

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 Inclusive Economy Strategy 2019-2025

Purpose of this Equality Impact Assessment:

This Equality Impact Assessment sets out the potential equalities impacts that the new Hackney Inclusive Economy Strategy 2019-2025 will have and how we consider it will help the Council to meet its Equality Objectives. It also sets out the steps the Council will take to monitor the positive and negative impacts of the Strategy going forward.

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

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

Assistant Director: Stephen Haynes, Director – Strategy, Policy and Economic Development
Date: November 2019

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 This is a new strategy for the Borough and it will frame the economic development work we carry out with our community and partners in future. It is a high level strategy that will provide direction for a range of local programmes and services that the Council is involved in delivering.

Why we developed the Local Inclusive Economy Strategy

- 1.2 When we carried out extensive community engagement to develop Hackney's Community Strategy 2018-28, we found high levels of local concern about poverty and inequality in and around the borough. As a result, we made a specific commitment in the Community Strategy to produce a new economic development strategy focused on increasing local prosperity and generating community wealth here in Hackney. The Community Strategy also committed the Council to involving local residents, local businesses, social enterprises, community groups and local Anchor Institutions (e.g. colleges, hospitals) in developing local visions for neighbourhoods and town centres; and to finding new ways of working with communities in local neighbourhoods where local people are more disconnected from the new economic opportunities. This new draft Inclusive Economy Strategy is our response. It sets out in more detail our goals for economic *and* community development and place making in and around our borough, and it does this in ways that builds on the strengths of the much valued existing community networks, local institutions and local businesses here in the borough.
- 1.3 This Strategy builds on the work the Council has been doing since 2016 to actively intervene in our local economy to help make Hackney a more economically sustainable place and to drive the social and economic changes we want to see in the borough. It sets out ways the Council is leading by example as a major local employer and also using local assets, the levers and partnerships we have to best effect to raise local prosperity and benefit everyone in our diverse community.
- 1.5 Our goal over the next few years is to harness the efforts of all of those involved in shaping our local economy to help create the right conditions for balanced and equitable economic development. This includes those involved in education and skills, businesses, development, entrepreneurs and social enterprises. It is also essential that we draw on residents' experiences to better understand the aspirations that residents of all ages have for their working lives and their aspirations for the area they live in as well as for town and commercial centres.
- 1.6 The Council acknowledges that many of the challenges in the economy are beyond our direct control and are the result of globalisation and structural changes in the labour market. However, in the strategy we set out how we will use our influence and campaign and lobby to respond to the dynamics and opportunities that do arise. We are committed to building partnerships with other local public services, local partners, neighbouring boroughs, Transport for

London and the Greater London Authority and authorities and partnerships in the wider South East to achieve this, as well as working with businesses, developers and landowners that operate across the wider region, but are active in Hackney.

1.7 Hackney Management Team and Cabinet have been briefed and involved at every stage of the development of this Strategy.

1.8 The key documents produced are:

- Hackney Inclusive Economy Strategy 2019-2025
- Cabinet Paper Hackney Inclusive Economy Strategy 2019-2025
- Consultation and Engagement Report on the Hackney Inclusive Economy Strategy

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

2.1 This new Strategy will impact on all the economic development work the Council does in local neighbourhoods and town centres around the borough. It encourages a particular focus on maximising opportunities to increase prosperity for local people who are living in poverty or who are experiencing inequalities now in the local economy. This is likely to include local residents who experience greater disadvantage and barriers in London's polarising labour market and who may have experienced barriers and discrimination as a result of one or more protected characteristic. It will also impact on community groups and small local businesses and enterprises who are less likely to have experienced benefits from recent economic changes in the borough, and who may have experienced barriers and/or discrimination as a result of one or more protected characteristic.

2.2 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 Base 2018 and in the Hackney Council Single Equalities Scheme. We also reviewed stakeholder feedback and community insight. Through this we identified a number of equalities and cohesion issues affecting Hackney that the Inclusive Economy Strategy needs to address including:

- We have 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.
- We have considered evidence of particular groups of local people who are less likely to have enjoyed the benefits from economic change here and more likely to experience disadvantages as a result of one or more protected characteristic including:
 - Local people living in poverty or who are struggling to get by on low incomes
 - Some disabled people including people with learning impairments who may be more excluded in the local economy
 - Children and young people who may be more vulnerable including looked after children
 - Some local people who are over 50 and still of working age, who may be more excluded in the local economy
 - Some people who are of Black Asian and Minority Ethnic backgrounds who may be more excluded in the local economy
 - Migrants who are more vulnerable because of their immigration status or because of their English language skills

We have actively considered how the actions committed to in the new strategy will help us improve the lived experiences of these particular groups of local people.

STEP 2: ANALYSING THE ISSUES

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

3.1 There was already a strategic steer on the direction this work should take in Hackney's Community Strategy. The process used to develop the new Hackney Inclusive Economy Strategy has included the following main steps:

3.2 The process for the development of this Strategy started with:

- Desk based research to update Hackney's Local Economic Assessment and consider evidence on the profile of Hackney's Local Economy including business and enterprise, economic activity, employment and self-employment, employment and occupations, worklessness and benefits and qualifications
- A review of wider literature on approaches to Local Economic Development and the wider policy context for this work, including the Royal Society of Arts National commission on Inclusive Growth and the National Industrial Strategy.
- Desk based reviews of recent existing insight and engagement work carried out by the Council, the Council's Scrutiny Commission Skills, Economy and Inclusive Growth and other community insight reports.

3.3 Colleagues from the key services across the Council responsible for economic development including the Local Area Regeneration Service, Employment and Skills Service and Policy and Partnerships Service (the officer group) developed a skeleton outline for the Strategy and tested this with Senior Officers on the Council's Inclusive Economy Steering Group and Cabinet Members in early 2019.

3.4 We then shared and tested our outline approach and framework, including our initial priorities, at a Stakeholder Workshop hosted by Hackney Council's Skills, Economy and Growth Scrutiny Commission in March 2019 at Here East in Hackney Wick. This was a useful opportunity to hear from a range of stakeholders from the business community and education providers about the work they were doing to make Hackney's local economy more inclusive and about their priorities for this in future.

3.5 The consultation draft was co-developed in April 2018 by the officer group from the key services leading on this work. We drew on work and learning from existing programmes already underway, feedback from Cabinet members and insight and findings from other consultation and engagement work including:

- Engagement and consultation on Hackney's Community Strategy 2018 and Hackney Council's Single Equality Scheme
- Equality perspectives: from the Hackney Wick Through Young Eyes Insight Report, Hackney's Young Black Men Programme, Hackney Access for everyone work with Disabled People, learning from the Connect Hackney Programme focused on ageing Well in Hackney
- Feedback from Local Business Networks and workshops

- Hackney Council's Scrutiny Commission review on Inclusive Growth (ongoing)
- Hackney Council's new Place Based public engagement programme for our town centres, which started with the Dalston Conversation
- This work has also been influenced by ongoing collaboration with Hackney based academics from University College London's Institute for Global Prosperity and their work on Local Prosperity in neighbourhoods in East London around the Queen Elizabeth Park including Hackney Wick.

3.6 In May 2019 officers we shared, tested and co-developed the consultation draft with a range of different service areas responsible for many of the Council's key levers and assets at the heart of this strategy, including Planning, Transport, Culture, Property, Youth and Children's Services and Public Health. Through a series of face to face meetings we also invited colleagues to flag any fundamental gaps and to share views challenges and observations about the newer areas of work signalled in the draft.

3.7 In line with Hackney's Consultation Charter, we ran a formal public consultation on the Draft Hackney Inclusive Economy Strategy 2019-2025 between 2nd July 2019 and 19th August 2019. The aim was to add value and complement engagement which has already taken place, or is taking place on a local basis and to:

- a. test that the strategy lands well with residents, that nothing in the language and the framing of the strategy antagonises residents and to check for gaps in our approach
- b. use the engagement process to build a better shared understanding and broader support for on a series of key future commitments to help achieve an Inclusive Economy in Hackney
- c. Start conversations about how we measure the impact of the work planned using new metrics

In that time we:

- Sought feedback from the Council's Scrutiny Commission on Skills, Economic Growth
- Tested the vision, principles and priorities in the draft strategy with a resident focus group drawn from the Council's Citizens Panel
- Invited general feedback on whether the strategy made sense, on key gaps and invited suggestions for improvement through an online survey.
- Promoted the Consultation in Hackney Llife and to stakeholders including Hackney's local business networks, Registered Social Landlords, Policy and Area Regeneration contacts in Neighbouring boroughs and the GLA.

3.8 We are grateful for the input, insights and feedback already shared by residents and stakeholders which has helped shape this Strategy. Throughout the Strategy we have emphasised that we are committed to working with our local community, local Institutions and stakeholders in the next phase of this work. We look forward to continued collaboration in the next phase of this work, as we move to design, test and do the work needed to achieve this ambitious vision and these goals.

Equality Impacts

4. Identifying the impacts

4 (a) What positive impact could there be overall, on different equality groups, and on cohesion and good relations?

4.1 The Council's Equality Objectives are:

1. To increase prosperity for all and tackling poverty and social disadvantage
2. Tackle disadvantage and discrimination that is linked to a protected characteristic
3. Building a cohesive and inclusive borough

4.2 We have embedded Hackney's equality objectives throughout the Inclusive Economy Strategy. The strategy overall aims to focus the Council's economic development work on increasing prosperity and tackling poverty and inequality. It also aims to harness the efforts of everyone involved in shaping our local economy, to help create the right conditions for balanced and equitable economic development. By acknowledging some of the major challenges and potential tensions in the borough relating to economic development, the strategy also aims to protect the strong community cohesion here and to promote inclusion.

These equality objectives are built into the vision statement, which emphasises that an Inclusive Economy is not just about economic opportunity, it is also about people feeling they belong in the borough and feel safe and included here. It celebrates the rich diversity of people and cultures living and working here and commits the Council to protecting Hackney's strong community spirit and to valuing the local businesses and people who have contributed to this and to the success and the appeal of our borough. It openly acknowledges that we see too many economic inequalities in the borough - in employment, in our business community and between different neighbourhood areas. It also acknowledges that not everyone has benefited from recent economic changes and states that we need fairer access to economic opportunities and commits us to addressing disadvantage in the labour market and to improving the diversity and health of the local workforce.

We have included a set of 'Guiding Principles for how we will deliver the Inclusive Economy Strategy. These proactively encourage colleagues around the Council to work with people already on the ground to better understand local issues and community needs; also to engage and involve local residents, businesses, community and public services and other stakeholders and partners to co-develop, design, test out different approaches and deliver the key projects and work programmes in this strategy. This approach should help us build better reach to people who are disconnected from opportunities now and help build trust and cohesion in the process.

We have committed to co-develop a new set of metrics for the Inclusive Economy Strategy to help us:

- track how the local economy is changing and consider what this means for our delivery work and
- to monitor and evaluate the impact of the programmes we deliver

The framing of these metrics will be deliberately broad and the measures could include indicators of: Community belonging and inclusion, Voice and influence, Housing security and affordability, Health and wellbeing, Jobs and income, Economic productivity, Education and skills, Environmental improvements, Physical infrastructure. This will be a practical tool which will also help improve local understanding about how poverty, inequality and community tensions relating to the local economy are changing.

There are a series of newer actions we commit to in the Inclusive Economy Strategy which support our equality objectives in the following ways:

Strategic Priority 1: Support local neighbourhoods and town centres to thrive and to be inclusive and resilient places

Overall it commits us to achieving more balanced, sustainable economic development within communities and neighbourhoods across our borough

Newer actions committed to that we consider will have a positive impact on increasing prosperity, tackling poverty and inequality and will promote community cohesion include:

- We encourage everyone (residents, local businesses and community organisations) to contribute to making areas safer, watching out for more vulnerable people, and reporting any ongoing concerns about risks or about trouble spots. We will encourage broad support for a Hackney Women's Safety Charter.
- To deliver step free access at Hackney Downs and Stoke Newington stations
- We will use community insight from community engagement work underway including the Young Futures Commission, Older People's Strategy and Hackney an Accessible Place for Everyone to look at how high streets and town centres can be more welcoming and inclusive to people of all ages and those with mobility issues.
- Through the area regeneration programme and the Culture Strategy and Voluntary and Community Sector Strategy we will promote and support a diverse programme of social, community and cultural activity in our local town centres and in local neighbourhood centres which will build on and reinforce the local sense of place and community spirit there.
- In future, we will want to take what we learn from the new place-based community partnership around the Hoxton opportunity hub, from the new opportunity hub offering employment, health and housing services in the Gascoyne Estate Community Hall and from partnerships on the Pembury Estate and in Woodberry Down, to develop partnerships around other employment hubs and community halls, where we know there are residents who are more disadvantaged in the labour market.
- The Council is leasing non-residential units within our own Housing Regeneration Schemes to Voluntary and Community Organisations and Social enterprises. Units will operate as mixed commercial/community spaces that offer additional benefit to local communities and residents of Council housing above and beyond straight-forward commercial operations. We are leasing space for a Community/

Social cafe at Colville Estate in 2019 and a community/commercial centre at Kings Crescent Estate in 2019. We will learn from these projects and use this approach on future Regeneration schemes.

- We are setting up a municipal energy company to help promote the development of local renewable energy networks on land and property we own. In the process we will explore options to create opportunities for local people to gain skills and work experience in the green economy. This programme will also look at ways we could provide low-cost energy to residents in fuel poverty.

Strategic Priority 2: Champion and support local business and social enterprise in Hackney and protect and maximise the delivery of affordable workspace in the borough

Overall this commits us to create the right conditions for a diverse range of local businesses and enterprises to thrive and remain in Hackney.

And

In the process we want more of our local small businesses to feel confident about their future here;

Newer actions committed to that we consider will have a positive impact on increasing prosperity, tackling poverty and inequality and will promote community cohesion include:

- We are reviewing our land and property assets to identify opportunities to deliver new affordable workspace on sites and in buildings which are not suitable for housing or other uses.
- We are reviewing our approach to property and business rate relief for Voluntary and Community Organisations, including social enterprises to ensure our policies meet the current and urgent challenges around affordability. This review has been signalled through our Voluntary and Community Sector Strategy, adopted in March 2019.
- We test out new ways to continue to engage with and work together with local small businesses, traders and with Black Asian and Minority Ethnic businesses to improve and develop our business networks and forums. Together we will try out new ways to make these business networks more inclusive for the widest range of local businesses here.
- We will make better use of Council land and buildings to deliver community benefits by ensuring that when selling any sites or letting any Council land or buildings there is a requirement for the new owner or tenant to deliver jobs and training opportunities and other community benefits.
- The Council is committed to supporting the development of the diverse range of over 300 social enterprises operating here including community interest companies, cooperatives and not for profits. These range from tiny entrepreneurial luncheon-clubs to national enterprises such as HCT Group, who run bus routes and community transport all around the UK, with a turnover of £62.9 million. We signed up to support the [Hackneyissocial](#) manifesto. We will continue to work with this network and to support them to use their entrepreneurial energy and spending power to create a fairer society with less inequality.
- We will test out ways we can best support local businesses to get involved in local partnerships and activities to promote good physical, mental and emotional health and wellbeing in the local workforce, for e.g. mental health awareness,

smokefree, sugar smart. We will also support local businesses to achieve the London Healthy Workplace Award standards.

Strategic Priority 3: Connect residents to high quality employment support and opportunities to learn new skills, get good quality well paid work and progress their career throughout their working life

Overall it commits us to reduce existing disadvantages experienced by local residents in the labour market.

More specific related goals include:

- For the employment rate for all BAME residents to be the same rate as non BAME residents
- To close the significant gap in employment rates between disabled residents and non-disabled residents.
- To close the gap in employment rates close between women and men in the peak of their careers between the ages of 24-49.
- To close the gap in employment rates between residents in their 50s and 60s and here other Londoners

Newer actions committed to that we consider will have a positive impact on increasing prosperity, tackling poverty and inequality and will promote community cohesion include:

Promote workforce diversity and inclusive leadership

- The Council is adopting a dual approach to tackling workforce diversity, looking at how we can develop a more inclusive culture and tackling key inequalities and gaps in the workforce for disabled staff and the representation of BAME staff at senior levels. We are testing out a range of ways to do this, including by setting up a staff network of Inclusive Leadership Champions to drive internal culture change across the Council. We are also testing out practices such as blind recruitment to help reduce the risk of unconscious bias when shortlisting candidates for council jobs.

Promote good working conditions and protect workers rights

- We will make sure that the businesses and service providers in our own supply chains: invest in local talent and in training their workforce; ensure their frontline staff have a voice at work and recognise Trade Unions; comply with the Modern Slavery Act. We will actively encourage and support other Local Partners to promote these social values through their own supply chains.
- We will explore ways we can better support independent workers based in Hackney to secure better workers rights and working conditions. We will look at learning about what works from existing initiatives trying to do this in the tech and creative sectors elsewhere, including in neighbouring boroughs

Scale up good quality local employment pathways - Extend support to a wider range of residents experiencing economic disadvantages

- We are exploring whether we can use any Apprenticeship Levy underspend to fund apprenticeship training in small local employers, willing to sign up to our quality standards for apprenticeships. This will be part of our apprenticeship network offer open to anyone of working age.

- We are exploring a range of practical ways we can better help young people develop entrepreneurial skills and consider setting up their own business; e.g. through improving access to mentorship, opportunities, workspaces and entrepreneurial skills-building; through working directly with Enterprise organisations.
- We are trialing part-time apprenticeships at the Council for single parents disabled young people and young people with special educational needs.
- We aim to expand our pre-employment support programme residents facing more disadvantage, including young people leaving local authority care, disabled young people and young people with special educational needs.
- We will offer a newly agreed employment opportunities pathway for young people with SEND. This includes access to a range of Supported Internships; improved access to apprenticeships; and early exposure to the world of work, linked to an individual's interests and aptitude
- We are looking at ways to expand our successful Hackney 100 work experience programme beyond our own workforce, working with other local employers. We are also exploring ways we can expand this work experience programme to adults over 25 and to link this to English for speakers of other languages training.
- We are trialling part-time apprenticeships to allow accessibility for residents who may otherwise not be able to work.
- We will seek to pilot our pre-employment support for older residents who have been unemployed and are seeking to return to the labour market and/or change careers.
- We will explore ways to expand our work experience programme for older residents who have been unemployed and are seeking to return to the labour market and/or change careers.

Maximise opportunities to improve the skills levels of local people

- We want to develop broad partnerships to co-create local skills pathways which give residents a fair chance to get into good quality, well paid work, to get on and progress in work and to continue to develop the kinds of skills local people will need for the future world of work.
- We will also explore ways to improve the careers offer for adults with lower level skills now, to help them retrain, move sectors or to progress in their current workplace.
- We want to see greater investment in local opportunities for people here to improve their prospects and future work opportunities, including for residents with lower level or mid-level skills now and for residents living on low or modest incomes. As part of this we will lobby for more government investment in further education and investment in life-long learning support at a local level.

4 (b) What negative impacts could there be overall, on different equality groups, and on cohesion and good relations?

4.6 This is a high level strategy and it is difficult at this stage to accurately assess any specific negative impacts that could result from the actions we have committed to taking. We will need to monitor and track any potentially negative impacts as we

design, plan and start to implement the newer approaches we have committed to test out.

There are some newer areas of policy where we anticipate there could be a higher risk of unintended negative impacts where we will need to carry out EIA's and to track and monitor impacts. These include:

- In designing and delivering major area regeneration schemes
- In the allocation of affordable business and workspace
- In designing and developing more inclusive local business networks
- In targeting and designing new employment support pathways

There are some more general known risks which have been flagged through the engagement and consultation process. These include:

That terms such as 'Inclusive Economy', 'good quality work', 'community wealth building' and 'employment support pathways' are generally not well understood. Also that some of these terms and their meanings are evolving which makes them harder to understand.

That in turn, there is a risk that the vision, priorities, the rationale and actions in this strategy are not well understood by staff in our own organisation, by partners or by the community; and as a result people do not engage with the delivery work.

That the Council can't achieve the kinds of change it wants to see in the borough acting alone. It needs to continue to openly acknowledge this. It also needs to actively acknowledge and credit other partners and the community for the role and contribution they make to this work going forward.

That it is likely that there will continue to be new external factors that will: deepen structural inequalities in London or the UK's economy; or that will limit the powers and resources that the Council and other local anchor institutions have to achieve the actions committed to in this document.

There are more details on steps we will take to monitor and mitigate these risks in the action plan appended.

STEP 3: REACHING YOUR DECISION

5.1 The equality impact assessment has considered how we can meet the Council's Equalities Objectives as set out in Hackney's Single Equality Scheme. It has also considered some of the practical steps we will take going forward, to monitor the positive and negative impacts the strategy may have.

5.2 We recognise that adopting this new Strategy is only a starting point. We will need to continue to test and learn as we try out the new approaches set out in this strategy. We will also need to monitor and evaluate the impact our work has on tackling poverty and inequality and on increasing local prosperity and inclusion in our local economy.

5.3 We recommend:

1. That the Cabinet adopts this Strategy as it will help us to proactively meet our equalities duty.
2. That the Council carries out the steps set out in the action plan overleaf to help mitigate any risks identified.

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)

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
1	The Council will make the strategy and the concepts and actions in it more accessible and relevant to a wider number of local people, community organisations, partners and to our own staff – by developing an implementation and a	<p>We will:</p> <ul style="list-style-type: none"> • produce a designed summary version of the strategic with more visuals and infographics which help explain the key drivers for the strategy • produce and update a dynamic delivery plan • We will use case studies whenever possible as 	To be confirmed in the implementation phase	Late 2019 onwards	<p>Stephen Haynes Director of Strategy Policy and Economic Development</p> <p>and</p> <p>Polly Cziok, Director of Communication</p>

	communications and engagement plan.	examples of how our approach has changed our way of working and led to benefit for residents, businesses and organisations. We will also use these to share learning about what works and what doesn't.			s, Engagement and Culture
2	The Council will support local partners to monitor the progress we make over the next ten years on increasing local prosperity, tackling key inequalities in Hackney and reducing poverty.	<p>We will co-develop a new set of metrics for the Inclusive Economy Strategy to help us:</p> <ul style="list-style-type: none"> • track how the local economy is changing and consider what this means for our delivery work and • to monitor and evaluate the impact of the programmes we deliver <p>These measures could include:</p> <ul style="list-style-type: none"> • Community belonging and inclusion • Voice and influence • Housing security and affordability • Health and wellbeing • Jobs and income • Economic productivity • Education and skills 	To be developed and confirmed in the implementation phase	TBC Annual updates for the Community Strategy Partnership Board	Sonia Khan, <i>Head of Policy and Partnerships</i>

		<ul style="list-style-type: none"> • Environmental improvements • Physical infrastructure <p>We have started researching which measurements are currently available at the local level and what opportunities there might be for gathering more information through for e.g. resident surveys or through monitoring and evaluation of particular programmes.</p> <p>We are looking at how we can learn from the Institute of Global Prosperity (IGP) at University College London work on a Prosperity Index for London.</p> <p>We plan on hosting an evidence session in late 2019 to hear from stakeholders about how we could develop a set of measurements for the Strategy.</p>			
3	That as part of our community leadership role the Council will use a broad range of community engagement techniques to give voice and listen to communities that are more	<p>We will do this in all our major place-based engagement programmes including in the:</p> <ul style="list-style-type: none"> ○ Dalston Conversation ○ Hackney Central Conversation ○ Young Futures Commission 	Action taken and progress made on specific commitments will be monitored through the Delivery Plan	TBC Annual updates for the Community Strategy Partnership Board	Polly Cziok, Director of Communications, Engagement and Culture And

	disconnected from local opportunities as our economy changes.	<ul style="list-style-type: none"> ○ Young Black Men Programme ○ Older People's Strategy work ○ King's Park Moving Together (Sport England investment) 			Sonia Khan, Head of Policy and Partnerships
4	In Parallel the Council will develop a new Poverty Reduction Strategy to help us focus and target our efforts to support people who are already living in poverty now in Hackney and to prevent people from living in poverty in the first place and to better.	<p>Develop a Poverty Reduction Strategy.</p> <p>Monitor our progress on achieving this</p>	To be confirmed	TBC Annual updates for the Community Strategy Partnership Board	<p>Stephen Haynes, Director – Strategy, Policy and Economic Development</p> <p>&</p> <p>Sonia Khan, Head of <i>Policy and Partnerships</i></p>

5	<p>Through the implementation of a new Sustainable Procurement Strategy for the Council, we will demonstrate our commitment to supporting local businesses and enterprises to sustain and thrive in the borough and make sure that local public service spending is creating social value and community benefits for everyone in Hackney.</p>	<p>Through the implantation work on the new Sustainable Procurement Strategy for the Council</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</p>
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