particular challenges.

A whole programme architecture was established to drive this work forward. Key within this was a cross Council officer working group comprising representatives from HR, the Learning Trust, Housing Regeneration, Housing Services, Corporate Strategy, Communications and Employment and Skills. In the autumn of 2015, a report was released that set out a series of recommendations, based on key areas of focus / topic areas identified following a comprehensive and extensive process of group work, investigation and analysis. These related to Public Sector Opportunities; Service Design and Delivery Improvement in Schools; Target Group Focus and Communication and Branding. Within the area of focus were specific proposals – including the establishment of the Council’s first Corporate Apprenticeship Programme. The recommendations are all being taken forward in various stages, and a number have already commenced. In the case of the Corporate Apprenticeship Programme, for instance, this is in the process of being implemented.

There are currently 47 apprentices working across Hackney Council

Our aim is to increase this to 75 apprentices during 2017/18

And to increase this to 100 people into Council apprenticeships by 2018/19
This plan has set out the challenges that Hackney must meet 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. It also sets out our objectives and the approaches we will put in place to help deliver these aspirations. As has been stressed, we must meet these needs and achieve these objectives alongside the huge financial challenge facing the public sector.

Therefore, Hackney Council has developed a capital investment strategy that will help us deliver:

- The manifesto commitment to build 3,000 new homes in the borough between 2016 and 2019 whilst at the same time ensuring that the HRA debt cap is not breached.
- The need to maintain pace with the demand for school places including indicative estimates for the requirement for two new secondary schools – this alongside ensuring all of our existing schools are in a suitable state of repair.
- Regeneration of our town centres
- Ongoing maintenance of the corporate property estate and the maintenance of ICT infrastructure going forward following the current investment in upgrades to the Council’s main ICT platforms
- A highways maintenance programme retained at current levels alongside associated programmes in respect of ongoing street lighting, surface water drainage and road safety engineering schemes
- The ongoing maintenance of the Council’s parks and green spaces and libraries

With public sector finances facing several 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. 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.

The strategy is underpinned by the principle of maximising the value of our estate to provide investment in public infrastructure. Early examples of this are the proposed developments at Nile Street and Tiger Way. The Nile Street development will deliver a new building for the New Regents College Pupil Referral Unit (PRU) together with residential units for sale on the private market to fund the construction of the school and to allow for significant investment into the Council’s strategic capital priorities. At Tiger Way we will deliver an additional 420 primary school places to assist with increasing demand for school places, together with the construction of residential units for sale on the private market to fund the construction of the school accommodation. The money brought in from these private sales will help to fund the creation of affordable homes on other sites in Hackney.

Whilst high land values and property prices present us with a major strategic challenge, we can, and must, utilise them to unlock capital to invest in affordable homes, schools and other public infrastructure. This new approach to financing of the capital programme will require significant levels of upfront borrowing, to be repaid using future capital receipts.

This necessarily exposes the Council to a level of financial risk, and will need extremely careful management. However, Hackney has one of the best track records in Local Government for financial management, and we are very clear that if we do not pursue this strategy, Hackney will not be able to meet the growing needs of its population and maintain its first-class public infrastructure. In the context of the huge reductions in Local Government funding, creative yet prudent capital
investment is the only way we can manage our assets to ensure that Hackney can be a place for everyone. An indicative programme, taking account of the above demands, has been developed, generally covering the financial years from 2017/18 through to 2020/21.

The indicative programme takes account of the ongoing requirement to provide additional schools places both at primary and secondary school along with the ongoing maintenance of the schools estate.
Collaboratively working towards the future

Just as we must rethink what it is we do and how we work as an organisation to try and meet the challenges we face, it is also increasingly important to consider how we work collaboratively and in partnership with local citizens, businesses, the voluntary and community sector and neighbouring boroughs. The challenges faced by Hackney Council are also faced by our partners and the wider community and we all have a stake in protecting and improving our borough over the coming years.

Developing a long term vision for our borough

In recent months, we have been working to develop a vision for place for Hackney for the next decade which will form the basis of the new Community Strategy 2018-28. The evidence gathering phase of the Community Strategy development has seen us incorporate the key messages from residents that came from the Hackney: A Place for Everyone campaign, review the detailed evidence base we have developed to consider the changes projected for the local population and economy and consider feedback from a leadership scenario planning event which was carried out in autumn 2016.

The scenario planning event provided a unique opportunity to step back and consider how Hackney may change over the next decade depending on how we as a Council and wider public services respond to the emerging challenges we face. It allowed us some space to consider how we might do things differently in future to tackle some of the deep rooted, underlying social issues that have emerged across all the evidence in a bid to keep Hackney a place for everyone over the next ten years.

We are now in the process of developing the vision for the Community Strategy based on the feedback mentioned above and we will be consulting with the public on the new strategy in the spring/early summer of 2017.

Engaging with local citizens

Hackney: a Place for Everyone was the start of a new conversation with our residents and that conversation must continue. Over the course of 2015/16, more than 5,000 local people got involved with Hackney: A Place for Everyone, whether through questionnaires, Ipsos MORI research, focus groups, or events in the community.

Residents of the borough, businesses and we as a Council are clear that the story of Hackney as a place of change and growth is going to continue for the foreseeable future. The discussions we started during the Hackney: A Place for Everyone consultation provided a really rich picture of how communities have adapted to this growth and change, while also identifying some of the continued challenges they face which has helped us prioritise our work to support sustainable communities across the borough. But we are clear that we are only at the beginning of this conversation.

The relationship between the state and citizens is at a low ebb, particularly at national level. A range of factors, beyond the scope of this Corporate Plan, might explain why this is. In many ways, Hackney has bucked the trend – the huge response to Hackney: A Place for Everyone told us not that people are overwhelmingly satisfied with the borough as a place to live but that despite this, there are areas of concern and challenges that need addressing, and that residents want to talk to us about how we can work together to deal with these. We now want to build on this and make sure we involve residents and businesses in shaping what we do and in how we meet the challenges we know are heading our way.

We also want to develop our approach to working with citizens in monitoring and evaluating what we do. Therefore, underpinning the corporate plan will be a new approach to citizen engagement, which will build on the approach that we piloted in Place for Everyone.
In the past, the Council’s approach to engaging with its citizens could be characterised as reactive, focused mainly on formal consultation on specific issues, complaints handling, formal engagement structures and issue-based reputation management. Where we have been successful in engaging the public it has been in the area of building civic pride and fostering a strong sense of place identity. We have now started to move to the next level, translating that positive feeling about the place into a more active form of engagement. More than 2,000 residents so far have participated in Hackney: Schools for Everyone, a wide ranging debate about the future of education in Hackney, showing there is a genuine appetite for engagement on the big issues.

The continued funding reductions outlined in this plan are going to make it inevitable that we do business in a different way, thus it must necessarily involve a shift in the way we communicate with and engage our residents on decisions about service provision. We need to involve citizens in change in a way that is meaningful, rather than using outmoded mechanisms such as the traditional ‘budget consultation’ used by many councils.

We have started to develop channels through which residents can make a genuine contribution to local debate, to policy development, to service improvement, and possibly even to service delivery. The new political administration of the Council is putting a keen emphasis on engagement, and some of the new channels being evolved, include:

- Enhanced and expanded e-panel with more regular programme of research activity and more regular use of focus groups
- Series of independently chaired debates and themed public engagement events
- Mechanisms for citizen involvement in service development and improvement
- Bespoke communications channels to complement universal channels and encourage involvement
- Development of the community leadership role of members as local champions for engagement
- Online space for ideas, innovation and debate
- Active engagement with and support for community volunteers and active citizens, in line with the new Mayor’s aspirations

It is anticipated that an annual addendum to this section of the plan is made available to update on progress.

**In 2015:**

**59%** of residents felt informed about the Council

*People want to have their say in Hackney, so far over 2,000 have contributed to the Schools for Everyone consultation*

Hackney Today is the most common source for obtaining information about the Council and is used by 39% of people.

Nearly a **1/3** of people (**32%**) also use their local networks of friends, neighbours and relations to find out about the Council.
Engaging with local businesses

The Council is re-setting its approach to engaging with local businesses – large and small – and re-defining the Council’s offer to and ask of them, as part of its emerging Economic and Community Development Strategy. Significant changes in the relationship between local businesses and the Council, with consequent impacts on the public services provided to residents, are envisaged. A critical issue in this regard is the future of business rates. Other key drivers include:

- Income generation – this becomes more critical to the Council as less grant funding and increasing demand on services raises the need to look at different approaches to service delivery;
- Strategic relationships – these become more important, focussing on an approach that encourages and supports local businesses to invest locally, to employ local people and to pay them a fair wage;
- Place-shaping – the involvement of local businesses will be critical in the resolution of some local issues, such as developing the right approach to the night-time economy, to local development and investment, to employment outcomes, etc.; and
- Council services that relate to and impact on local businesses need a more collective approach, avoiding operating in silos, to reduce the regulatory burden while offering support to enable businesses to deliver their products in a more ethical and sustainable manner.

It is proposed that the response to this changing context encompasses three “spheres of activity”, with the role of the Council in these different spheres summarised as:

- Provider (of a coordinated service and offer), by defining, developing and co-ordinating an offer for local businesses, with the right offer at the right level. A “Landing Pad” initiative will deliver a co-ordinated “offer”, covering information, guidance, and access to support with a wide range of interactions, navigating regulatory requirements (e.g. business rates, planning, licensing, commercial waste and environmental health), and identifying workspace and commercial property opportunities.
- Enabler, by signposting to support and connecting local businesses to the relevant opportunities or to investors. Businesses will be provided with the platforms, networks and connections needed to develop and grow, including a programme of business breakfasts, small business forums, events or general networking. Strategically, the “enabler” role will provide the opportunity to promote the Council’s wider agenda, e.g. the London Living Wage and apprenticeships.
- Champion and advocate – representing and championing the needs and interests of local businesses. This would, for example, link the work of the Revenues Team to help local businesses deal with the changes to Business Rates while also advocating on their behalf to government to “cut red tape” to help reduce the burdens on business.

Working and liaising with local businesses will not be the sole responsibility of one section or officer of the Council. The “re-set” relationship demands that a wider range of skills and experience is available across a broad range of service areas and that the Council’s approach is presented in a clear, competent and consistent fashion to all in the business community. In establishing a new approach, structural changes and the reconfiguration of relevant service areas are happening to ensure that there is more opportunity and more resource to engage, support and help local businesses.
**Developing our relationship with the VCS**

Looking ahead to the new Community Strategy, it is clear that the voluntary and community sectors (VCS) will continue to have an important, if not increasingly prominent, role to play in the successful future of Hackney. The sector is well placed to help reach residents who are less likely to access public services, bring residents from different backgrounds together and offer ongoing engagement and support to those who are vulnerable or isolated, beyond what the public sector can provide. However, as with all public services the VCS faces a series of challenges which may undermine the role it can play in Hackney’s future if the sector isn’t supported to transform. The VCS operates in a highly constrained financial environment and, along with many small businesses, is struggling to find affordable accommodation, while demand for local support has increased.

To meet these challenges, the Council will work with the VCS to look afresh at how we can all work together to provide high quality services that empower people and help them to thrive and succeed as independently as possible. The Council is currently working with partners and residents to develop a new vision for Hackney. This has been informed by a range of possible future scenarios for the borough that help us think beyond immediate issues. We are now looking to use the same process to work with the VCS. The VCS scenario planning exercise will provide an opportunity for the sector to vision its future and explore the transformation needed for the sector to continue to thrive. The process will allow the VCS and Council to develop a collaborative vision which will form the basis of a new Voluntary and Community Sector Strategy, aligned to the new Community Strategy, to be published in 2017/18.