

# Developing & Embedding the Strategic Plan

Sonia Khan, Assistant Director, Policy and Strategic Delivery  
Hackney Council



# Overview

- **What** the plan is seeking to do
- **Why** we need a plan
- **How** it was developed
- **What** it covers
- **How** we are taking it forward



# About Policy and Strategic Delivery

## Working with services and partners to achieve better outcomes for residents

- **Keeping oversight of our long term vision and supporting long term thinking**
- **Sharing intelligence:** analysing trends, needs and external drivers, political priorities and corporate challenges to provide advice and set strategy
- **Setting medium term strategy:** developing a strategic plan that sets out medium term cross cutting priorities, taking into account this analysis
- **Supporting strategic, insight driven decision making**, including supporting backbenchers to hold the Council to account
- **Overseeing strategic delivery** of complex cross cutting priorities and political commitments- poverty reduction, equality are key priorities

## Building the right conditions for achieving our medium term priorities through:

- Creating **the right environment for partnership working and public service transformation**
- Leading on **voluntary and community sector strategy and support**
- Creating the **frameworks and support to ensure that equality is embedded** into service design and delivery
- Progressing partnerships **that build cohesion, reach, resilience and trust in communities** including pilot place based work and ward forums



# What the strategic plan is seeking to do?

- This Strategic Plan 2022-26, 'Working Together for a Better Hackney', sets out the ambitions for the Council for the next four years, as well as the challenges we face, and describes how we need to change. The Strategic Plan is framed by the new priorities of the Labour administration. They are underpinned by the Council's corporate values and the priorities for change.
- We move into even more challenging times and the Strategic Plan sets out how the Council will need to change through new ways of working and accelerating use of data, technology, and new partnerships.
- Working in partnership towards common goals is key, as is maximising use our assets and our buying power across all partners.
- Coproducing solutions with residents is a commitment that runs throughout.
- The plan is grounded in a rich analysis of trends and community impacts of the pandemic as the updates on progress made against the Corporate Plan adopted in 2020 which was reported to Cabinet in July 2021 and February 2022.



# Why we need a strategic plan?

- **Better outcomes for residents:** In the context of growing inequality, increasing demand and needing to deliver a balanced budget.
- **Delivery of political commitments:** Embedding these into the Council's plans through the strategic plan.
- **Guides partnership working:** recognising the Council's role as an enabler and convener and that we cannot achieve the outcomes on our own.
- **Clear direction & focus:** We avoid mission drift away from the outcomes we want to achieve in an environment that continues to be challenging, unpredictable and complex- which has been identified as a key corporate risk.
- **Change and transformation** is progressed in line with the strategic plan, is sensitive to the political commitments and is developed collaboratively across the system.
- **Ensures consistency** in the values and ways of working adopted across the organisation and that they flow from the strategic plan.

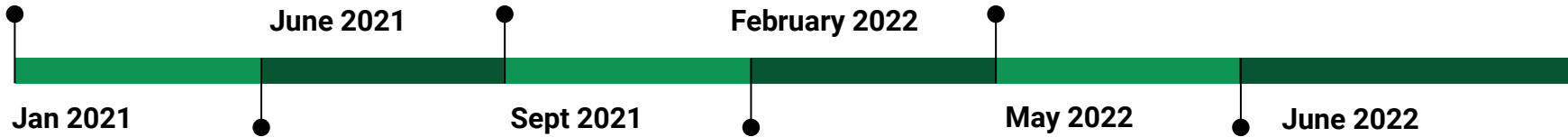


# How the plan was developed

Refreshed [impact assessment](#) first undertaken in March 2020

Shared challenges with senior managers

Refreshed situational analysis against new manifesto commitments



Use refreshed impact assessment to identify new challenges beyond 21/22

Developed situational analysis - strengths, weaknesses, opportunities and threats to our long term vision

Developed “plan on a page” - tested internally and with and partners

# The challenges we are responding to

- Cost of living crisis and poverty
- Worsening economy
- Stretched public sector finances
- Trust and confidence - very polarised views
- More social isolation for some
- Council services that need improvement
- Low paid jobs and housing affordability
- Refugee crisis
- Net zero and climate change
- New normal - constant crisis
- Workforce

# Strategic priority areas

WORKING  
**TOGETHER**  
FOR A  
**FAIRER**  
**SAFER**  
HACKNEY

1. Tackling Poverty and Inequality
2. Responding to the Housing Crisis
3. Good growth: Jobs, businesses and regeneration
4. Community cohesion - *building communities where people feel confident that they belong and are comfortable mixing and interacting with others, particularly people from different racial backgrounds or people of a different faith.*
5. Building trust and confidence
6. Making Hackney Safer



# Strategic priority areas

WORKING  
TOGETHER  
FOR A  
GREENOR  
HEALTHIER  
HACKNEY

1. Healthier ways to live
2. Improving health and wellbeing and tackling health inequality
3. Responding to the climate emergency
4. Shaping Places - *encouraging community support and connections, by creating good community networks. And making places healthier to support wellbeing and take climate action.*

# Strategic priority areas

WORKING  
**TOGETHER**  
FOR EVERY  
**CHILD**  
IN HACKNEY

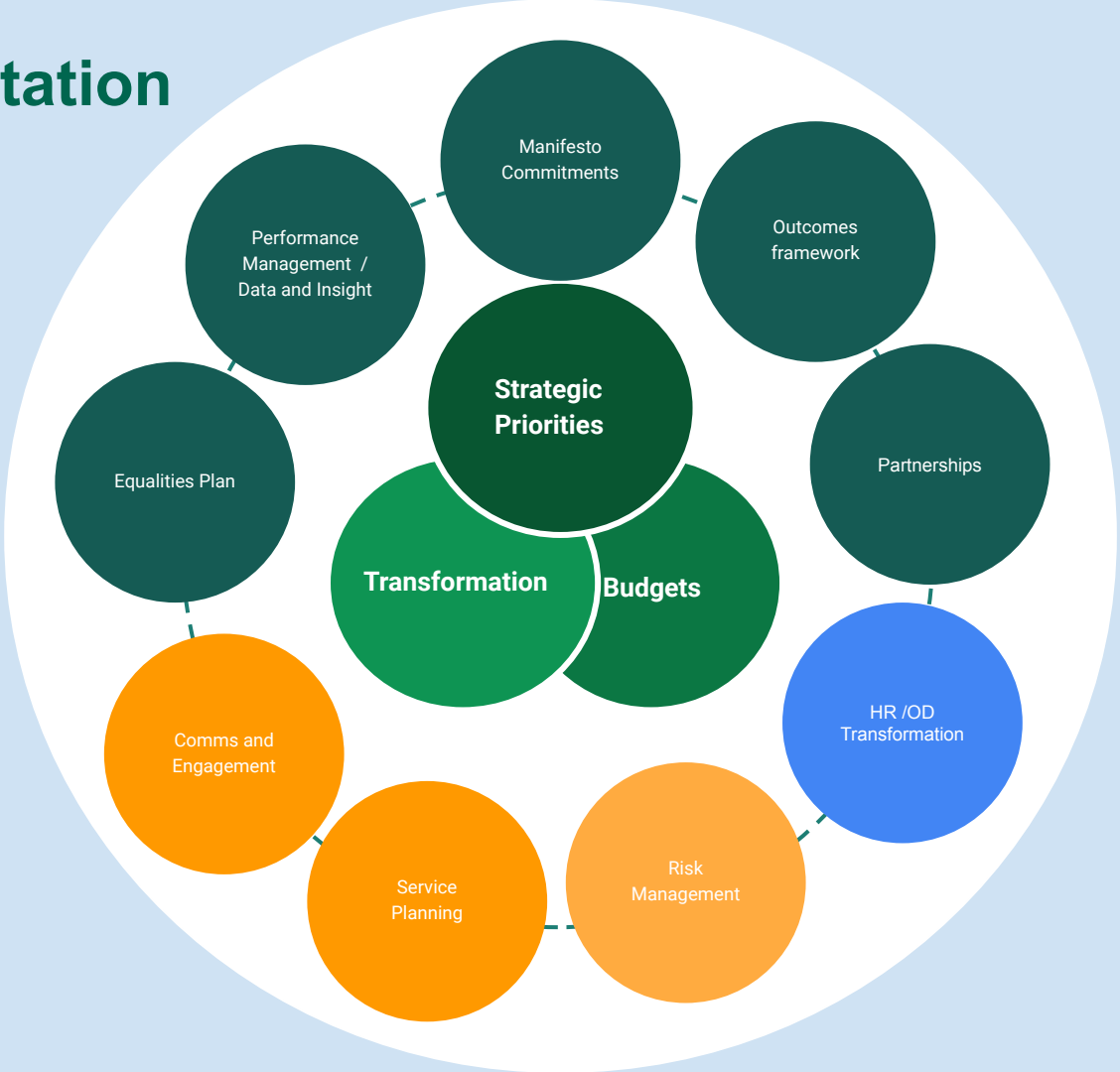
1. Every child is healthy, every child develops positive and caring relationships and feels seen and heard

# How we work

- **Collaborative** - anchor institutions and working across the system
- **Inclusive** - inclusive open and humble and anti- discriminatory
- **Seeing communities as assets** - building trust and confidence and deeper engagement and co-production
- **Place shaping** - community wealth building and hyper local / place based working



# Implementation



# Taking this forward

## Service planning:

- Developed a [set of Priorities](#) for each Group Directorate (previously POAP) and are supporting development of consistent service plans supported by managers packs  
Developed a list of [LBH Strategies and Plans](#) and how they interface with strategic plan
- Carried out extensive Manifesto Mapping to ensure integration with strategic plan

## Communications and engagement

- Created new Intranet content
- Developed Comms and Engagement Plans aligned with priorities (external and internal)- currently making an animation

# Taking this forward

## Delivery and reporting

- [Reported on mobilisation of the Manifesto/ Strategic Plan in year one](#) and delivery [update mid year two](#)
- Developed an Equality Plan
- Started reviewing how we engage with our partners
- Started looking at transparent performance reporting
- Developed the initial approach to an outcomes framework to support performance management

## HR, OD, Transformation

Engaged HR, OD and Transformation teams to look at our ways of working

## Finance

Established frame for annual budget

Reviewed proposals against strategic plan

