



<b>TITLE OF REPORT</b> Hackney Community Strategy 2018-2028 <b>Key Decision No.</b> CE94	
<b>CABINET MEETING DATE (2018/19)</b> 16 July 2018 <b>COUNCIL MEETING DATE</b> 18 July 2018	<b>CLASSIFICATION:</b>  Open  If exempt, the reason will be listed in the main body of this report.
<b>WARD(S) AFFECTED</b>  All Wards	
<b>CABINET MEMBER</b>  Mayor Glanville and Councillor Selman  Cabinet Member for Community Safety, Policy and the Voluntary Sector	
<b>KEY DECISION</b>  Yes  <b>REASON</b>  Affects Two or More Wards	
<b>GROUP DIRECTOR</b>  Tim Shields Chief Executive	

## **1. CABINET MEMBER'S INTRODUCTION**

- 1.1 Hackney has undergone enormous changeover the past 15 years. The borough's public services and schools have gone from the worst in the country to amongst the best. Public transport has improved hugely and the borough has experienced more than 40% business growth since 2010, with particular emphasis on the tech, hospitality and creative sectors. We have some of the most stunning parks in London and a world- famous cultural offer with a range of festivals and events which get more popular every year. Because Hackney is such a great place to live and work, its population has grown by a third since 2001.
- 1.2 What hasn't changed is Hackney's strong community spirit, welcoming attitude and the wonderful diversity which makes the borough so special. However, we do face significant challenges as we look to the future and, while many residents are very positive about the improvements and changes, we still have unacceptably high levels of poverty and are seeing growing inequalities while average and underlying incomes in the borough remain relatively low.
- 1.3 House prices have more than doubled over the last 10 years, making buying a home unaffordable for most residents. A thirds of households now live in the private rented sector, where rents have risen dramatically. Many of our businesses are also struggling due to rising rents and the Government's hike in Business Rates. The Council has had its core funding cut by almost half since 2010, and given ongoing imposed austerity is expecting further cuts to come. Per person, Hackney has seen the biggest funding reduction of any London borough at £512, yet demand for our services continues to grow. Then there are the wider issues such as air pollution, climate change and the major uncertainties around Brexit.
- 1.4 We know from our year-long resident engagement exercise in 2015, Hackney: A Place for Everyone, and from the many other conversations we have had with residents and local organisations, that local people share these concerns, but at the same time see some of the opportunities the changes in Hackney bring for them and their families. In surveys, the vast majority of residents say they feel satisfied with their borough and that people get on well with each other. However, in community discussions some local people talk about a sense of disconnection from the changes they see happening around them, often as a result of the poverty and inequality they have experienced in their lives here.
- 1.5 Hackney has so much to be proud of, but what should our borough be like in ten years' time? At a time of unprecedented cuts to local government funding, how can we empower and better connect local people and their communities? How can we make sure that economic growth benefits everyone? How can we best target diminishing resources at our most vulnerable residents and offer them the right support so they can fulfil their potential? How can we help keep our borough safer for children, young people and vulnerable adults and

reduce violent crime and the anxiety it creates in our community? How can we make our borough more child friendly, more welcoming for older and disabled people and help people to stay active and to stay healthy, both physically and emotionally? How can we better prepare our environment for the impacts of climate change? And, crucially, how can we make Hackney fairer, reduce poverty and ensure that a wide range of people from different backgrounds can enjoy a decent standard of living, can continue to afford to live and work here, and feel that Hackney is a borough for them?

- 1.6 These are some of the questions Hackney's Community Strategy 2018-2028 seeks to answer. It has been developed with local people and organisations over the last three years. It is our collective response to the big changes we have experienced and the challenges we face; it sets out our vision for the kind of future we would like to see for our communities, and lays out the steps we're going to take to achieve this. It represents a renewal of our commitment to continue to build on the excellent local partnership work here in Hackney and to work collaboratively to tackle the big, seemingly intractable issues we face as well as make the most of the many opportunities that have arisen over the past decade.
- 1.7 I would like to thank everyone who has taken the time to get involved in shaping this shared vision for Hackney in 2028. By going through this process of creating a collective vision for the place and the community, we should be better able to protect and promote the aspects of the borough that are most valued.
- 1.8 This report is seeking approval of the New Hackney Community Strategy 2018-28 by Cabinet and Council.
- 1.9 Adopting this new vision and strategic direction for Hackney is only the starting point. Now the focus is on turning our collective vision into a reality. We will make sure that the vision and policy direction in the strategy are made as accessible and relevant as possible to local residents, organisations and to all the Council's staff. We will need to work with them all to deliver the commitments in the strategy, if we want it to have a real and meaningful impact in making Hackney a fairer, safer and more sustainable place for everyone and to protect its open, inclusive community spirit for future generations.

## **2. GROUP DIRECTOR'S INTRODUCTION**

- 2.1 This report sets out the rationale for developing a new Hackney Community Strategy 2018-2028, explains the process we have gone through to develop it together with the community and seeks approval from Cabinet and full Council for the vision and policy direction set out in the new strategy.

- 2.2 The decision to develop, adopt and then deliver a new Hackney Community Strategy is a policy decision. The new strategy is designed to aid and support evidence based strategic decision making and community engagement in the borough over the next decade. The strategy will help frame and direct the Council's other strategies and work plans over the next decade; it also aims to influence the strategies, commissioning plans, delivery plans, business plans and work carried out by local strategic partnership networks and other local organisations over that period of time too. This strategy will also help focus the work we need to do to influence other decision makers, when we need to take action on big issues of local importance but we don't have the legal power or resources to act alone.
- 2.2 The new Hackney Community Strategy 2018-28 will replace the existing Sustainable Community Strategy 2008-2018, which was approved by the Cabinet and full Council in 2008. The Local Authority is not legally required by Government to produce a Sustainable Community Strategy, as the duty to produce one and to consult other Authorities and persons on it was repealed in the Deregulation Act 2015 (Section 100). In Hackney, we are choosing to adopt a new Community Strategy together, because we can see the benefits in doing this and in continuing to invest efforts in our Local Strategic Partnership arrangements.
- 2.3 We are proud of the innovative and successful work done over the last decade by Hackney's excellent local Partnership Boards and its community networks. We have developed the Young Black Men Programme, a 10 year partnership programme which is finding new ways to improve outcomes for young black men. We set up the first integrated gangs unit together with the Metropolitan Police and the Department for Work and Pensions and this has resulted in reductions of gang related violence. Children and young people in Hackney schools are now doing better than their peers nationally at all key stages of their learning and we co-created the Pembury Children's Community in Hackney Central to find better ways to work with children and families on the Pembury Estate who need support so that they thrive. Local voluntary services successfully secured Lottery funding for the five year Connect Hackney programme working with people over 50 to prevent loneliness and isolation, and more recently the Council secured significant investment from Sport England to work with residents and partners in three areas of the Kings Park Ward to try to break down barriers to physical inactivity. Since April 2017, Hackney Council, City and Hackney CCG and City of London Corporation have begun jointly commissioning health, public health and social care services, and are looking at how we can make a significant impact on patients and residents outcomes, by working together differently. There are too many programmes and projects to mention them all here, but there is a lot to be proud of that we have achieved together for Hackney. Our approach to the big issues we face continues to be built on the successes and learning from this collaboration.
- 2.4 The development of this new vision for Hackney has been a collective effort and has benefited from extensive engagement over the last three years. It is

based on what residents have told us about their experiences of living in Hackney; on what community leaders, community groups, local business and other local public and community service organisations have said are big issues here for them; it is also informed by the evidence we have about how Hackney is likely to change over the coming years and on the evidence we have about key inequalities and cohesion issues impacting on the borough.

- 2.5 The decision to produce a new shared vision for Hackney was made because we considered that by going through this process with residents, businesses, public services, and the community and voluntary sector we could be more confident that our thinking and the actions we committed to in the strategy would be better informed by local people's lived experience of Hackney and by their hopes for the future here. It would help us take into account the positive and negative impacts on people's lives of these recent changes in Hackney. It would help provide us with a more nuanced understanding of what we need to do next, particularly for residents who feel they haven't really benefited as much as they could have, from the investment, the growth and the new opportunities that are here in Hackney now. By going through this process, we should be better able to protect and promote the aspects of the borough that are most valued by residents including its diversity and inclusiveness. In all these ways this strategy helps us to proactively tackle discrimination, promote equality of opportunity and promote cohesion and good relations between local people.
- 2.6 After nearly a decade of austerity, the financial environment that the Council and other local public and community services operate in remains extremely challenging. We are faced with rapidly diminishing income from the Government and rising costs and demands for services. In Hackney, the Local Authority's Government grant has shrunk from £310 million in 2010 and by 2019/20 it is expected to be just £170 million – a cut of 45% – and there continues to be uncertainty surrounding our major funding streams over the next few years. The scale of the financial challenge the Council is facing is unprecedented and we have to be realistic that the current ways of providing services are not going to be sustainable over the next 10 years. The resources available to other local public services and our community and voluntary organisations are also more limited, but at the same time we are experiencing increased demand for local services, including Children's Services, Health and Social Care and housing needs. This is a very challenging situation and we will need to continue to work together in future to find new ways of dealing with these pressures.
- 2.7. The Council wants to continue to deliver high-quality services that are important to residents but we have to be realistic that this will mean working in different ways. This isn't just about redesigning services within the Council but also making better use of community networks, community assets and new technology where it can help us. We will need to build on the very strong partnerships that already exist here, to help us do all this so we can continue to support residents and businesses to thrive in Hackney. This strategy is timely and important now as it can help to target limited resources to ensure

the most vulnerable people in our communities are protected and supported in the coming years.

### **3. RECOMMENDATION(S)**

**3.1 That Cabinet adopts the Hackney Community Strategy 2018-2028**

**3.2 That Council adopts the Hackney Community Strategy 2018-2028**

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

#### **4.1 The rationale for developing a new vision for Hackney**

4.1.1 The Hackney Community Strategy 2018-2028 has been developed together with local people and organisations over the last three years. It is our collective response to the big changes we have experienced in Hackney over the last decade and it sets out our vision for the kind of future we would like to see for our community ten years from now. The series of commitments the Council makes in the document provide strategic policy direction and will help frame all the work and plans that the Council will do with local residents, business and organisations over the next decade. The document is a renewal of our commitment to continue the excellent local partnership work here in Hackney; our commitment both to tackle the big seemingly intractable issues we face together but also to make the most of the many opportunities that there are in this global city, for the benefit of everyone living and working in the borough.

4.1.2 Although we are no longer required to have a strategy of this kind, we feel it is important for us to have a clear, shared vision of how we want our borough to develop over the next ten years. Going through the process of producing this strategy together with local people and organisations in our Community over the last three years, has created the time and space needed to better recognise and respond to residents' lived experiences of the borough. Having a shared strategy will also help us put the needs, perspectives and feelings of the whole community at the heart of what we do in the coming years, keeping us focused through a time of continued change and uncertainty.

4.1.3 The Council will also produce a Corporate Plan every four years which will set out how the Local Authority will work over the elected period of office to achieve the Mayor's vision and priorities for the Borough. This will focus on how we will use the Council's resources and the ways we will work within our own organisation to achieve the Mayors' priorities. The Hackney Community Strategy 2018-2028 is also informed by the Mayor's priorities, but it is a shared framework of commitments for the whole borough for the next decade, which is how it differs from the Council's Corporate Plan. In choosing to

produce a new Community Strategy, we are openly acknowledging the value of working together with others in our borough to look at the big issues and opportunities from a wider range of perspectives and to find new ways to secure the kind of future we want to see for Hackney.

4.1.4 The process we used to develop this vision and these priorities, has helped us identify the actions needed to enhance and protect what is great about living and working in Hackney. Publishing this vision, priorities and commitments is also a positive opportunity to renew our commitment with local partners to tackle the big intractable issues we face here, including how we can make Hackney fairer through reducing poverty and inequality and how we can better direct local development and growth in an inclusive way, so that more local people feel the benefits of the opportunities that are here in Hackney. The strategy recognises a range of related issues that we need to continue including: the work we have started through the Hackney Housing Strategy to help provide more genuinely affordable, decent, secure housing and to look at how we can make Hackney more child friendly and affordable for families who want to stay here. It acknowledges we need to continue to look at how we connect local people to decent work and learning opportunities including disabled people and adults in their 50s and early 60s, and to look at how we support older residents to stay active, healthy and connected to community life. It also recognises that we need to take a fresh look at how we reduce violent crime and the anxiety it creates and to look at how we continue to reduce local carbon emissions and better prepare the local area to deal with the local impacts of climate change. The aim of the Community Strategy and Hackney's new Local Community Strategy Partnership, is to help guide the shared efforts going on in the borough over the next decade in response to these complex, large scale issues as no single organisation can resolve them acting alone.

4.1.4 The commitments made throughout the document and the new Community Strategy Partnership Board Arrangements established in February 2018, will help focus strategic decision making and direct the collective efforts and increasingly limited resources of our existing local community networks and partnership boards. Adopting and actively using the vision and the priorities identified in the strategy will help us focus all our efforts at a time when resources are stretched following nearly a decade of national austerity and while the demands already felt in our local public and community services continue and will need addressing in new and better ways at a local level. This shared policy framework for our borough will also help us better prepare for the future, given there are still major uncertainties including Brexit and climate change likely to affect the wider environment we operate in in the years to come.

4.1.5 The new strategy explicitly recognises the positive and the negative impacts that the growth and changes Hackney has experienced over the last decade have had on local people. By developing and delivering this strategy with the community we are also taking a positive, proactive step to help raise a wider

understanding of the key inequalities and cohesion issues impacting on different groups of people in the borough. Doing this will help us to help eliminate or mitigate the key existing inequalities in Hackney including income inequality and poverty, housing conditions and opportunities to access genuinely affordable secure housing, inequalities in health, in education, in good quality work opportunities, in personal wellbeing and safety, in social inclusion and environmental inequality in the borough. Our aim is that this will help us all better guard against these key inequalities persisting or widening further, as this could pose a threat to community cohesion.

## **Our vision for Hackney and our five cross cutting priorities**

4.1.4 The Hackney Community Strategy 2018-2028 should help us to make Hackney a fairer, safer and more sustainable place for everyone, and protect Hackney's open inclusive community spirit for future generations. The strategy sets out a vision for Hackney in 2028 and then breaks this down into five key, cross-cutting themes. Each theme is explored in more detail in the five main sections of the strategy. Under each of the themes is a set of actions the Council will do, what we will ask local residents, organisations, businesses to get involved with, and what we will need to ask Government to do, to help move us toward our vision for Hackney 2028. Towards the end of the Strategy, there is more information on how we will work with local partners to make best use of Hackney's existing community networks and multi-agency partnerships.

4.1.5 Our vision for Hackney in 2028 is:

We have protected and enhanced the unique, welcoming, inclusive spirit of Hackney throughout a period of intense local and national change and growth. There is greater prosperity and satisfaction in all parts of the community, because of concerted efforts to tackle poverty and ensure growth and regeneration benefits all residents. Young children are given a good start in life here. Schools and colleges continue to offer excellent provision, supporting children, young people and adults of all ages to fulfil their potential. These institutions are valued as local hubs for the whole community, helping communities to mix, hosting projects that promote healthier lives and as well as helping to protect and improve outcomes for the most vulnerable children and young people within our community.

Residents have access to decent, stable and genuinely affordable housing that meets their needs as these change through their lives. Local people are able to secure higher quality, more secure employment and good quality work in a range of sectors across London. Hackney is a safer, more tolerant place, as the community, businesses and local services have worked together to reduce violent crime and youth violence and there is less anxiety in the community about this.



The borough is a place where it is easy to get business done and we have protected and created more affordable workspaces— so we are still home to a broad spectrum of businesses including small firms who provide local services to our diverse population, black and ethnic minority owned businesses, social enterprises and cooperatives as well as start-ups and large companies at the forefront of the tech sector. Local organisations actively contribute to community wealth generation, and there is a strong sense of community and of collaboration, with residents and businesses keen to share their time, knowledge and skills – and not just within their own local networks. The Council encourages volunteering and recognises the contribution local community networks and organisations make in building trust, understanding and connections between local people; as a result local people can enjoy more shared experiences in their neighbourhood and there is greater willingness to take part in more open community dialogue about the big issues we face and more inclusive decision making. The Council is honest and respectful with residents about the tough decisions that it has to take in a world where public finances continue to be stretched, and core services must be delivered differently. Despite public resources being limited, there is continued focus on helping to keep children, young people and vulnerable adults safer. Everyone in the community, local people, businesses and local organisations play their part, looking out for children, young people and vulnerable adults and raising the alarm if they see something of concern.

Our creative, open community continues to be recognised for its diversity. We welcome everyone who chooses to live in Hackney, celebrating the breadth of cultural backgrounds, life experiences, skills and perspectives of our residents. Culture, in its broadest sense, bring our diverse communities together through shared experiences and activities, it also brings economic benefits to our neighbourhoods and thriving town centres. Hackney is an outward-looking and well-networked borough, working with businesses across London to contribute to and benefit from the prosperity and innovation across the region. The Council has put environmental sustainability and quality of life at the heart of urban design. Local businesses and residents are careful to protect the environment, now and for future generations. Everyone takes responsibility for looking after their local area because they take pride in being a Hackney resident. We are better prepared to meet our climate change commitments and to deal with its impacts. Our streets, pathways and open spaces are greener and there are more renewable energy networks. We have joined up policy to create healthy, safer streets and neighbourhoods, which are pleasant places to spend time, play in, walk and cycle. Everyone feels that parks and green spaces are for them, particularly young people, disabled people and older people. People are living longer, healthier and more independent lives and they remain better connected to community life in their older age. We are better able to prevent ill health as people get older, with well used community based activities. People take responsibility for staying well throughout their

lives, but when people do need support, they can get good help, which is joined up, appropriate and looks at all their needs in the round and builds on their strengths, aspirations and capabilities.

4.1.6 The five cross-cutting priorities in the strategy are:

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

4.1.7 There are a number of key risks associated with producing a high level strategy like this. These include that the vision we have developed is not accessible or is perceived to be not authentic enough by people in Hackney or of any real benefit for some groups of local people, and as a result people do not fully engage with what we want to do next to deliver it. Also that we fail to make sufficient progress towards this new vision in future for a range of reasons for example wider events or national decisions may further limit our financial resources or legal powers to take effective action on the commitments. We have acknowledged the major constraints and limitations up front in the strategy and we will work with local leaders on the Community Strategy Partnership Board to find practical ways of delivering this agenda together with the resources we do have between us in the borough. We have carried out extensive engagement with local people to help develop and test this strategy as the following section sets out, and we also plan to communicate the vision and actions to local people, local organisations and our staff in a range of ways to help guard against these risks.

## **4.2 How we have developed this strategy together with the community**

4.2.1 The process used to develop the new Hackney Community Strategy started in 2015 and has included the following main steps:

1. Early engagement – we ran the year-long Hackney a Place for Everyone borough wide resident engagement campaign to get people’s views on how the borough had changed over the last decade and what they wanted to see for the decade to come.
2. Research work – did a horizon scan and developed evidence papers on key trends affecting the borough.
3. Held two workshops with local leaders – the first on future development scenarios for the place, the second on possible future scenarios for the community, the place and local services.
4. Did internal engagement with managers and Councillors to develop the consultation draft.
5. Held residents focus groups, a formal public consultation and 1-1 meetings with local partner organisations to test the consultation draft.
6. Held a challenge session on the Consultation draft at the first meeting of the new Community Strategy Partnership Board on 26<sup>th</sup> February 2018.
7. Reviewed and analysed all the feedback from all the more recent engagement activity, the consultation, the challenge sessions and the final 2018 Manifesto Commitments and used this to produce the final draft for review.

Hackney Management Team and Cabinet have been briefed and involved at every stage of this process.

The Hackney Community Strategy 2018-2028 will also be going to full Council for approval this month.

4.2.2 This all started with a year-long conversation with residents. In 2015, the Council carried out a major engagement exercise, ‘Hackney: A Place for Everyone’, and heard from over 4,500 local residents and businesses on their views of how the borough has changed and the challenges and opportunities this presents to their day to day lives. We launched this with a Question Time style discussion in a local school, attended by more than 300 people. Nine questions from residents and school children were put before the panel of experts, who all live, work or grew up in the borough. The engagement phase then ran for a year. It included a questionnaire distributed to all households and business in the borough and promoted online through the Council’s online consultation and engagement platform. We did face to face engagement at more than 50 community events – estate fun days, Turkish, African and Orthodox Jewish events, street markets, Tesco’s car park, the Hackney half marathon – everywhere where our residents were; we even acquired an old

black Hackney taxi and installed a video booth in the back and asked people to hop in the back and give us their feedback verbally to camera.

- 4.2.3. We ran a series of focus groups with harder to reach groups to engage with more vulnerable residents and those least likely to engage in formal ways, including people in temporary accommodation, recent migrants, disabled people, young black men and LGBT residents. Councillors and senior managers hosted a deliberative discussion with around 150 members of the borough's online citizens' panel. We held events with residents on housing and community safety. We had discussions with Hackney's voluntary and community sector and they cascaded the consultation to their community networks. Councillors were briefed and helped promote engagement in their wards and led on further engagement sessions through Scrutiny Commissions. We promoted the campaign in libraries, leisure centres, housing offices, GP surgeries, schools, faith establishments and community centres and Housing estate notice boards, and in the media, on social media and to our staff using internal communications channels.
- 4.2.4 The Council worked with a panel of well-regarded academics, some of whom live locally, who volunteered their time to help us ensure that our methodology and conclusions were sound, and that we had reached a representative sample of residents. After we had analysed the findings from all of this engagement, Mayor Philip Glanville wrote to all residents to explain how the Council was planning to respond and what we could all do to keep Hackney cohesive and resilient in response to the challenges the borough faces
- 4.2.5 The findings from this year long engagement were then used together with evidence papers on trends likely to impact on Hackney in future, to help us consider a range of possible future scenarios for Hackney and from that to develop our vision for Hackney in ten years' time. We did this in workshops with Local Leaders from our Strategic Partnership Board. Over spring and summer 2016 we then met with local Councillors and managers running Council services to develop a draft Strategy.
- 4.2.6 From summer 2016 onwards we tested this draft and asked local residents and local organisations to tell us whether the draft vision and strategy made sense to them, what they felt was missing, and how they thought we could improve it. We did this in a range of ways. We held three focus groups with local residents from our citizens' e-panel. We talked to colleagues involved in local partnership boards about this too, including the health and Wellbeing Board and Local Safeguarding Boards. We had discussions with local organisations who work closely with grassroots community groups and run their own community networks. We ran a nine week public consultation and used an online survey to get people's views. We also reviewed Community Insight Reports shared with us by local organisations in these discussions, and looked at records of recent big community conversations including a community reassurance event on youth violence. Finally, we tested the consultation draft at a challenge session of our new Community Strategy Partnership Board with local leaders from the NHS, the police, education

services, business and voluntary and community services. The consultation and engagement report has more detailed information on what people said, how we analysed all this.

4.2.7. We are very grateful for all the diverse perspectives shared through this engagement work and for the input, challenge and ideas on how we could improve on the draft. We have reviewed all this feedback on the consultation draft and analysed it to identify the main shared concerns about the draft strategy and the shared views on how we could best improve the strategy.

In the next section we set out the key changes we have made to the final strategy as a result of the engagement and consultation and the analysis work, including the equalities evidence analysis.

### **4.3 How we have taken into account the engagement feedback and how the document has changed as a result**

4.3.1 The key changes we have taken up in the final version of the Hackney Community Strategy 2018-2028 as a result of all this engagement and testing of the vision and the Consultation Draft Strategy, are listed below.

1. A key point raised in the feedback about the strategy overall by all the different groups of stakeholders was that the Consultation Draft didn't adequately reflect the difficulties that residents living in poverty faced and it didn't say enough about how we would support people to stop them falling into poverty or to help improve their situation. We have explicitly built this into the final strategy across the document and included an explicit commitment to deliver a Poverty Reduction Strategy.
2. Another key point commonly raised by all the different groups of stakeholders was that throughout the consultation draft, older people, disabled people and families, children and young people were not really visible. In the new version we build these groups in to the vision and include them in each section, and the policy commitments throughout give more nuanced consideration of their needs; this includes:
  - a. a new commitment to explore ways we can improve access to affordable childcare provision for families,
  - b. explicit mention of the need to address child poverty,
  - c. recognition of the importance of a good early years offer
  - d. more emphasis on making local public spaces child friendly,
  - e. making public and community spaces more inclusive for older and disabled people,
  - f. more detail on their experiences of social exclusion and the need for more dialogue and work with these groups,

- g. there is more on safeguarding vulnerable children, young people and adults,
  - h. there is narrative on the need to consider how we respond to people living longer.
3. Residents re-iterated in the focus groups and in the consultation that the draft strategy needed to set out more clearly how we would help improve the housing crisis and what we were doing to deliver more new genuinely affordable homes. They also talked again about the need to support existing local businesses too, to help them deal with rising rents, rising business rates, the lack of affordable workspaces and they underlined the need for more good jobs for local people. We have addressed these in the new version by:
- a. including more detail on what we are doing through the housing strategy, including to address difficulties for people living in the private rented sector, homelessness and temporary accommodation,
  - b. explicit mention of a broader range of existing businesses that we value – including market traders, BME owned businesses, social enterprises, cooperatives,
  - c. we also referenced the important role community anchor organisations can play, the importance of promoting community wealth generation and of using local public spending to promote social value.
4. Partners and residents said that in the consultation draft of the strategy, it felt like a good number of the statements were high level aspirations, or were too general. They also said it was hard for local people to see how we would make some of this happen and there was interest in knowing more about the specific things we were going to do on the big issues; people wanted to see more detail on what, how and when we would do things to meet these commitments. Their comments were also a reflection that people felt that it would be really challenging to do some of this work. People were also interested in seeing more facts – as infographics, seeing more in the strategy on achievements by the partnership over the last decade and asked that we explain the evidence base and the approaches in language people could better understand.

In the new version throughout the document we have tried to address this and make the document more accessible including:

- a. we have sharpened the policy commitments and better aligned them to the 2018 manifesto commitments,
- b. we have made it clearer which policy commitments are new and which ones are a continuation of an established policy,
- c. we have aligned the narrative throughout with the Marmott principles on reducing health inequalities, which are evidence based,

- d. we have tried to use plainer language and avoid policy jargon and to explain what we mean by policy jargon,
  - e. we have said more clearly the things the council will do, what we will do with others and what we will ask others to do including Government
5. A key point raised about the consultation draft by residents and some partners who run existing community networks and do community engagement work in the borough was how we would engage local people in a meaningful way in doing all this. They wanted to hear how we would do more than run residents' surveys and how we would work with people to bring about some real improvements in their lives.

In the new version throughout the document

- a. We have mentioned the need to hold more open dialogue with the community on difficult, intractable issues such as youth violence and social inclusion of older people
- b. We have talked more directly about the benefits of working with grassroots groups, community leaders, and the VCS to build trust and connections between local people and organisations.

Once we have an agreed version we will look at ways we could make the strategy more accessible to a wider number of local people, organisations and our own staff – including by:

- a. producing a designed version with more visuals and infographics,
- b. producing a delivery plan,
- c. publishing case studies that use examples to explain how we will do some of this work,
- d. producing a short film to explain the vision and the ways we want to work to achieve it.

#### **4.4 Ways we will support delivery of the strategy**

4.4.1 Following adoption of the Community Strategy, we will create a Community Strategy Delivery Plan to make it easier to understand how the commitments in the Community Strategy will be picked up and delivered through other local strategies and programmes and will indicate which community networks are likely to be engaged and more involved in this work. The Strategy will also help frame the Corporate Plan.

4.4.2 The Community Strategy itself will be monitored by a new partnership board which will be focused on setting the vision and direction for Hackney as a place over the coming years and agreeing collective goals that will help us achieve our ambitions. The Community Strategy Board will meet annually, it is chaired by the Mayor of Hackney and will bring key local councillors and

officers together from local partnership boards as well as businesses and the voluntary and community sector. It will keep the Community Strategy under review, considering progress as well as new challenges and needs, and identifying new shared goals and how we can work collectively to deliver them.

- 4.4.3 The work that the Council does on the commitments in the New Community Strategy 2018-2028 will be met within existing budgets.
- 4.4.4 If in future the Community Strategy Partnership Board agrees that there is a need to seek and secure additional resources for the borough to progress the shared commitments set out in the Strategy, the Board members and their existing local Community Partnerships will be responsible for identifying effective ways to do this together.

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

- 5.1 At the beginning of the development process for this Community Strategy, we did consider and reject the option not to produce a new Community Strategy. Although there is no longer a legal duty on Local Authorities to produce a Sustainable Community Strategy, it was felt that it was really important to develop a shared vision with the local community for the next decade. Not having a Community Strategy or a Community Strategy Partnership Board, would mean the Council loses the opportunity to provide strategic leadership on the big issues facing the borough and could lead to disjointed efforts by local public and community services to address complex issues, at a time when finances and resources are already stretched. This could be perceived by some as a failure in local leadership and could also have a negative impact on public trust in local decision making and local public services.
- 5.2 In the section 4 above we have set out the main substantive changes we made to the consultation draft as a result of community engagement and public feedback on the draft strategy. During the consultation and engagement process, there were a small number of suggestions made by residents which were rejected and not included in the Final Community Strategy. The points rejected at consultation stage, were points raised about a specific change in a particular locality in the borough or a specific change to an existing way we deliver an existing service or policy. These were rejected on the grounds that they were not at a strategic enough level to justify inclusion in this kind of high level strategic policy framework.

## **6. BACKGROUND**

### **6.1 Policy Context**

- 6.1.1 The new Hackney Community Strategy 2018-28 will replace the existing Sustainable Community Strategy 2008-2018, which was approved by the



Cabinet and full Council in 2008. It provides policy direction for the next decade for the whole borough and will help frame the Council's other local Strategies, delivery plans and commissioning plans that together make-up the Council's own policy framework. It is also designed to be a strategy for the whole borough, it is there to help guide the work the Council does in partnership with other public and community services, local businesses and residents; but it also aims to influence, inform and steer the plans and the efforts of other people and organisations working in Hackney and those working for the benefit of Hackney based elsewhere.

- 6.1.2. The Council also adopts, delivers and keeps under review a Corporate Plan for each new four year local electoral term. The Corporate Plan will be in line with the ten year Community Strategy, but it sets out how the Local Authority will use its resources and its workforce to help achieve the Mayors priorities over the shorter elected period of office, based on their democratically elected mandate. Both the Community Strategy and the Corporate Plan and any related delivery plans or annual updates will be publically available.

## **6.2 Equality Impact Assessment**

- 6.2.1 The new Hackney Community Strategy 2018-2028 puts reducing poverty, tackling inequality and promoting equality of opportunity and cohesion at the heart of our vision for the borough.
- 6.2.2 Overall, the new Community Strategy explicitly recognises the positive and the negative impacts that the growth and changes Hackney has experienced over the last decade have had on local people. By developing and delivering this strategy with the community we are taking a positive, proactive step to help raise a wider understanding of the key inequalities and cohesion issues impacting on different groups of people in the borough. Our aim is that this will help us all better guard against these key inequalities persisting or widening further, as this could pose a threat to community cohesion. The commitments made throughout the document and the new Community Strategy Partnership Board arrangements established in February 2018, will also help focus strategic decision making and direct the collective efforts and the increasingly limited resources of our existing local community networks and partnership Boards.
- 6.2.3 Having this Strategic Policy in place will better enable us to help eliminate or mitigate the key existing inequalities in Hackney that some residents still experience including income inequality and poverty, poor housing conditions and limited opportunities to access genuinely affordable secure housing, inequalities in health and in education and limited opportunities to access decent quality, secure work; inequalities in personal wellbeing, safety and social inclusion and environmental inequality in the borough. The direction set out in the strategy should help us to make Hackney a fairer, safer and more sustainable place for everyone, and help to protect Hackney's open inclusive community spirit for future generations.

6.2.4 We have produced an equality impact assessment to demonstrate how we have consciously considered how we can meet our public sector equalities duties set out in the 2010 Equalities Act, throughout the development process for the Hackney Community Strategy 2018 – 2028. It shows how we assess the Hackney Community Strategy 2018-28 will proactively eliminate unlawful discrimination and promote equality of opportunity, promote cohesion and foster good relations between people who share a protected characteristic and people who do not share it. It also sets out the practical steps we will take going forward, to monitor the positive and negative impacts the strategy may have on eliminating unlawful discrimination, promoting equality of opportunity, promoting cohesion and fostering good relations between people who share a protected characteristic and people who do not share it.

6.2.5. There are risks associated with producing a high level strategy like this that could result in negative impacts on equality and cohesion in the borough. One of these is that the vision we have developed is not accessible enough or is perceived as not credible or of real benefit for some groups of local people, and as a result the Community and our existing Community Partnership Boards do not engage with what we do next to deliver it. Another risk is that we fail to make sufficient progress towards this new vision in future for a range of reasons; for example wider events may further limit our ability to deliver on these commitments for example that the Council and its partners are severely constrained financially and unable to sufficiently resource the actions committed to in the Strategy or that new national legislation limits our legal powers to take effective action.

6.2.6 We recognise that this is something that we will need to continue to review, take action on and monitor and so we are recommending:

1. That the Cabinet, the Council and the Community Strategy Partnership Board adopt this Strategy as it will help us to proactively meet our equalities duty.
2. That once the Strategy document has been formally adopted we take steps to make the vision and the direction in the Strategy more accessible to a wider number of local people, organisations and our own staff – including by:
  - a. producing a designed version with more visuals and infographics,
  - b. producing a delivery plan,
  - c. publishing case studies that use examples to explain how we will do some of this work,
  - d. producing a short film to explain the vision and the ways we want to work to achieve it
2. That the Council supports local leaders who are members of the Community Strategy Partnership Board to monitor the progress we make over the next ten years on tackling key inequalities in Hackney

and reducing poverty. We will use the Council's Single Equalities Scheme and its equalities evidence to help do this.

3. That the Council will develop a new Poverty Reduction Strategy to help us focus and target our efforts to help better prevent people from having to live in poverty in the first place and to better support people who are already living in poverty and struggling to get by now in Hackney. As part of this we will seek to evaluate the impact our work is having on this key priority.
4. The Council's Corporate Services will continue to lead cross-cutting transformation work to help the Council and the borough to try out new ways of addressing some of the key inequalities including through building a wider understanding of the targeted work we are doing with local areas where residents are more likely to perceive they are being left behind and are disconnected from the potential opportunities happening in Hackney, including through the place based approaches we are trying out to promote Local Economic and Community Development.
5. That as part of our community leadership role the Council will continue to hold dialogue about the key inequalities and cohesion issues affecting Hackney, including dialogue on:
  - how we better respond to and better prevent Youth Violence,
  - Improving Outcomes for Young Black Men,
  - the Hackney Futures Commission for our young people
  - social inclusion of older people
6. Through the development of a new VCS Strategy and a new Sustainable Procurement Strategy for the Council, we will demonstrate our commitment to supporting the VCS to sustain and thrive in the borough and make sure that we local public service spending is used proactively to create social value which everyone in Hackney can more easily benefit from.

The Equalities Impact Assessment includes an action plan with more details on what, how and when we will do this.

## **6.3 Sustainability**

- 6.3.1 The Hackney Community Strategy 2018-2028 recognises the importance of environmental sustainability in the new vision for Hackney and in particular section 3 of the strategy includes specific commitments on how we will protect the local environment now and for future generations. This includes by developing a new Sustainability Strategy which will set out how we will meet our climate change commitments to reduce carbon by 2050 and how we will prepare the borough to better deal with its impacts, by making our streets and

open spaces greener, by investing in renewable energy networks and by reusing materials and reducing waste.

6.3.2. Sustainability is about more than creating a sustainable environment; it is as important that our communities are sustainable too. By this we mean that local people and local community groups and networks are able to thrive in Hackney, despite all the pressures they have to face including the pressures that some local communities here experience as a result of poverty, income inequality, ill-health, violence or discrimination etc. We recognise how important it is that we continue to make efforts to listen to local people and engage them in direct and open conversations about how we deal with some of these difficult issues affecting our community. We also acknowledge we will need to look at new ways to provide good help and support in the future, in ways that we can afford to sustain. The strategy also emphasises that local public spending should be helping to create social value, to support community wealth generation and to raise local prosperity; the Council will lead on this as it renews its sustainable procurement policy.

6.3.3 The strategy also recognises the positive role that the community and voluntary sector can play in building trust and making connections with residents, including amongst people who feel more disconnected from local public services or from some of the changes and positive opportunities that have happened in Hackney in recent years. The new strategy acknowledges the need for the Council, public services and business to continue to recognise and value the contribution that the voluntary and community sector makes in Hackney, to help maintain the diverse and inclusive community spirit here. In response we will develop a new Voluntary and Community Sector Strategy which will set out some of the practical steps we will need to take to support the sector to continue to thrive here, including the need to help find inclusive, accessible spaces for community activities which are welcoming to everyone.

## **6.4 Consultations**

6.4.1 As well as repealing the statutory duty to produce a Sustainable Community Strategy, section 100 of the Deregulation Act 2015 also repealed the duty to consult other Authorities or other persons on the development or review of a Community Strategy. Local Authorities now have the freedom to produce a Community strategy and to involve others as they see fit in reviewing and developing this.

6.4.2 In line with the Council's Consultation Charter there was a formal public consultation on the Draft Community Strategy for 9 weeks from the 6<sup>th</sup> November to 14<sup>th</sup> January 2018, however this public consultation was just one part of a far wider community engagement process over the last three years to help us develop and test this strategy as described earlier in this paper and in the related Consultation and Engagement Report.

## **6.5 Risk Assessment**

### **Financial risks**

6.5.1. There are no direct financial implications for the Council that result from the Hackney Community Strategy as all activity delivered in response to it by the Council will need to be carried out within the Councils agreed budgets.

6.5.2 If in future the Community Strategy Partnership Board agrees that there is a need to seek and secure additional resources for the borough to progress the shared commitments set out in the Strategy, the Board members and their existing local Community Partnerships will be responsible for identifying effective ways to do this together.

### **Reputational risks**

6.5.3 There are reputational risks associated with the Council not having a credible, collective vision for the future of the borough that local people and organisations will support and help deliver. The new strategy recognises that if we had chosen not to take a strategic approach to thinking together with local people, organisations and our existing Community Partnership Networks, about the kind of future we want for the borough, this could have been perceived as a failure in local leadership. As the local democratically elected body, the Council has a responsibility to have honest and direct dialogue with local people about the big issues we face and the key opportunities open to us. Not doing this could lead to the Council being perceived as ineffective in its response to the big issues affecting our community and the place, this could also undermine public trust in the Council and in local services.

### **Equalities risks**

6.5.4 Despite the improvements to public services and the place in the last ten years, there are still significant levels of poverty and inequality in the borough. A continued failure to adequately acknowledge the negative impact this has on local people's lives and a failure of local efforts to try to address this working with the people most affected, could pose a threat to local people's wellbeing. It would also be contrary to Mayor Glanville's priority to tackle poverty and inequality and to the Council's public sector duty to promote equality of opportunity and cohesion. It could further divide communities, into those who are thriving here and those who are struggling to get by and create a sense of unfairness, which in turn could put the inclusive spirit of Hackney and sense of cohesion here at threat. The new Strategy tries to openly acknowledge these risks and includes commitments to take actions which will mitigate these risks, including to produce a poverty reduction strategy and to use the equalities evidence base and equalities scheme to monitor our progress

6.5.5 We will register these key risks on the Council's Corporate Risk Register. There are a number of ways we will monitor the impacts of the strategy on the borough going forward. The Council will produce a community strategy

delivery plan and it will use local data, including equalities data and resident insight. These will be used to support the Community Strategy Partnership Board to lead and monitor our progress towards achieving this vision for the borough.

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

- 7.1 This report is recommending that Cabinet adopts the Hackney Community Strategy 2018-2028. There are no specific financial implications mentioned in the report but it is expected that all activities delivered in response to the implementation of the Hackney Community Strategy will be carried out within the current budgets available
- 7.2 If additional funding is required in the future to deliver the Hackney Community Strategy, then the Community Strategy Partnership Board and their partners will be responsible for identifying effective ways to secure these additional resources.

## **8. COMMENTS OF THE DIRECTOR, LEGAL & GOVERNANCE SERVICES**

- 8.1 The Sustainable Community Strategy is intended to set the overall strategic direction and long-term vision for promoting or improving the economic, social and environmental well-being of a local area. This report sets out the London Borough of Hackneys Strategy for the next 10 years.
- 8.2 The Deregulation Act 2015 (s100) repealed the duty of local authorities to prepare a sustainable community strategy and also removed the linked duty to consult with and seek the participation of their partner authorities when modifying their Sustainable Community Strategy and such other persons as the local authority would have considered appropriate.
- 8.3 The repeal was made as part of the localism agenda and gives local authorities the freedom to decide whether or not a Sustainable Community Strategy is needed for their area. The Council has made the decision that a strategy is required for the local authority area and this report seeks to set out how the vision for the next 10 years 2018 to 2028 will be implemented.
- 8.4 The report is seeking approval from Cabinet and full Council. This is in accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2012 (SI 2012/2853) which sets out in part 4 the functions which are not to be the sole responsibility of the Local Authority's Executive.

## APPENDICES

- The Hackney Community Strategy 2018-2028 – Public
- Equalities Impact Assessment for the Hackney Community Strategy 2018-2028 – Public

## BACKGROUND PAPERS

**In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required**

### Description of document

The following documents were used to prepare the Community Strategy:

Hackney Community Strategy Engagement and Consultation Report  
Hackney Draft Single Equalities Scheme Narrative Report

These will be published online with the new Community Strategy.

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