



CORPORATE PLAN

HACKNEY: A PLACE FOR EVERYONE 2018-2022

Building a Fairer, Safer, and More Sustainable Hackney

Introduction

Keeping Hackney as a place for everyone is our shared vision for the Council. Over the next four years we will be approaching this work with a renewed energy and focus. We will tackle inequality and poverty, maintain and celebrate the borough's rich diversity and maximise affordable homes. We will do this while making sure that all our residents have access to excellent services and public spaces, to the best education and training, and to jobs and opportunities.

The new manifesto on Building A Fairer, Safer and More Sustainable Hackney, on which the Mayor and Labour Group were elected, is ambitious for the borough's future. The key objectives have already been incorporated into the Mayor's new priorities. This corporate plan shows how the Council will deliver that ambitious manifesto over the next four years, guided by our new ten year Community Strategy.

Hackney is one of the UK's highest performing local authorities, serving one of London's best places to live and work. We have achieved a huge amount of which we can be very proud; our services, our schools and our public spaces are all amongst the very best. However, we face significant and ongoing issues; including deprivation and poverty, diminishing resources, increasing demand, an unstable national political climate and the uncertainty caused by Brexit. All have a severe impact on Hackney, on London, and on local services.

After eight years of austerity, the financial challenge to local government remains acute. Hackney will have lost £140 million from our annual Government grant by 2019/20, around 45%, and we must find further savings up to 2023 at least. Inequality is widening in the borough, and welfare reform is increasing that challenge and driving demand on our services for the most vulnerable. As a Council, maintaining strong,

cohesive, healthy communities in the face of that inequality, is one of our greatest and most difficult tasks.

As we plan for what we know lies ahead, we must also maintain our resilience to deal with the unexpected including many of the unknowns around Brexit. The tragedy at Grenfell Tower was a defining moment for local government, and for all social landlords. Quite rightly, it has focused our minds on ensuring that all our 22,000 council homes are as safe as they can be. We have already made a lot of progress on ensuring that our tenants feel engaged and listened to, and have tested our readiness to deal with a major emergency should we need to.

Hackney has a history of overcoming challenges; we went from being the worst local authority in the country to one of the best over the past 15 years. We have effectively managed the second highest level of cuts in the country whilst prioritising services, focusing on residents, and keeping standards high. Many people who work here thrive on change, but the Council will need to adapt more than ever to keep meeting the challenges ahead.

To do that, we will need to truly live our organisational values: being open, ambitious, pioneering, inclusive, proactive and proud. Proud of Hackney, of the Council, and of the work we really do. We will need to put resident engagement at the heart of everything. We will need continue to support our business community and ensure we foster their success and their diversity. We will need to stay focused on delivering excellent services alongside an ambitious manifesto programme. To do this we must continue to work together as one organisation and with our partners and our residents to make the most of our collective resources, skills, ideas, and talents.

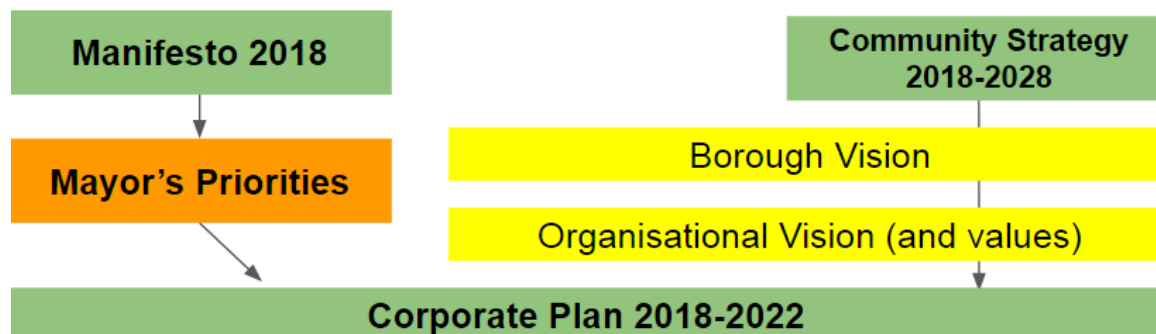
Tim Shields, Chief Executive
Philip Glanville, Mayor of Hackney

Part 1: Purpose, Principles and Challenges

Purpose

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.



Principles

Community Strategy 2018-28

The Community Strategy guides what we are trying to achieve across the borough over a ten year timeframe, working across different public agencies and with partners to achieve our collective aims and address our collective challenges.

The strategy sets out a vision for Hackney in 2028 and then breaks this down into five cross-cutting themes:

1. *A borough where **everyone can enjoy a good quality of life and the whole community can benefit from growth***
2. *A borough where **residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity** and contributes to community life*
3. *A **greener and environmentally sustainable community** which is prepared for the future*
4. *An **open, cohesive, safer and supportive** community*
5. *A borough with **healthy, active and independent** residents*

This Corporate Plan is the Council's contribution to the realisation of the community's wider aspirations, as set out in the Community Strategy 2018-2028. Through the continued delivery of outstanding core services and by leading efforts to tackle the wider challenges we face.

Mayor's Priorities

The Mayor has set out a series of new priorities that both build on the work undertaken over his first two years, and signpost a clear direction for the organisation over the next four. As the Council works to deliver the Mayor's ambitious programme set out in their manifesto, we will ensure that our work continues to be underpinned by excellent service provision and stable, sustainable financial management.

The Mayor's Priorities are:

***Fairer:** Working and campaigning to keep Hackney a place for everyone with genuinely affordable homes, job opportunities, and excellent schools; where everyone can play a part, and where tackling inequality is at the heart of what we do.*

***Safer:** Making Hackney a place where everyone can feel healthy and safe, at home, at work, and on streets, parks, and estates.*

***More sustainable:** Making Hackney an economically, and environmentally sustainable place, with strong, cohesive, and diverse communities.*

Vision and Values

We're working to make Hackney **a place for everyone**, where all our residents, whatever their background, have a chance to lead healthy and successful lives; a place of which everyone can be proud, with excellent services, thriving businesses, and outstanding public spaces; a place where everyone feels valued, and can make their voice heard.

Complementing this vision, the Council has adopted a set of values. These were developed through consultation with people who work here and will underpin how we work and what we do.

In Hackney we are:

Open, honest, and accountable, working with others, listening, showing trust in each other and in our residents

***Ambitious** for Hackney, and for ourselves, always seeking to be the best at what we do, and to get the best for the people of Hackney*

***Proactive** and positive in the way we approach problems and challenges, and take up the opportunities that come our way*

***Inclusive** both as an employer and a service provider, celebrating diversity, and treating colleagues and residents with respect, and with care*

***Pioneering** and innovative, always seeking new solutions and making space to be creative, to learn and to share ideas*

***Proud** of what we do, of the Council, of each other, and of Hackney*

Our mission: The Council we want to be

We want to make Hackney Council the best local authority in London; providing the best services to residents, leading through innovation, supporting our diverse communities, protecting the vulnerable, promoting environmental sustainability, and tackling inequality through creating opportunity and economic growth.

We value Hackney, and its people. We know what makes it special as a place, and we will work to retain its creativity, diversity, and community cohesion.

We want to be the best place to work in local government. An innovative and forward thinking organisation, combining our strong public service ethos and values with the creativity, flexibility and efficiency that will help us to meet the challenges of the future.

We will become an employer of choice within local government and for our residents. Attracting the best people to provide the very best services, and harnessing the talents of local people. We will have high expectations of everyone who works here, and in return we will offer an excellent package of reward, benefits, and development to all staff. We will manage performance effectively with a supportive, accountable management culture, which rewards success and retains talent.

We will continue to be efficient, and increasingly commercial, finding new opportunities to generate income to support services for local people.

We will work together even more effectively, breaking down internal and external barriers, sharing resources, and learning from each other. We will encourage creativity and take risks on good ideas. We will learn from the best, both inside and outside the Council, including from the voluntary, public and private sectors.

We will keep services in-house wherever appropriate, and become a national beacon for efficient, effective, and excellent in-house service provision.

We will continue to be an inclusive Council, and to actively celebrate the culture and diversity of our staff and communities. We will be open, transparent, and accountable to the people that we serve. We will trust, and listen to our residents, and to each other.

We start with a clear set of priorities, an agreed vision and a values set in place, and with a clear mission signposted. However even with these strong foundations we must understand that realising the objectives of the Mayor and Council, of ensuring the best possible outcomes for citizens, are fundamentally at risk unless we address and respond to a number of critical challenges.

Our challenges: What we face over the next four years and how we will respond

The financial challenge

Hackney has a strong financial track record, but eight years of Government cuts are taking their toll on public services. More and more people are turning to the Council for support, yet there are less resources available to help them.

Our Government grant has been cut from £310m in 2010/11 to £180m in 2018/19. Next year it is expected to be just £170m - a total reduction of £140m, or 45%. Per head of population we have seen the biggest funding cut of any London borough at £512. Compounding the reduction in funding has been increasing demand for Council services, a demand which is forecast to continue growing.

So far we've been able to manage these challenges without significantly reducing services or increasing charges. We've taken measures like cutting our management bill from £18.4m to £9.7m, and other back office efficiencies which saved £40m. However, we're now at the stage where we're running out of such options to save money.

The decisions we are going to have to take over the next four years will be increasingly difficult.

Forecast for the future

From now until 2021/22, the Council needs to save a further £40.9m:

- £25m reduction to General Fund (for general council services)
- £7.6m reduction to Housing Revenue Account (for building and maintaining council homes)
- £8.3m reduction to Dedicated Schools Grant (for our education services)

Alongside these savings sit a range of other current, and potential, financial challenges:

- City and Hackney Clinical Commissioning Group (CCG) have identified a savings requirement of £35m by 2021/22, taking the total savings required to £85.7m for Hackney
- The Council is delivering an ambitious capital programme - including new homes, schools and a leisure centre - the revenue cost of delivery needs to be considered
- There are considerable demand pressures across many service areas, particularly adult and children's social care, temporary accommodation, special educational needs and waste disposal
- The huge scale of additional fire safety work arising from the Grenfell tragedy
- The potential impact of Universal Credit on rent collection
- The outcome of the Fair Funding Review, which could see a new formula resulting in less funding for Hackney
- Uncertainties around the future system of Business Rates retention
- The Government's spending plans up to 2022/23, which will be announced in autumn 2019
- Possible cuts to the Public Health Grant and the Improved Better Care Fund
- The impact of Brexit

Rising to the funding challenge

The scale of the financial challenge is unprecedented and we have to be realistic and acknowledge that the current ways of providing services are not going to be sustainable over the next four years, let alone ten. This may mean people will no longer be entitled to the same levels of service or, in some cases, any service at all. There will be tough decisions about increasing Council Tax and charges for those who can afford to pay.

Alongside this tough budget shortfall is the implementation of an exciting and ambitious 2018 manifesto. We'll need to balance delivery of this against the wide range of services, many of them statutory, which residents and businesses expect on a day-to-day basis. Some of these services will need to stop, change and reduce in the context of the vastly reduced resources available. We need to ensure that we maintain our overall financial position, as this has been the bedrock of the Council's success over the past decade. It has afforded us the flexibilities to enable the creativity and innovation Hackney is renowned for.

Despite the funding pressures, we are still ambitious to keep investing in our communities and sustain the vital services on which our most vulnerable residents rely. We will also campaign and look for new resources. The next four years are not about trying to manage decline. We want to work smarter and more innovatively to improve our offer to residents and businesses. Making sure that every resident can access the opportunities created by the growth in our local economy.

To achieve these aims, we will develop a more flexible and innovative approach to how we do things, broadly arranged under three themes:

- ***Municipal entrepreneurialism:*** *A more entrepreneurial and commercially-minded approach to planning and delivering, to maximise resources available and opportunities to insource services and reduce the funding gap.*
- ***Productivity and efficiency:*** *Review the way we deliver services and identify opportunities to reduce cost while delivering the same or improved outcomes*
- ***Demand management/cost avoidance:*** *Better understand increasing demand on our services and identifying actions to mitigate the impact*

The policy and service challenge

The 2018-2022 manifesto on which the Mayor and his Group were elected sets out 148 commitments which describe an ambitious vision for Hackney.

These include firm commitments to continue to deliver high quality core services that protect vulnerable children and adults; keep our streets safe and clean; provide the best possible learning opportunities for children; continue to build homes for social rent; ensure that all citizens have an accessible pathway towards employment and opportunity; continue to be business-friendly; and ensure we take a holistic approach to place shaping and area regeneration. This is essential so that we safeguard the improvements that Hackney has achieved over the last 20 years, which have made the borough the best place to live and work in the country.

In addition to this, the manifesto also sets out far reaching goals that will address the biggest challenges we face as a borough. These cut across multiple service areas and include:

- Reducing poverty, inequality and building social cohesion
- Tackling homelessness
- Improving recycling on our estates
- Tackling air pollution and reducing our impact on the environment
- Responding to increased demand for social care
- Continuing to deliver lasting solutions to London's housing crisis
- Ensuring that Hackney is a sustainable borough, fit for the future
- Tackling gang crime and serious youth violence
- Supporting residents through the implementation of Universal Credit
- Tackling key health inequalities whilst responding to major change in the health sector and integrated commissioning

We must deliver clearly defined outcomes in these areas while retaining a sharp focus on day to day activity and the other core business of the Council. That requires us to think, work and act differently. How we plan to achieve this is set out in Part 2 below.

The workforce challenge

Everything that we want to achieve in Hackney depends on having the right workforce in place. We need to recruit, retain, and develop, talented and committed staff in order to provide the best services for residents. Everyone working here needs to be performing at their best to take Hackney on the next stage of its journey. We need to make the most of the skills and talents of all our people to deliver services in a challenging environment.

Our employees are our most valuable asset. We need to ensure that we remain an attractive employer and we will place significant emphasis on flexible working and supporting our shift workers. We must provide the professional development and benefits which ensure all our staff are able to succeed as employees of Hackney Council. Hackney Council has always had high levels of staff satisfaction and morale in comparison to public sector averages, and the 2018 Ipsos MORI staff survey will provide up to date insight into how our workforce is responding to the new and increasing challenges that we face.

The role of managers at all levels in leading the workforce will continue to be pivotal. The Council continues to successfully manage the challenge of continuing to provide good quality frontline services in a time of rapidly reducing resources. This inevitably puts strain on our employees which places even more emphasis on the need to ensure that they understand what is expected of them. Everyone working here must have access to the tools, training and development opportunities to enable them to fulfil their roles and their potential.

Numbers of staff are likely to reduce further, whilst skill requirements will change. We will be asking our employees to do more, and different, jobs. Services are likely to need to change and restructure regularly in order to meet the financial and service delivery challenges and it is important throughout that we continue to support our employees through such change processes. At the same time, as the largest employer in the Borough, others look to us to provide a standard of excellence that they can follow in terms of workforce management and support. It is important that the Council maintains this reputation. Initiatives such as paying the London Living Wage, Hackney 100, the apprenticeships programme, and our wide range of employee benefits, are examples of our leadership.

Hackney Council is operating in a highly challenging and competitive job market. To recruit the best staff we must compete against 31 other London boroughs, and also a

whole range of other public sector employers, including the civil service, the GLA, and the NHS. In addition, in some areas, such as law, property services, and ICT, skills are easily transferable to and from the private sector, and proximity to the City means we are competing with some of the highest paying employers in the UK.

Specific issues include:

Housing affordability - The increasing cost of housing in Hackney means that the proportion of our staff who live locally has fallen over the past 15 years from around 40% to 24%. This fact will increasingly impact on recruitment, especially on lower graded roles, as fewer new entrants will be able to afford to live in Hackney, and the cost of commuting makes travelling into the borough a less attractive option. Housing costs also make it harder to recruit people from outside London into more senior roles, meaning we are recruiting from an ever diminishing pool.

An ageing workforce - In some parts of the Council, particularly in manual and lower graded roles, we have an ageing workforce, a large proportion of which will reach retirement age in the next 10-15 years. The workforce as a whole is significantly older, on average, than the population it serves. It is vital that we act now to safeguard the future of those areas of work by thinking creatively about how to fill those roles as they become available, through apprenticeships, providing opportunity for local young people, and ensuring that Hackney has a workforce fit for the future.

Diversity and inclusive leadership - Hackney has an extremely diverse workforce, which broadly reflects the demographic profile of the borough, in terms of ethnicity. However, that is not consistent through all levels of the organisation, with the lack of ethnic diversity in the top three tiers of the Council and the ethnicity pay-gap being of particular concern to staff, to Members, and to senior management. The Council has a good gender balance at the top of the organisation, and has made significant strides in the past two to three years to support and celebrate LGBTQI staff. However, it is clear from staff feedback that disabled staff feel that more could be done to support them and their progress through the organisation.

Having a demographically diverse workforce can help businesses to be successful, drive innovation and capture new markets. In the public sector having a diverse workforce is seen as a way of bringing in a diversity of experiences and perspectives to better meet the needs of residents, customers and improve services. It is also seen as a way of tapping into and harnessing talent from across the whole community. We are not just interested in workforce diversity, we are also interested in ensuring that we have an inclusive culture that encourages a diversity of perspectives. This will help us engender the innovation and creative thinking that we need to tackle some of the most pressing public service challenges.

The skills challenge

Over the next four years the Council will continue to develop its award winning Apprenticeship Programme with the twin aim of creating high quality employment pathways into the Council across all directorates for local residents; and seeking to build a highly skilled workforce for the future.

The programme will continue to create opportunities at a range of levels ranging from entry level to graduate. Our focus will be on high quality training, pastoral and development support to the apprentices. Particular care will be taken to ensure pathways exist for cohorts facing barriers to the labour market including care leavers, those not in education employment or training (NEETs), young black men and young people with Special Educational Needs and Disabilities (SEND), by further developing the Council's pre-apprenticeship and work placement programmes. We will seek to maximise the opportunity presented by the Government's Apprenticeship Levy to upskill existing staff via scaling up of the Council's Career Development Qualification (CDQ) programme. This will be done in a strategic way, focusing investment on those areas of the Council where there is an ageing workforce and/or skills gap existing now or likely to emerge.

We will also seek to work in innovative and imaginative ways wherever possible with the aim of providing apprentices with a range of skills required by both the Council and the wider economy. This may include for example sharing apprentices with organisations in the wider public and private sector. Alongside leading by example on the apprenticeship agenda, the Council will also seek to lead by example as an employer of residents with disabilities - both visible and invisible.

The Council has recognised that it needs to do more to attract, recruit and sustain employment at all levels of the organisation for residents with disabilities. The Council will be looking at changes which can feasibly be made to HR processes to achieve this. We will also ensure candidates and hiring managers are provided with the appropriate bespoke support to assist them through these processes, via the Council's Supported Employment service.

Alongside other public sector organisations, we will be initiating a bespoke work placement programme providing a pathway into Council employment for young people with SEND. The Council will also be working with Timewise to develop and pilot part-time apprenticeships, with the aim of enabling more people with disabilities to join the Council as apprentices.

In summary, over the next four years, the Council will approach its workforce and skills challenge through a number of routes:

- A refreshed approach to recruitment marketing, ensuring that Hackney is able to attract the best staff at all levels
- A targeted campaign to attract more local residents into jobs in the Council
- Further appropriate and targeted use of market supplements to address salary differences
- Further developing our offer to staff to ensure that we remain an excellent employer
- Growing our apprenticeship offer, to provide a broad range of opportunities and bring in younger people
- Developing programmes to grow our own talent, retaining and developing our best staff, and ensuring a more diverse senior management cohort in the future
- Developing an 'inclusive leadership' approach, to address equalities issues in the organisation and promote innovation and creativity
- Developing an organisation-wide skills and learning strategy to make sure that staff are fully equipped to do their jobs in a fast changing organisation.
- Using staff surveys to ensure up to date insight into how staff are responding to change, and robust action plans to tackle issues arising
- Implementing a new staff engagement strategy for the next four years
- Offering competitive staff benefits and creative approaches to flexible working

Managing the challenge of growth and change

Improvements to our services, infrastructure and reputation have made Hackney increasingly attractive as a place to live and do business. We have seen the borough's population grow and change as a result. Whilst average incomes in the borough remain relatively low, the changes have attracted a high proportion of affluent, higher skilled residents. As a consequence we are now seeing growing inequalities. This concerns us, and our residents, and tackling inequality entrenched poverty is a key priority.

The changes have catalysed rapid economic growth and our focus must be on ensuring growth happens in a way that doesn't leave anyone behind. We will focus on community wealth building through sustainable procurement, economic development and planning. As our business base continues to grow and become a more significant part of the borough, we need to reset our relationship with businesses. We must maximise opportunities for residents to ensure that we are effectively managing the impacts arising from increased commercial activity.

Along with other parts of London, Hackney has seen rapid population growth over the last 15 years. We expect this growth to continue for the next couple of decades. There are limits to the Council's ability to influence population increases. The Council cannot control the population growth, which is affecting all of London, but we can ensure that

we engage in new ways and that planning policy is used effectively to shape the nature and location of development and maximise its benefits for the whole community.

We need to ensure that we have the infrastructure needed to cater for this continued growth. We will work proactively with the Greater London Authority (GLA), central Government and neighbouring boroughs to secure investment in projects like Crossrail 2 which has the potential to radically improve connectivity and transport capacity in Hackney. In terms of social infrastructure such as schools and health facilities, the Council faces a funding gap. It is difficult to fully fund such projects through public finances and developers' contributions alone. We also need to protect our parks and open spaces for residents to use and to help counter climate change, alleviating the urban heat island effect and improving drainage.

The growth we are experiencing has made it vital that we develop more sustainable ways to live and do business. Hackney needs to continue to make it easier to walk and cycle. The health impact of poor air quality is significant, with children among the most vulnerable to the effects of air pollution. It is estimated that 443 schools in the capital are in areas exceeding safe air quality levels. Given Hackney's location and the amount of traffic that passes through the borough, we cannot act on air quality on our own. Hackney will set a very high aspiration for improving air quality, but must recognise that our local actions need close partnership with regional and national government to affect real improvements in the quality of London's air.

Part 2: Delivery

Part 1 set out the purpose of the Corporate Plan and the principles that underpin our work. It also highlighted the key challenges we face and our response. This section sets our approach to delivery: what drives that approach; how we intend to continue to change, adapt and learn; and the ways in which we will formalise, report on and evaluate this process moving forward.

Our corporate approach to delivery is driven and informed by a clear set of principles, a clear understanding of the challenges we face and a clear idea of how we will respond. We will focus on:

- Providing the essential and statutory services that Hackney's residents rely on
- Identifying the outcomes that will address our major, borough-wide, challenges
- Identifying the right delivery approach to tackle each specific challenge
- Taking an organisational approach that brings together the Council's strengths and those of our partners to successfully deliver the changes that Hackney expects and needs
- Ensuring the organisation has the skills, abilities and attributes to succeed
- Ensuring our strategic and policy frameworks including the Local Plan, strategies that relate to Housing, Inclusive Economic Growth, Area Regeneration, Poverty, Capital Investment, Public Health and Sustainability - along with other key policy documents - are aligned and contributing to our broadest objectives and aspirations
- Lobbying for changes to central Government and London policy where needed to deliver for Hackney's residents and businesses

A focus on outcomes

We recognise that our successes will be judged by the outcomes we achieve, not by the processes we follow. However, we will need to explore new approaches if we are going to continue to deliver our core service offer and address the challenges outlined in Part 1. While all Councils need to work within defined legal and constitutional frameworks, we will continually strive to find approaches that deliver the maximum benefit for our residents. This demands us to challenge our traditional ways of working and we will look to engage with Hackney's residents, businesses and community groups to help us achieve this. This is a key element of our delivery approach.

Ways of working, models of change and the right governance

We know that the best organisations are comfortable with using a range of consultation, design, governance and evaluation approaches. Depending on the issue or area, we will choose and learn from different models linked to the depth of

understanding of the problem, the level of certainty around the solution, and the risk associated with the change. This might include working with startups, or using more flexible approaches to project management to complement our more formal ways of working.

In order to achieve our objectives, we also need to work differently as a Council. We will need to move away from the traditional local authority approaches towards a greater focus on collaboration, including integrated commissioning within and beyond the Council. Over recent years, the advantages of cross-cutting strategy and delivery, bringing together different services into a unified corporate vision, have been clear. We will build on this One Council approach moving forward.

We also recognise that others are sometimes better placed than us to deliver outcomes and drive change. Whatever the model, we will maximize the impact using Hackney's many strengths as a borough. We will also harness the latest digital solutions, improve our systems, and make our data work better for us as an organisation and for the residents of Hackney. Taking into account all of this, our ways of working will be based on:

- Taking a One Council approach by bringing together skills and capabilities across the organisation to deliver the Mayor's priorities and the Manifesto
- Deploying the right delivery approach to the particular challenge faced
- Continuing to support, develop and up-skill our workforce so we can both deliver great services and drive transformation
- Ensuring we've truly understood residents' needs, whilst recognising our organisational and resource constraints
- Working in ways that maximise impact and having the confidence to challenge traditional approaches where needed
- Ensuring that equality and fairness is central to everything we do
- Ensuring that the outcomes we are working towards are as economically, socially and environmentally sustainable as possible
- Working even more closely with residents and our local partners in the public, voluntary and business sectors to make sure that Hackney is a place for everyone

Crucially, it will also be about making sure that we're embracing the potential for technology, data and digital approaches to help transform and improve services and deliver better outcomes at lower cost.

Systems and data

Developing the way we use data under the new General Data Protection Regulations will be vital to improving our performance and meeting our many financial challenges.

Our world is being transformed by the use of technology and data and we must use this to design new ways of delivering services. We are committed to Hackney pioneering these approaches so that we maximise the benefits for our community. To achieve this, we will:

- Design and deliver digital services that are so good people prefer to use them
- Use modern technology to ensure that our people can work collaboratively and efficiently and prioritise their time spent supporting our residents and businesses
- Maximise the value we get from our information assets. Treating citizens' data with respect and using our information resources effectively so that we can tailor services to meet Hackney's needs

Engaging our communities

Over the past four years, Hackney has developed a new approach for engaging and listening to residents. This started with our borough-wide conversation 'Hackney: A Place for Everyone' in 2015-16. During that process we engaged with almost 5,000 residents. Listening to their views about the rapid social and economic change that Hackney had experienced over the preceding decade and the things they valued most about the borough. The data we gained underpinned the development of the 10 year Community Strategy, and it continues to inform ongoing policy development, including the Arts & Cultural Strategy, the Housing Strategy, and the Economic Development Strategy.

At the end of 2018 we will receive new data and insight through our latest Ipsos MORI resident survey. This will allow us to assess any changes to resident attitudes in the past two to three years in relation to their feelings about place, their satisfaction with local services, their sense of belonging and cohesion, and their perception of local opportunity. We are investing in additional sampling of social housing tenants. We want to ensure we have a deeper understanding of how that group are responding to change, and how they wish to be engaged with. We are also participating in a London Councils led research exercise to better understand the needs of tenants living in high rise blocks following the tragedy at Grenfell Tower. Ensuring that we hear the voices of social tenants and other low income or marginalised residents is central to our emerging engagement strategy.

Over the next four years, we will continue to develop our engagement approach and forge a deeper, and more collaborative relationship with our residents. We will lead in-depth place based engagement programmes, beginning with the Dalston Conversation in September 2018, to ensure that residents can be fully involved in shaping the future of their local areas. We will carry out a large scale engagement exercise with young

people through the Hackney Young Futures Commission, and with older people as we re-examine and update our Older People's Strategy.

We will review the way we consult and engage on a wide range of issues, and lead honest conversations with residents about difficult choices we may need to make about service changes. Involving them in developing solutions to the challenges we face. We will involve residents and our business communities in shaping our places, making sure that we balance their needs and protect the things they most value. We will support Members in their community leadership and engagement role. We will ensure that we hear the voices of those that are seldom heard, or harder to reach.

Hackney has developed four principles for engagement that will help us to achieve this.

In Hackney, engagement with our citizens and stakeholders should be:

1. **Meaningful:** *That we will meaningfully engage residents, businesses, staff and stakeholders, to help them shape proposals that will affect the services they use and deliver, or the areas where they live and work. That we will, where possible, involve residents and other stakeholders, with the co-production and user testing of solutions and delivery models*
2. **Timely:** *That we will build time into planning for service changes, savings proposals, and new projects, for meaningful public consultation and service user engagement and that we will allow the maximum time that is practical for consultation and engagement within any project*
3. **Inclusive:** *That we will use inclusive outreach methods, and where possible, engage people within their communities, rather than expecting them to come to us. That we will always work to boost engagement with under-represented groups, to ensure that we are hearing the voices of those most affected, and to ensure that we hear a balance of views*
4. **Direct:** *That we will always seek to engage directly with our residents and businesses where possible, rather than relying on the mediation of community leaders, representative groups, and the voluntary sector, whilst we acknowledge what a vital role they can play in helping to facilitate such engagement, especially to reach groups who the Council might struggle to reach*

Part 3: Next steps

Corporate Delivery Plan

The overarching approach set out above will be developed in the published and accessible **Corporate Delivery Plan (CDP)**, due in the early part of 2019. The CDP will frame our work in the context of the Mayor's Priorities, the Manifesto, the Community Strategy outcomes and our vision.



It will show how each individual manifesto pledge, and each area of work, will be delivered. It will also signal how the critical day to day activity of the Council will continue to be managed. In terms of the major policy and service challenges, it will set out what we are seeking to achieve; the models of delivery we will use; how we will ensure (and assure) the best possible outcomes; the data and metrics that will underpin the discussions; and the strategic context within which the issue sits.

Where work is business as usual, the commitments automatically become part of service level planning.

Over the next six months we will publish detailed strategic documents to support the effective delivery of the Corporate Plan, including a new Workforce Strategy, Communications and Engagement Strategies, a Sustainable Procurement Strategy and a four year Arts and Cultural Strategy.

Delivering the manifesto on which the Mayor was elected alongside our day to day service provision, within an increasingly challenging financial context, will require innovation, increased collaboration and creativity. In addition we will need continued organisational discipline and focus. The guiding principles and ways of working set out in this Corporate Plan provide the framework within which we can achieve this.