

Scenario Planning – overview

1. The need to renew our strategic plans by 2018 and align these

The current ten year Sustainable Community Strategy takes us up to 2018. In advance of that date we need to start to work up and agree a new shared vision and strategic priorities.

The Core Strategy is also due to be reviewed and renewed by 2018. As part of this process the Strategic Policy Team in Spatial Planning are in the process of updating their evidence base for the Local Plan as set out in the Local Development Scheme. In Hackney we aim to ensure that the Local Plan aligns with the Sustainable Community Strategy; it is in effect the spatial expression of the Sustainable Community Strategy.

The Housing Strategy is a statutory document due for refresh in 2015, work is underway to update the evidence base for this, including a new Strategic Housing Market Assessment and a Housing Needs Survey.

To refresh these strategies we will carve out time for leaders, partners and the community to consider how the borough has changed in the last 5-10 years and to deliberate about a range of possible future scenarios for Hackney. The purpose of developing scenarios is *not* to attempt to predict the future. Scenario planning is a structured way for organizations to think about the longer term. By developing a small number of scenarios—stories about how the future might unfold and how this might affect the particular issues that confront us, we can explore the implications of present trends to prepare for different possible futures, in order to give us a longer-term context for decision-making, to empower us to shape the future through the decisions we make.

2. Overview of what will be involved in aligning the work to update these three strategies and the evidence base for them

1. Cross team input and support to project teams responsible for:
 - a. Renewing the evidence base for new strategies and
 - b. Developing a new Sustainable Community Strategy, Core Strategy & Housing Strategy.
2. Aligning opportunities to support leaders, partners and the community to consider possible scenarios for Hackney through:
 - a. Shared efforts to engage the community in conversations to get their views on recent changes in the borough and perspectives on the kind of place Hackney could be in future and make use of this insight to inform strategic plans. (e.g. Hackney a place for everyone campaign, major resident surveys etc)
 - b. Shared efforts to engage partners in strategic discussions about possible future scenarios for the borough drawing on:
 - i. A range of evidence about likely social, economic, environmental and housing trends and potential developments in technology, political (including funding) and legal developments likely to affect Hackney, London and future cities.
 - ii. Available knowledge of key drivers of change likely to impact on places in London
 - e.g. GLA London Plan obligations and key developments anticipated in Housing, Transport
 - e.g. thinking from Future Cities Programmes

3. Evidence pack

- The structure and contents would be focused around a small set of key questions/ lines of enquiry (to be agreed by the steering group)

| Section | Author | Areas/Lines of Enquiry | Primary Links with Seminars | Resources (to be developed using the repository spreadsheet) |
|--|--------------------------|--|-----------------------------|--|
| Hackney: Place and People | Rachel Duke/Helen Butler | <ul style="list-style-type: none"> • Residents attitudes about Hackney the place, sense of place, housing and social infrastructure; also views on recent changes and future opportunities • Demographic characteristics; how the population has changed over time, how it is anticipated to change in future and how this is linked to housing development | All | <ul style="list-style-type: none"> • State of the Borough Papers • 2013 Mori Survey, • 2014 Team Hackney Partnership Insight, • Hackney a Place for Everyone Engagement findings • Strategic Housing Market Assessment, Housing Needs Survey, • Growth and Change Paper • Migration paper |
| Hackney's current and future housing trends | Chris Smith | <ul style="list-style-type: none"> • Anticipated amount and type of new housing and affordable housing delivery in the next 10-15 years (In borough and in neighbouring boroughs) • Options for intervening or influencing private rented sector housing offer • The level of need for intermediate housing and what can be done about the affordability of intermediate tenure housing. • The impact of the introduction of 'Affordable Rent' for access to affordable homes in the borough and who will be housed • Council's ability to address affordability, security of tenure and poor conditions through improving management and standards in the private rented | Housing Seminar | <ul style="list-style-type: none"> • Strategic Housing Market Assessment, • Housing Needs Survey, • Housing Strategy Direction of Travel, • State of PRS Paper |

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| | | <p>sector. How the Council can make greater use of the growing sector to provide homes for those in housing need.</p> <ul style="list-style-type: none"> • How can we ensure that existing and new housing in the borough helps meet the future needs of older and vulnerable people | | |
| Hackney's Development Plans & Assets | Kingsley Izundu/ Pragnesh Shah/Asset Management lead | <ul style="list-style-type: none"> • Key opportunity sites and growth corridors • Options for aiding delivery of affordable housing and key infrastructure on these sites • How we make best use of public assets and available resources to support delivery of housing, delivery of public services and delivery and maintenance of local infrastructure through our own Asset Management Plan. To include plans/potential for redevelopment of Council and Public Sector partners assets. • Likely trade –offs new development will likely entail e.g. opportunity sites for new affordable housing development in borough <ul style="list-style-type: none"> ▪ Diversity of tenure and housing opportunities for residents ▪ Density of housing development & consideration of what is desirable / tolerable? (affordability/ streetscape and sense of place i.e. character/ height / light/ public space etc) ▪ Development on existing amenities or green space ▪ Mixed use development vs affordable housing delivery ▪ Business development vs housing provision | Place Shaping, Planning and Liveability | <ul style="list-style-type: none"> • Site Allocations • Annual Monitoring Report (growth areas and housing trajectory) • Development Management Local Plan and revised proposals maps • Evidence gathering for: <ul style="list-style-type: none"> ▪ Gypsy and Traveller Plan ▪ Stamford Hill AAP ▪ Shoreditch AAP ▪ Affordable Housing SPD ▪ Sustainable Development Standards • New evidence studies as available, including retail study • Hackney Homes AMP • NHS AMP • Council AMP /Infrastructure Plan |
| Hackney's business environment and local economy | Nye Cominetti | <ul style="list-style-type: none"> • Current trends and future possibilities for local hospitality, specialist retail, technology and media clusters; | Place Shaping, Planning and Liveability | <ul style="list-style-type: none"> • Local Economic Assessment • Hospitality and Night time Economy Analysis |

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| | | <ul style="list-style-type: none"> The kind of the employment patterns that are likely to prevail in future, including the impact of technological advances on <ul style="list-style-type: none"> jobs, and career patterns, employment growth sectors employment space | | |
| Hackney External Pressures (Political, Economic, Social and Technological, Legal and Environmental) analysis | Rachel Duke | <ul style="list-style-type: none"> Consider how the Council its partners and the Community can best respond to new political environments and financial and legal circumstance and still secure opportunities for our borough and its residents, including through securing new powers or the devolution of duties and funding to new regional partnerships Consider the possible impact of technology in future on our communities and urban life including for e.g.: <ul style="list-style-type: none"> Trends in online shopping and the future of local high streets Networked cities (e.g. local energy networks) Driverless cars Smart cities & better use of information to aid movement, city administration etc Increased provision of ‘systems-built’ homes | All Future for Local Government LGIU Session | <ul style="list-style-type: none"> Repository spreadsheet Public Policy Horizon Scanner Evidence above |

| Month | April 15 | May | June | July & Aug Aug | Sept | Oct | Nov | Dec | Jan 2016 | Feb | Mar 2016 onwards |
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| Scenario Planning | | | Team Hackney Leadership Board Internal Council discussions | Develop programme of events and engagement | Host seminars /round tables/panel events <i>Outline programme to be developed & confirmed</i> Sessions could include for e.g. Housing Future of Public Services: Good neighbourhoods / quality of life / liveability Community safety Health and Wellbeing Board event Child Poverty and employment Events will be part of the Place for everyone engagement —————→ | | | | | | Host executive level scenario planning exercise Host event (s) for managers and partners from March 16 onwards tbc |
| Evidence Gathering (Working group of officers) | Kick off meeting | Review & share any key evidence studies / scope high level evidence pack for scenario planning | Start work on the evidence pack; use this to inform events and for any supporting materials needed | Input any material needed for expert seminars or workshops series Work starts on any new evidence studies for planning (details tbc) | Start to develop materials for events from March 16 onwards —————→ Also prep briefings on Place for everyone & other material for e.g. Team Hackney Event | | | | Sign off of materials | Publish evidence pack | |
| Place for everyone Engagement programme | Public events & targeted community outreach | | E-panel members participatory event | MORI survey design | MORI work starts | Start work on pack of outputs from public events and community outreach | MORI survey report complete | Production of pack /outputs from all outreach | Materials Sign off | Place for everyone partners & managers events tbc from March 2016 onwards | |
| Budget timeline | | 27 th May Queen's speech | | 8 th July – emergency govt budget | | | First week – Autumn budget statement | | 29 th Feb Cabinet / 2 nd March Council – 2016/17 budget report | | |

