



**Hackney Council**

**REQUEST FOR QUOTATION**

**Economic Development - piloting a theory of  
change and logic model approach with  
supporting outcomes framework for  
measurement 2023**

**PROCONTRACT Reference: DN660751**

**Quotations submitted after the stated closing date and time may not be considered.**

## **CONTENTS**

**1. Instructions**

**2. Specification**

**3. Conditions of Contract**

**Appendix 1: Quotation Response**

**Appendix 2: Pricing Schedule**

**Appendix 3: Checklist for Bidders**

**Appendix 4: Contextual information**

# **1. INSTRUCTIONS**

## **1.1. General Requirements**

- 1.1.1. The London Borough of Hackney is seeking quotations for the delivery of consultancy support that will help the Economy Regeneration and New Homes Division (ERNH) take the first step in developing an improved approach to designing and delivering interventions. Initially we want to run a pilot that provides an outcomes framework focused on key economic development priorities as these cut across multiple services, divisions and directorates.
- 1.1.2. The ERNH division has been formed relatively recently by placing a number of existing services together under the same umbrella. All services deliver for residents by delivering place-shaping, strategic policy for housing and economic opportunities. The services that form the ERNH division are: Regeneration and Economic Development; Employment, Skills and Adult Learning; Housing Regeneration Programme; Housing Strategy. More information about the services most relevant to this work is included at Appendix D.
- 1.1.3. A key objective of the proposed approach is to link day to day service delivery to wider transformational measurable change for residents and communities. At the heart of the proposed outcomes framework for ERNH is the objective of progressing at pace and scale to achieve the priorities set out in the [Council's strategic plan](#) that are relevant to the economic development realm:
- Creating pathways into decent jobs
  - Creating safe, vibrant, and successful town centres and neighbourhoods
  - Foster a more inclusive economy
  - Working towards a net zero Hackney
  - Tackling health inequalities
  - Addressing the climate emergency
  - Tackling inequality through poverty reduction
  - Improving standard of our existing homes and providing more Council homes
- 1.1.4. The outcomes framework we are looking to develop should be broadly based on theory of change and logic model approaches. As the Council's work on economic development is broad, we are looking to pilot this work in two areas initially: maximising the benefit of our Council procurement spend, and our approach to employment,

skills and adult learning. This will also allow the Council to learn from this new way of developing interventions, as well as ultimately directing service delivery. Incorporating learning and supporting organisational development in this area is therefore a crucial element of the brief.

- 1.1.5. Alongside the work in the ERNH division, we are working with the corporate strategy team to deliver lighter touch capacity building for a group of senior managers from across the Council (c60 people). These senior managers will be nominated by their service areas to build an understanding of the theory of change approach, key terms and the benefits of using theory of change and logic models in a local authority context. This should be complemented with some resources and guidance, as the nominated senior managers will be expected to champion this approach and help the corporate strategy team to develop theories of change linked to the outcomes in the Council's strategic plan.
- 1.1.6. Suppliers are invited to propose an intended approach, methodology and timescales for delivering the outputs listed in the specification covering at a minimum details about the following:
  - the initial orientation, key terms and the benefits of using theory of change and logic models in the local authority context, including how you will run initial workshops with a wider cohort of 60 Council managers (mandatory attendance) to increase awareness and develop a shared language.
  - subsequent capacity building support for a smaller cohort of 16-20 key managers within ERNH and coordinating development of the high level theory of change for the directorate through an economic development lens and more focussed logic models for two pilot economic development outcomes.
  - the materials you will develop and deploy to support activity on the overarching theory of change and subsequent logic models for the two pilot outcomes, including how the materials will be refined for our future use.
  - how you will capture learning through the commission's process then generate recommendations for the Council's continuous improvement activity.
  - the resource you will deploy for the various elements of your proposed approach including any support you will need from the Council.
  - the risks you foresee in delivering this work and how you will mitigate those.

- 1.1.7. The successful supplier will be responsible for providing this service, liaising closely with the Contract Manager Michael Toyer.
- 1.1.8. The detailed requirements are defined above. The Council expects to put the contract in place from 10/05/2023 for an initial period up to 31/10/2023, however this is subject to the successful bidder's proposed programme which will be agreed at inception.

## 1.2. **Submission of Quotation and Clarifications**

- 1.2.1. The deadline for submission of Quotations is Wednesday 12th April at 12:00 noon. **Late quotations, received after this time and date, may not be considered.**
- 1.2.2. The Authority is using ProContract as its electronic Procurement Portal ("the Procurement Portal"). The system is referred to intermittently as ProContract or the London Tenders Portal. The Procurement Portal is accessible at <https://www.londontenders.org/>
- 1.2.3. All communications, including the submission of Quotations, should take place via the Procurement Portal. Bidders should not approach any member of the Authority in relation to the Procurement or the procedure by which the Procurement will be procured ("the Procurement Process"), other than by using the messaging function on the Procurement Portal. Submit messages at the specific event level rather than the project level. Queries will be answered within business hours.
- 1.2.4. Bidders can submit questions for clarification to the Contract Manager, via ProContract, until Wednesday 5th April at 12 noon.
- 1.2.5. The Council may seek clarifications from Bidders who have submitted a Quotation until Friday 21st April at 12 noon.
- 1.2.6. Any technical questions relating to the use of the Procurement Portal website should be logged with the dedicated [Bidder Support helpdesk](#). Remember to include as much detail as possible, label your message as "Urgent" if it is time-sensitive and include your telephone contact information if you need a ring-back. This is only the technical support line and any RFQ queries should be directed to the relevant team running the contract through the messaging

function of the Procurement Portal. Queries will be answered within business hours.

### 1.3. **Evaluation Criteria**

- 1.3.1. Any quote that is accepted will be awarded to the bidder who provides the most economically advantageous quote in accordance with the criteria detailed below:

Criteria	Sub-criteria (or Question)	Weighting (%)
Price	Lowest price score	30
<b>Quality</b>	<b>General approach and methodology</b> <ul style="list-style-type: none"> <li>• Comprehensive response that meets the specified requirements and any additional recommended outputs or activity, including the mix of capacity building and direct delivery to achieve the outputs.</li> <li>• Your approach to facilitation and leadership of workshop and engagement sessions.</li> <li>• Clear response to how learning will be captured, used and reported to help us roll out this approach across the division.</li> </ul>	30
	<b>Project delivery</b> <ul style="list-style-type: none"> <li>• A project delivery plan (based on the indicative programme in 2.6) that: <ul style="list-style-type: none"> <li>○ Identifies project deliverables and outputs that are clearly linked to the specified requirements.</li> <li>○ Sets out a clear timeline for delivery directly linked to the deliverable and outputs within the stated contract delivery dates.</li> </ul> </li> <li>• Clearly demonstrates the capacity of the organisation to deliver.</li> <li>• Clearly demonstrates proposed staff are suitably experienced and qualified for assigned activity/deliverables, including relevant examples of this work in a comparable context.</li> </ul>	25

Criteria	Sub-criteria (or Question)	Weighting (%)
	<ul style="list-style-type: none"> <li>Clearly demonstrates an understanding of the key risks to delivering this work within a local authority context</li> </ul>	
	<p>Understanding of the context</p> <ul style="list-style-type: none"> <li>Clear understanding of the overall local authority context, delivery governance and ways of working</li> <li>Clear understanding of ERNH's delivery of economic development where collaboration between different services and departments is essential and how this relates to the proposed methodology</li> <li>Articulation of how this work fits into the Council's ongoing improvement agenda where business as usual and transformation need to be balanced during the change process</li> </ul>	10
	<p>Sustainability/Social Value, ie: Environmental, Economic and Social benefits</p> <ul style="list-style-type: none"> <li>Explain your organisation's approach and any specific commitments relating to this commission.</li> </ul>	05
Suitability Assessment	Section 2 - Economic and Financial standing	Pass/Fail
	Section 3 – Technical and Professional Ability – References	Pass/Fail
	Section 4.1 – Insurance	Pass/Fail
	Section 4.2 – Qualifications and Accreditations]	Pass/Fail

## 1.4 Evaluation Methodology

- 1.4.1 In relation to Price, the lowest price will score 30%. The other offers will then receive scores expressed as an inverse proportion of the lowest price. All results will be rounded to two decimal places. The formula used will be:

$$(\text{Lowest/Bidder's price}) \times 30\% = \text{Bidder's price score}$$

- 1.4.2 In relation to the Quality criteria, each question will be scored in application of the following scoring scale:

SCORING SCALE	
Score	Commentary
0	Very weak or no answer
1	Poor - well below expectations
2	Satisfactory but slightly below expectations
3	Good –meets expectations
4	Very good – slightly exceeds expectations
5	Exceptional - Well above expectations

A score of 0 (very weak or no answer) or 1 (poor) for any of the criteria is likely to mean rejection of a quotation.

- 1.4.3 The Specification clearly identifies any elements which are critical and constitute minimum standards. ‘Critical’ criteria are to be viewed as a key part of the requirement. A material non-conformance to critical criteria is likely to result in rejection of a Quotation.
- 1.4.4 As part of the quality evaluation, sustainability and/or social value is assessed in line with Hackney’s Sustainable Procurement Strategy. The scoring of this section will consider relevant environmental, economic and social benefits to be delivered through the resulting contract.
- 1.4.5 Each member of the evaluation panel will individually assess each Quotation. Scores will then be moderated by the whole panel in order to reach a consensus.



1.4.6 The Suitability Assessment questions will be assessed on a pass/fail basis as follows:

Section 1 – Supplier Information	This section is for information only and is required but not assessed.
Section 2 – Economic and Financial Standing	Requires self-declarations regarding whether the organisation meets the selection criteria in respect of their financial standing. The answers to the questions will be marked on a Pass/Fail basis.
	If your organisation is successful in the RFQ then your financial standing and economic standing may be further assessed in accordance with the “Economic and Financial Standing Evaluation” document uploaded to the Procurement Portal to confirm suitability.
Section 4.1 – Insurance	<p>The self-declaration answers are marked on a Pass/Fail basis. The minimum insurance requirements for this contract are as follows:</p> <ul style="list-style-type: none"> <li>• £2m Professional Indemnity insurance, for each and every claim</li> <li>• £2m Public Liability insurance, for each and every claim</li> <li>• Employer’s Liability insurance (as required by law)</li> </ul> <p>Proof of insurance will be required from the successful bidder.</p>
Section 4.2 – Qualifications and Accreditations	The self-declaration answers are marked on a Pass/Fail basis. You must provide an affirmative response to each question to pass.

1.4.7 Hackney Council reserves the right not to award the Contract to the lowest or any Quotation. Any acceptance of a Quotation by the Council shall be communicated in writing.

## **2. SPECIFICATION**

### ***Critical minimum requirements***

- 2.1. The Regeneration and Economic Development Service in Hackney is seeking support to help us develop and deliver:
- 2.1.1. a theory of change and logic model based approach to identifying outcomes then working through to designing purposeful interventions that maximise impact
  - 2.1.2. a supporting outcomes framework with supporting measures and appropriate learning loops to support impact measurement and controlled change to delivery
  - 2.1.3. guidance documents and toolkits to support roll-out of the overall approach and outcomes framework to service and programme managers in the division
  - 2.1.4. the initial orientation, key terms and the benefits of using theory of change and logic models in the local authority context, including how you will run initial workshops with a wider cohort of 60 Council managers (mandatory attendance) to increase awareness and develop a shared language.
  - 2.1.5. subsequent capacity building support for a smaller cohort of 16-20 key managers within ERNH and coordinating development of the high level theory of change for the directorate through an economic development lens and more focussed logic models for two pilot economic development outcomes.
  - 2.1.6. an overarching theory of change for the division's work on economic development to provide context for the more detailed logic models
  - 2.1.7. logic models with supporting outcome measures, progress measures and learning mechanisms each for two key areas, as pilots, of economic development:
    - Increasing the amount of Council spend and contracts that are secured by local and social suppliers
    - Increasing the number of our residents that have opportunities to learn new skills and are in good quality, well-paid work
  - 2.1.8. a learning report to capture the experience of the pilot along with recommendation on any changes required to internal processes, organisational culture and associated resourcing

<b>Minimum indicative outputs table</b>	<b>Expected format</b>
Initial orientation workshops for 60 managers	workshops & presentations
ERNH capacity building workshops 15-20 managers	workshops & presentations
High level Theory of Change for ERNH work on economic development	workshops & presentations & final theory of change document
Logic model for: Increasing the amount of Council spend and contracts that are secured by local and social suppliers	workshops, 1-2-1 discussions, presentations, support materials and final logic model document
Logic model for: Increasing the number of our residents that have opportunities to learn new skills and are in good quality, well-paid work	workshops, 1-2-1 discussions, presentations support materials, and final logic model document
Outcomes framework for each of the two logic model that sets out appropriate measures for each element of the model to help us track progress and gather information for evaluation and learning	Outcomes framework and measures document
ERNH Theory of Change and logic models (x2), supporting narrative and outcomes framework summary	final document linking the theory of change and logic models and outcomes framework plus a presentation meeting to senior ERNH managers
Learning report based on the experience of delivering this work with recommendations for any change/further support required to enable wider roll out	Report and presentation meeting
Guidance, toolkit and materials for wider roll out of the approach within the Council	Presentations, support materials and workshop outlines

2.2. The overall approach will enable the division to work towards establishing:

- 2.2.1. A set of long-term outcomes that flows from the Council's strategic plan along with realistic intermediary outcomes that also cover any transformation requirements.
- 2.2.2. How specific inputs, activities, outputs and intermediary outcomes drive long term positive change and impact.

- 2.2.3. Clarity on external influences and where we need to influence others on “enablers” or accept the externalities as constraints to our own activity.
  - 2.2.4. An improved approach to considering and measuring our inputs, activities and outputs over the short, medium and long term, including how measurement can be realistic and tailored to different delivery contexts.
  - 2.2.5. A working culture that is more reflective and able to learn from the experience of delivery in a considered and consistent way.
- 2.3. Given the breadth of corporate objectives we are looking for the ERNH division to achieve positive impact, we acknowledge that a single logic model cannot address the complex range of activities, outputs and outcomes. We expect an overarching theory of change supported by layered logic models that can operate at directorate, service/theme and/or programme/project level.
- 2.4. In the course of developing the overarching theory of change, logic models and outcomes framework for ERNH, there is a need to recognise the range of external factors beyond the Council’s control where we will need to either plan enabling activity to influence change or accept the externalities as constraints. Either way we need to acknowledge the impact of these external factors alongside the potential impact of our own services.

### ***Methodology requirements***

- 2.5. We expect a clear methodology that sets out a coherent approach to initial preparation and orientation of key managers through to the more focused support and guided activity to develop the required outputs.
- 2.5.1. For any workshop session we expect the supplier to develop and agree the following with the client team:
    - Initial explanatory communications.
    - Workshop outline and human resource requirements.
    - Workshop materials.
    - Any follow-up activity.
  - 2.5.2. For the support and activity outside of workshops we expect the supplier to provide a similar level of detail for approval before commencing the work.
  - 2.5.3. Your approach to capturing learning throughout the commission and how that will be assessed to inform the final learning report.

## **Indicative programme**

- 2.6. Below is an outline programme that we believe is achievable but we expect bidders to propose their programme based on previous experience of delivery in this context:
- 2.6.1. Contracting and inception by middle of May 2023
  - 2.6.2. Initial capacity building support complete by middle of June 2023
  - 2.6.3. Final draft ERNH high level economic development theory of change complete by end of July 2023
  - 2.6.4. Final draft logic models and supporting outcomes framework complete by middle of September 2023
  - 2.6.5. Learning report and legacy materials complete by middle of October 2023

## ***Project management requirements***

- 2.7. Our standard expectation for effective project managements is that the supplier should:
- 2.7.1. Propose an outline project plan as part of the response to this RFQ including but not limited to:
    - Identifies key outputs.
    - Main delivery activity and indicative timescales for delivery between the stipulated contract commencement and end dates.
    - A project resource overview that clearly sets out project staff roles and responsibilities, lines of escalation and a contact for any business interviewee queries.
  - 2.7.2. Nominate a dedicated project manager to oversee the delivery of the commission who will be a single point of contact for the Client Contract Manager.
  - 2.7.3. Demonstrate as part of the response that they have sufficient resources (staff, programme management systems, and IT infrastructure) for successful delivery.
  - 2.7.4. Present a final project plan, that includes clear allocation of resources, within one week of the inception meeting that facilitates project delivery, management of deliverables and KPIs.
  - 2.7.5. The Contract Manager retains the overall responsibility for approving the approach and delivery (and all component parts) set out by the supplier.

***Social value (environmental, social and economic impacts that could be addressed through delivery of this commission)***

- 2.8. The Council is committed to delivering social value through our activity and through any goods or services we commission. Suppliers are expected to propose social value options that are relevant and proportionate to the type and scale of this commission, which could include standard organisation approaches delivered across multiple activities within the business. Below are indicative options that could be relevant:
- 2.8.1. The Council encourages our consultancy suppliers to:
- Assemble a project team that is representative of London's diverse communities and our own workforce.
  - Recognise, address, implement and embed, diversity, inclusion and sustainability within this commission.
  - Be role models for their own organisation's positive approaches to diversity, inclusion and social value.
- 2.8.2. Where the supplier is using sub-contractors, the ability to use Hackney-based organisations would be advantageous.
- 2.8.3. Opportunities to build capacity of staff within the local authority beyond the deliverables of this commission.
- 2.8.4. Opportunities to share cultural capital with under-represented groups (mentoring, outreach, training).
- 2.8.5. Opportunities to working with schools and universities to promote equality, diversity and inclusion to the next generation of staff in the consultancy sector (through lectures, talks, bursaries, apprenticeships, structured outreach)
- 2.9. Suppliers that can reference formal corporate policies, approaches or appropriate certifications (E.g B-Corp, de-carbonisation plan, social enterprise status) that demonstrate a commitment to diversity, inclusion, social values and/or reducing their environmental impact will be advantageous.

### **3. CONTRACT TERMS AND CONDITIONS**

- 3.1. Your quotation will imply agreement with Hackney Council's Standard Conditions of contract which will apply in the event of an order being placed. Available to view as attached on the portal.
- 3.2. No other Terms and Conditions will apply.

## **Appendix 1: QUOTATION RESPONSE**

### **A. Service Delivery Proposal**

**Please provide your proposal for delivery of the Services, demonstrating how you will deliver the requirements of the Specification.**

- This proposal, including any proposed targets and deliverables prior to contract signing which the Council accepts, will be incorporated into any resulting contract.
- Your response should be as clear and concise as possible. As a guideline, your proposed response to the specification should be a **maximum of 12 sides of A4** (detailed project team CVs and the pricing schedule should be provided as separate documents).
- Attachments or additional documents containing supporting information should not be included (and will not be evaluated) unless specifically requested by the Council.
- To aid evaluation, please set out your Proposal using the following headings and order:
  - a) General approach and methodology (30%)
  - b) Project delivery plan (25%)
  - c) Understanding of local context (10%)
  - d) Sustainability/Social Value, ie: Environmental, Economic and Social benefits (5%)



## **Appendix 2: PRICING SCHEDULE**

- The proposed price will be weighted at 30% of the overall score
- Please provide your cost for delivery of the service, including a full breakdown of the component costs such as:
  - o any supplies/items purchased;
  - o main activities/deliverables;
  - o the staff members working on the activities/deliverables.
- All costs must be exclusive of VAT.
- All staffing costs must be inclusive of London Living Wage (LLW) where this is paid by your organisation
- We have included **suggested headings and examples, please edit/remove these as required** and provide a full breakdown of the component costs of each major category.

	<b>Cost £ (Excl. VAT)</b>				
<b>Main Activities / Items</b>	<b>Item Cost (£)</b>	<b>Staff #1 (£XX per hour)</b>	<b>Staff #2 (£XX per hour)</b>	<b>Staff #3 (£XX per hour)</b>	<b>Cost Sub-Total</b>
<b>Insert activity or item</b>	Insert cost	Insert hours	Insert hours	Insert hours	Insert cost (sum of row)
<b>Insert activity or item</b>	Insert cost	Insert hours	Insert hours	Insert hours	Insert cost (sum of row)
<b>Total Cost</b>	Insert sum of column	Insert sum of column	Insert sum of column	Insert sum of column	Insert cost (sum of row)

**Signature:**.....

**Name:**.....

**Designation:**.....

**On Behalf Of:**.....

**Date:** .....

NOTE: this document must be signed by a person duly authorised to sign on behalf of your company / organisation

### **Appendix 3: CHECKLIST FOR BIDDERS**

	<b>Document title</b>	<b>Document location (if not contained in this RFQ)</b>	<b>Action</b>	<b>Complete</b>
1.	RFQ		Read	
2.	RFQ front sheet only		<b>Complete and submit with Quotation</b>	
3.	Instructions		Read	
4.	Specification		Read	
5.	Conditions of Contract		Read	
6.	Appendix 1: Quotation Response  Service Delivery Proposal	Procurement Portal	<b>Complete and submit online</b>	
7.	Appendix 2: Pricing Schedule		<b>Complete, sign and submit</b>	

## **Appendix 4: contextual information**

- 3.3. The Council adopted its [Strategic Plan](#) for 2022 to 2026 'Working together for a better Hackney'. The plan sets out the Council's ambitions based around the Mayor's three priority areas: Fairer, Safer; Greener and Healthier; and for Every Child. It sets out the challenges we face, and describes how we need to respond and change, working closely with residents and partners. The Strategic Plan also reflects the manifesto commitments made by the Mayor at the 2022 election.
- 3.4. The Council's corporate strategy team is now actively working to embed the Strategic Plan as part of strategic decision-making and day-to-day delivery of services. This includes developing a public facing outcomes framework based on a theory of change for some of the key priorities in the Strategic Plan. The outcomes framework will connect the high level ambitions in the Strategic Plan with service and team priorities, and highlight the golden thread between the strategic plan, the manifesto and service delivery. The work to develop these theories of change for the Strategic Plan will be taken forward by the Council, but some capacity building will be needed for our most senior managers to develop their understanding of theories of change.
- 3.5. Hackney Council's ERNH division is formed of the Regeneration and Economic Development Service; Employment, Skills and Adult Learning Service; Housing Regeneration Programme; and Housing Strategy Service. The division will be delivering against a number of commitments set out in the Strategic Plan and manifesto, and be actively involved in the work to embed the Strategic Plan.
- 3.6. More specifically, the work of the Regeneration and Economic Development service includes the creation and delivery of a range of area based plans, projects and programmes that are distinct and tailored to the needs and opportunities of each area, and based on local engagement. The service coordinates work undertaken by other services and external partners on an area basis as well as addressing economic development themes such as community wealth building, support for everyday businesses and growing the green economy.
- 3.7. Areas of focus for the Regeneration and Economic Development service include:
- Coordinated physical, social and economic regeneration
  - Economic development including business support, business communications and engagement
  - Protecting and creating affordable workspace

- Redevelopment schemes and development sites including the delivery of new homes and commercial space
- Improving the quality of public space and urban realm
- Community safety issues
- Strategic transport improvements

3.8. The work of Employment, Skills and Adult Learning (ESAL) service includes:

- Supporting residents to access job opportunities
- Creating and supporting residents into apprenticeships and work placements
- Delivering adult education provision, with a focus on addressing low qualification levels and upskilling for growth sectors
- Delivering specialist employment support pathways for priority disadvantaged groups
- Forging partnerships with businesses, including via utilising our social value levers, to create a range of opportunities for residents

3.9. The Housing Regeneration programme is responsible for delivering new build housing through 3 key programmes:

- Hackney's Estate Regeneration Programme (ERP) is leading the way in the delivery of new council social rented and shared ownership homes. The programme is Council-Led direct delivery.
- Housing Supply Programme (HSP) is separate from the ERP and has no element of demolition and replacement of existing homes. The HSP will deliver additional new build homes on Council owned sites currently occupied by non-residential uses, for example, single and double storey garage blocks with low occupation. The programme is Council-Led direct delivery.
- The Council is leading the regeneration of Woodberry Down, which involves demolishing 1,980 homes on the estate and building more than 5,500 new ones, with 41% for social renting and shared ownership. A range of new facilities is also being built, including
  - Three new public parks;
  - A community centre and library;
  - A new Academy and extended primary school;
  - A new children's centre; and
  - Retail and commercial opportunities.
- The 20-year programme is one of London's biggest and is being delivered in partnership with the Woodberry Down Community Organisation (WDCO) resident steering group, Berkeley Homes, and Genesis Housing Association. The partners work with organisations including Manor House

Development Trust to support community development projects at Woodberry Down, including those providing training and employment.

3.10. The Housing Strategy service has responsibility for:

- Develop, monitor and implement housing policy (specifically the Council's Housing Strategy) in line with the Council's strategic objectives and manifesto commitments;
- Maximise the housing resources and opportunities available to the Council through the enabling function;
- Support the Lead Member in influencing and shaping the external housing policy environment in accordance with Hackney's housing policy imperatives;
- Promote and support the Council's housing regeneration and PRS enforcement successes;
- Forward scan, risk assess and mitigate housing policy and resource threats to the Council's housing services;
- Facilitate and support Housing Association development within Hackney;
- Facilitate, support and promote housing provider interventions that demonstrably deliver improved health and wellbeing outcomes for their residents;
- Influence the operations, decision-making and investment decisions of key stakeholders in accordance with the Council's strategic priorities;
- Coordinate housing and housing-related services across the Council as necessary to meet corporate priorities; and
- Provide advice and briefings to Members, senior managers and others, both proactively and reactively.