

**London Borough of Hackney  
Equality Impact Assessment Form**

The Equality Impact Assessment Form is a public document which the Council uses to demonstrate that it has complied with Equality Duty when making and implementing decisions which affect the way the Council works.

The form collates and summarises information which has been used to inform the planning and decision making process.

**Title of this Equality Impact Assessment:**

Hackney Community Strategy 2018-2028
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**Purpose of this Equality Impact Assessment:**

This Equality Impact Assessment sets out:

1. 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;
2. How we assess the Hackney Community Strategy 2018-28 will proactively help to eliminate unlawful discrimination and to promote equality of opportunity, promote cohesion and foster good relations between people who share a protected characteristic and people who do not share it;
3. And 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.

**Officer Responsible: *(to be completed by the report author)***

<b>Name:</b> Rachel Duke	<b>Ext:</b> 2053
<b>Directorate:</b> Chief Executives	<b>Department/Division:</b> Strategy, Policy and Economic Development

<b>Assistant Director:</b> Stephen Haynes, Director – Strategy, Policy and Economic Development	<b>Date:</b> 26 June 2018
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**Comment:**

## **PLEASE ANSWER THE FOLLOWING QUESTIONS:**

In completing this impact assessment, you should where possible, refer to the main documentation related to this decision rather than trying to draft this assessment in isolation. Please also refer to the attached guidance.

### **STEP 1: DEFINING THE ISSUE**

#### **1. Summarise why you are having to make a new decision**

- 1.1 The decision to develop, adopt and deliver a new Hackney Community Strategy is a policy decision, designed to aid and support evidence based strategic decision making and community engagement in the borough over the next decade.
  - 1.2 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 Community Strategy. The duty to produce one and to consult other Authorities and persons on it was repealed in the Deregulation Act 2015 (Section 100).
  - 1.3 Hackney has seen an enormous amount of change in recent years. Improved public services, better transport links and a much improved quality of life have led to Hackney becoming a desirable place to live and work. The population has grown by a third since 2001, with a larger proportion of affluent, higher skilled residents moving into the borough. This change has also led to rapid economic growth as Hackney has become an attractive location for businesses. House prices have also more than doubled over the last 10 years. While many residents are very positive about the improvements and changes, there are still high levels of poverty here and we are now seeing growing inequalities and average incomes in the borough remain relatively low.
  - 1.4 We know from our year-long resident engagement exercise, Hackney: A Place for Everyone, and from all the other conversations we have had with residents and local organisations since 2015, these are seen as pressing issues for Hackney. Local people share concerns about the challenges this change has created but at the same time see some of the potential opportunities it could bring for their lives. In surveys the vast majority of residents say they feel satisfied with their borough and that people here 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 The decision to produce a new shared vision for Hackney in 2028 was made because we considered that by going through this process with local people, business, 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 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 by residents, businesses and local
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organisations, including its diversity and its welcoming, progressive, inclusive community spirit which Hackney is renowned for and which is celebrated. In all these ways this strategy helps us to proactively respond to the statutory equality duties to eliminate discrimination, promote equality of opportunity and foster good relations between local people.

1.7 The process used to develop the new 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.

1.8 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.

1.9 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

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new challenges and needs, and identifying new shared goals and how we can work collectively to deliver them.

The key documents produced include:

- Hackney Community Strategy 2018-2028
- Cabinet Paper CE94 Hackney Community Strategy 2018-2028
- Consultation and Engagement Report on the Hackney Community Strategy

## **2. Who are the main people that will be affected?**

- 2.1 The new 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.
  - 2.2 The vision the Community Strategy sets for Hackney and the policy direction it sets for other work done in the Council and across the borough means the strategy is likely to impact on the sense of place, the built environment and local environment in general, on the sense of community and on people's experience of using local services in Hackney. In this broad sense it will affect the lives of all local residents, but also local businesses and local organisations. The high level approach the new strategy sets out to tackling poverty, inequality, and discrimination and to promoting community cohesion, will also shape these other policies and plans and will help direct the work of staff responsible for delivering these. As a result of its broad reach and strategic purpose, the strategy is likely to impact on the lives of people affected by one or more of all nine protected characteristics.
  - 2.3 In the process of developing the new strategy we looked at local evidence on key inequalities in Hackney as set out in the Hackney Equalities Evidence and in the new Draft Single Equalities Scheme Narrative Report. We also reviewed stakeholder feedback and community insight. Through this we identified a number of equalities and cohesion issues affecting Hackney that the Strategy needs to address including:
    - Local people affected by one or more of the protected characteristics who, our existing equalities evidence shows, are more likely to be affected by discrimination or harassment which leads to poorer quality of life and poorer outcomes compared to other people living in the borough in terms of their housing, education, work prospects, personal safety and wellbeing, access to use and experience of local services and local places etc.
    - Local people living in poverty or who are struggling to get by on low incomes
    - Disabled people including people with mental ill health or learning impairments
    - Older people, including the older old, who may be more frail and isolated
    - Children, young people and their families who may be more vulnerable for a range of reasons including looked after children, or families affected by domestic violence, substance misuse or mental ill health
    - Adults more likely to be in need of support and care services including for example older or disabled people whose needs mean they use care support to remain independent in the community, people living in care settings, people affected by mental ill health and their families and carers, ex-offenders, people affected by substance dependency or family breakdown or domestic violence, migrants who are more vulnerable because of their immigration status or
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because they can't speak English and also people who find themselves dealing with a complex combination of these circumstances.

- We have also considered the need to look at geographic inequalities within the borough i.e. to identify and focus on places where evidence shows there are higher levels of poverty, socio-economic disadvantages, health and environmental inequalities.

As a result of this analysis we have considered how the direction and the new policy approaches set out in the new strategy will help us improve the lived experiences of these groups of local people.

- 2.4 For an overview of the demographic profile of local people with protected characteristics see the Hackney Borough Profile 2018. There are more details on the key inequalities in Hackney in the Draft Single Equalities Scheme Narrative 2018 – 2022 and the Hackney equalities evidence base digest 2018.

## **STEP 2: ANALYSING THE ISSUES**

### **3. What information and consultation have you used to inform your decision making?**

#### **How have we used evidence on key inequalities and key issues affecting cohesion in Hackney in this policy development process?**

- 3.1 The Council produces a Single Equalities Scheme and an Equalities Evidence digest to help support the organisation to meet its public sector duty to promote equality and cohesion as set out in the 2010 Equality Act. These documents include detailed information on the data and insight we have on key inequalities and cohesion issues in Hackney. The Draft Single Equalities Scheme also includes detailed consideration of the potential these inequalities and cohesion issues have to make a negative impact on the place and the community and how these could limit our ability to achieve our vision for Hackney and to protect the things that residents really value about Hackney.
- 3.2 We have proactively chosen to refresh our equalities evidence and the new Draft Scheme in parallel to the development of the new Community Strategy, so that we can draw on this evidence and analysis for the new Strategy. We plan to use the Single Equalities Scheme as a means to focus our efforts to monitor and track progress on the specific equalities issues included in the new Strategy too.

#### **How we have used engagement and insight to test and develop the final Strategy**

- 3.3 This vision and the wider strategy for Hackney has been built over a number of years and 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 for them; on 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, which are set out in the new Draft Single Equalities Scheme 2018.
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## **Engagement and consultation**

- 3.4 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.
- 3.5 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.
- 3.6 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
- 3.7 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.
- 3.8 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
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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.

- 3.9 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.
- 3.10 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.

## **Equality Impacts**

### **4. Identifying the impacts**

- 4.1 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. These will help us to better meet our duty to eliminate discrimination and harassment, to promote equality of opportunity and to promote cohesion and good relations between local people.
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,
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- f. mention of the need to improve pathways alongside canals and waterways as residents are concerned about cycling there and air pollution from narrowboats,
  - g. more detail on their experiences of social exclusion and the need for more dialogue and work with these groups,
  - h. there is more on safeguarding vulnerable children, young people and adults
  - i. 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 in the consultation draft it felt that a good number of the statements were high level aspirations, too general and it was hard for local people to see how we would make some of this happen. There was interest in knowing more about the specific things we were going to do on the big issues and people wanted to see more detail on what, how and when we would do; 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, more on achievements by the partnership over the last decade and 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
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borough was how we will 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.
6. 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 (a) What positive impact could there be overall, on different equality groups, and on cohesion and good relations?**

- 4.2 Above we have set out specific equalities and cohesion issues we picked up through the evidence and engagement work and have now built into the new Strategy.
- 4.3 Overall, the 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 increasingly limited resources of our existing local community networks and partnership Boards.
- 4.4 This will better enable us to help eliminate or mitigate the key existing inequalities in Hackney including in income inequality and poverty, in housing conditions and opportunities to access genuinely affordable secure housing, inequalities in health, in education, in work opportunities, in personal wellbeing and safety, in social inclusion and environmental inequality in the borough.
- 4.5 The strategy should help us to make Hackney a fairer, safer and more sustainable place for everyone, and to protect Hackney's open inclusive community spirit for future generations.
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#### **4 (b) What negative impacts could there be overall, on different equality groups, and on cohesion and good relations?**

4.6 The key risks associated with producing a high level strategy like this that could result in negative impacts on equality and cohesion in the borough include:

1. That the vision we have developed is not accessible or is not perceived as a credible, collective vision for the future of the borough that local people and organisations will support and help deliver; as a result the Community and our existing Community Partnership Boards do not engage with what we do next to deliver it.
2. 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.

In the next section we set out some actions that will help us mitigate against this.

### **STEP 3: REACHING YOUR DECISION**

5.1 The equality impact assessment has considered:

- 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;
- 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;
- and 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.

5.2 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.
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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
3. 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.
4. 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.
5. 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.
6. 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
7. 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.

There is an action plan overleaf with more details on what, how and when we will do this.

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## STEP 4 DELIVERY – MAXIMISING BENEFITS AND MANAGING RISKS

### 6. Equality and Cohesion Action Planning

Please list specific actions which set out how you will address equality and cohesion issues identified by this assessment. For example,

- Steps/ actions you will take to enhance positive impacts identified in section 4 (a)
- Steps/ actions you will take to mitigate against the negative impacts identified in section 4 (b)
- Steps/ actions you will take to improve information and evidence about a specific client group, e.g. at a service level and/or at a Council level by informing the policy team ([equality.diversity@hackney.gov.uk](mailto:equality.diversity@hackney.gov.uk))

All actions should have been identified already and should be included in any action plan connected to the supporting documentation, such as the delegate powers report, saving template or business case.

No	Objective	Actions	Outcomes highlighting how these will be monitored	Timescales / Milestones	Lead Officer/s
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1	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 to our own staff –	We will: produce a designed version with more visuals and infographics produce a delivery plan promote case studies that use examples to explain how we will do some of this work, produce a short film to explain the vision and the ways we want to work to achieve it	To be confirmed	Early autumn 2018	Sonia Khan Head of Policy and Partnerships  and  Polly Cziok, Director of Communications , Engagement and Culture
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 Councils Single Equalities Scheme and its Equalities evidence to help do these updates.	TBC in the Single Equalities scheme	Annual updates for the Community Strategy Partnership Board	Sonia Khan, Head of Policy and Partnerships

3	That the Council will 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.	Develop a Poverty Reduction Strategy and monitor our progress on achieving this	To be confirmed through this process. As part of this we will seek to evaluate the impact our work is having on this key priority.	Annual updates for the Community Strategy Partnership Board	Sonia Khan, Head of Policy and Partnerships
4	That as part of our community leadership role the Council will continue to hold dialogue about the key inequalities and cohesion issues affecting Hackney.	Take forward the 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	Action taken and progress made on specific commitments will be monitored through a Community Strategy Delivery Plan	TBC	Polly Cziok, Director of Communications , Engagement and Culture  And  Sonia Khan, Head of Policy and Partnerships

5	<p>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</p>	<p>We will build a wider understanding of the targeted work we are doing in the community in 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.</p>	<p>To be confirmed</p>	<p>Annual updates for the Community Strategy Partnership Board</p>	<p>Stephen Haynes, Director – Strategy, Policy and Economic Development &amp; Sonia Khan, Head of Policy and Partnerships</p>
6	<p>The Council will demonstrate our commitment to supporting the VCS to sustain and thrive in the borough and make sure that local public service spending is used proactively to create social value which everyone in Hackney can more easily benefit from.</p>	<p>Through the development of a new VCS Strategy and a new Sustainable Procurement Strategy for the Council</p>	<p>To be confirmed</p>	<p>Annual updates for the Community Strategy Partnership Board</p>	<p>Sonia Khan, Head of Policy and Partnerships &amp; Stephen Haynes, Director – Strategy, Policy and Economic Development</p>



