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| Title of Report | Strategic Plan Annual Update Report 2026 |
| For Consideration By | Cabinet and Full Council |
| Meeting Date | 2 March and 4 March |
| Classification | Open |
| Ward(s) Affected | All |
| Group Director | Dawn Carter-McDonald, Chief Executive |
| Report Author | Cara Toher Strategy & Policy Manager Cara.Toher@hackney.gov.uk |

1. Summary - Introduction from the Mayor

- 1.1. The Working Together for a Better Hackney Strategic Plan has guided the Council's work over the past four years, setting out our shared ambition to make Hackney a borough that is fairer and safer, greener and healthier, and where every child can thrive.
- 1.2. This final update reflects the progress made since the Plan was adopted in 2022, and the impact of that work for residents and communities across the borough. It brings together delivery from across the Council and our partners, showing how the commitments in the Strategic Plan have been translated into real outcomes despite a period of exceptional challenge for local government.
- 1.3. Over the last four years, the Council has continued to respond to significant pressures, including a severe housing crisis, rising poverty and inequality, the cost-of-living crisis, and the growing impacts of climate change. In response, I have focused the Council's efforts on three priority areas: Housing and Homelessness, Tackling Poverty and Inequality, and Climate Action. This report sets out the progress made against those priorities, alongside wider achievements across all services.
- 1.4. The report also recognises the contribution of our residents, community organisations, partners and staff. The progress described here has only been possible through collaboration, co-production and the dedication of those who care deeply about Hackney and its future.
- 1.5. This final Strategic Plan update provides an important record of delivery over the 2022–2026 period, demonstrating how the Council has worked to improve outcomes for residents while navigating financial constraints and

increasing demand. It also provides a strong foundation for the next phase of leadership and for continuing to work together for a better Hackney.

2. **Recommendations**

There are no official recommendations contained in this report. Its purpose is to provide an update of the council's strategic plan. Full Council is recommended to:

2.1 Note the fourth and final annual update of the current Strategic Plan.

3. **Background**

- 3.1. In November 2022, Hackney Council adopted its Strategic Plan 2022–2026, Working Together for a Better Hackney. The Plan set out the Council's vision, priorities and intended outcomes over a four-year period, alongside the challenges facing the borough and the organisation.
- 3.2. The Mayor committed to providing annual updates to Full Council on progress against the Strategic Plan. This report represents the final update, covering delivery over the full four-year period.
- 3.3. The report has been developed using:
 - Service-level delivery and performance information.
 - Updates against Mayoral manifesto commitments.
 - Evidence of impact for residents and communities.
 - Equality and anti-racism reporting.
 - Findings and learning from external scrutiny, including the 2024 Corporate Peer Challenge.
- 3.4. The report reflects delivery in the context of:
 - Prolonged financial pressure on local government since 2010.
 - Rising demand for statutory services.
 - The cost-of-living crisis.
 - Inflationary pressures and regulatory change.
 - The Council's ongoing Transformation Programme.
- 3.5. The final Strategic Plan report will be accessible and include the use of photographs and graphic summaries of performance data. Alongside the full report, a shorter summary document will provide a more accessible overview of key achievements delivered over the last four years. The summary will be shared with residents and will form part of the wider communications activity supporting the Council's 2026–27 budget, as the reports are being considered at the same Cabinet meeting.

4. **Financial Implications**

- 4.1 There are no direct financial implications arising from the recommendation of this report.
- 4.2 Any financial implications that arise as a result of strategic plans and their implementation are considered within the Council's existing medium term financial planning process.

Financial Implications prepared on behalf of the Group Director Finance & Corporate Resources by
Name: Shakeel Yasin, Director of Finance
Email: shakeel.yasin@hackney.gov.uk
Date: 19 February 2026

5. **HR/OD implications**

- 5.1. There are no direct Human Resource and Organisational Development implications as a result of this report.

HR/OD implications prepared on behalf of the Director of HR/OD by
Name: Sharon Ould, Strategic HR and OD Business Partner
Email: sharon.ould@hackney.gov.uk
Date: 18 February 2026

6. **Legal Implications**

- 6.1. This report is for informative purposes in order to provide an update to Full Council on delivery of the Strategic Plan 2022–2026. There are no legal implications arising from this report.

Legal implications prepared on behalf of the Director of Legal, Democratic & Electoral Services by:
Name: Josephine Sterakides, Team Leader, People
Email: josephine.sterakides@hackney.gov.uk
Date: 18 February 2026

Appendices

Appendix 1 - Annual Update July 2025 - Strategic Plan Annual Update 2026-
Working Together for a Better Hackney - Accessible Version

Appendix 2 - Annual Update July 2026 - Strategic Plan Annual Update 2026
- Working Together for a Better Hackney - Designed Version

Exempt

No exempt appendices.

Background papers

None