

**CORPORATE PLAN 2018-2022**

**Key Decision No. CE P3**

**CABINET MEETING DATE (2018/19):**

**29.10.18**

**COUNCIL MEETING DATE:**

**31.10.18**

**CLASSIFICATION:**

**OPEN**

**WARD(S) AFFECTED: ALL**

**CABINET MEMBER: Mayor Philip Glanville**

**KEY DECISION**

**Yes**

**REASON**

**More than 2 Wards.**

**GROUP DIRECTOR**

**Tim Shields**

## 1. MAYOR'S INTRODUCTION

Our new manifesto, on which the Labour Group and myself were elected in the May 2018 elections was titled 'Hackney Labour: Building a Fairer, Safer and More Sustainable Hackney'.

Drawn up over the past year it set out a bold vision of over hundred and forty different priorities that we as an administration will deliver over the next four years. It has at its core a clear focus on sustaining high quality public services and creating opportunity, while reducing inequality and poverty; protecting what is best about Hackney and ensuring we are an open and transparent Council committed to social change.

Since the election as a renewed administration we have been working closely with officers to develop these themes and priorities into a deliverable Plan for the Council.

This new 2018-2022 Hackney Corporate Plan is a critical next step in that work and starts to show how the Council will deliver on our ambitious manifesto, guided by our new ten year Community Strategy and my new Mayor's Priorities.

It seeks to clearly outline the resources required and available to achieve our stated aims and objectives, whilst also seeking to take into consideration the upcoming challenges and opportunities, setting out how we will address and respond to these. It will be followed by a detailed action plan early next year outlining clearly how the Plan and the manifesto will be delivered.

## 2. GROUP DIRECTOR'S INTRODUCTION

The Corporate Plan sets out how the Council will deliver its priorities and objectives over the next four years, whether they are a continued focus on day to day work; or on delivering longer term objectives in line with the Mayor's priorities and the council's values. The Corporate Plan also sets out the council's mission and how we plan to address (and respond to) the challenges which lie ahead.

Our Corporate Plan is underpinned by a set of guiding principles, embedded in a number of key documents and policies. These provide the foundations for all we do.

## 3. RECOMMENDATION(S)

### **Cabinet is asked:**

To approve the Corporate Plan 2018 – 2022 set out in Appendix A.

### **Council is recommended:**

To note and endorse the Corporate Plan 2018 – 2022 set out in Appendix A.

#### **4. REASONS FOR DECISION**

To set out the Council's priorities and key areas of work for the next four years.

#### **5. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

The Corporate Plan is a critical element of the Council's service and financial planning process. If the Corporate Plan is not approved then it will put the council at severe reputational and financial risk.

#### **6. BACKGROUND**

As part of the annual service and financial planning process, Hackney Council produces a Corporate Plan. It is aimed at staff, Members, partners and stakeholders. The 2018-2022 Corporate Plan sets out the Council's priorities and key programmes of work for the next four years and gives the context for Service Plans. This report and the Corporate Plan attached set out the Council's strategic direction against a challenging financial backdrop of diminishing resources.

##### **6.1 Policy Context**

The Corporate Plan is the overarching element of the Council's policy framework along with Hackney's Community Strategy 2018-2028. The Corporate Plan will help to inform and will be supported by a new Workforce Strategy, Communications and Engagement Strategies, a Sustainable Procurement Strategy and a four year Arts and Cultural Strategy.

##### **6.2 Equality Impact Assessment**

Tackling inequality is a key priority for the council and this is reflected throughout the Corporate Plan through the strategic context, the Mayor's Priorities, key challenges and workforce development. The Corporate Plan is supported by the Council's Single Equality Scheme which will go to Cabinet in November 2018. Policy decisions that from part of the Corporate Plan will be subject to Equality Impact Assessments where required in line with the Council's Policy. This ensures that we are proactively considering equality issues in our key decisions, which helps us meet Mayoral and corporate priorities as well as ensuring we meet legal requirements under the Equality Act.

##### **6.3 Sustainability**

Sustainability is identified in the Corporate Plan as one of the key challenges for the borough and the council and this is reflected throughout the plan including through the strategic context, the Mayor's Priorities and Key challenges.

## **6.4 Consultations**

All policy decisions that from part of the corporate plan will be subject to consultation where required in line with Council Policy.

## **6.5 Risk Assessment**

Failure to approve a Corporate Plan would present a reputational and financial risk to the council. This decision will only be logged on the Council's risk register in the event of a Corporate Plan not being approved.

## **7. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES**

- 7.1 This report and the Corporate Plan attached sets out the Council's strategic direction against a challenging financial backdrop of diminishing resources and increasing cost pressures. As set out in the Plan, the Council's external funding has reduced by £130m since 2010 and it is expected to reduce by a further £10m next year. This means that in the period 2010/11 to 2019/20 the government's annual grant to Hackney will have fallen by £140m – a cut of 45%. There is also uncertainty over funding levels beyond this timeframe due to proposed changes to the way local government is funded via the Fair Funding Review and Business Rates Retention Schemes.
- 7.2 Alongside these reductions in resources, we are also faced with increasing cost pressures in many areas including social care, homelessness, special educational needs and waste disposal.
- 7.3 The Council is looking at various ways to meet this challenge head on. The continued funding reductions and the impact of public service reform mean that local government in the future will be very different from the past. We cannot meet the financial challenge ahead without making fundamental changes to the way we do business – changes to make us more creative and more resilient than ever. There is a need to establish different ways of working and and to develop new solutions to help us deliver our priorities. We need to take every opportunity to stimulate economic growth, create jobs and opportunities for our residents and to protect services. We also need to place emphasis on initiatives to generate income to reduce the reliance on Government funding.
- 7.4 The Corporate Plan sets out the key priorities that the Council will take forward up to 2022 to deliver against its ambitious priorities for Hackney. The Corporate Plan does not capture everything that the Council delivers. Those functions that are considered to be the core business of the Council continue to operate but fall into the Councils business as usual programme and are not explained in detail in the plan.

## **8. VAT Implications on Land & Property Transactions**

Not applicable.

## 9. COMMENTS OF THE DIRECTOR, LEGAL & GOVERNANCE SERVICES

- 9.1 The Council has both express powers to deliver many of the services they have committed to in the Corporate Plan, and can also rely on section 111 Local Government Act 1972, or the Local Authority’s general powers of competence as set out in section 1 Localism Act 2011.
- 9.2 The Corporate Plan will be supported by the corporate governance arrangements in place. Legal Services will support and advise on all legal issues which arise from particular services and projects in order to aid the achievement of the corporate priorities.

### APPENDICES

Appendix A: [Corporate Plan 2018-2022](#)

### EXEMPT

Not Applicable.

### BACKGROUND PAPERS

None

### Description of document (or None)

None

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