



Draft Inclusive Economy Strategy 2019-2025

Summary

July 2019 for consultation and engagement

Why the strategy is needed

Growing recognition, nationally and globally that existing models of economic development which focus solely on economic growth and expect the benefits to trickle down to the wider community have not worked

They have allowed inequality to increase

It responds to community concerns about the high levels of poverty and inequality in our borough and to a sense of disconnection some residents feel about recent economic changes happening here

It flows from the work done to develop the Community Strategy and the Mayors Manifesto

Local Authorities are well placed to work with others to create and improve economic opportunities in and around our localities. We want to work together with our communities to further progress this.

What the draft strategy does

It sets out:

Our vision for an inclusive local economy

The limitations to the changes the Council can affect alone

How the Council leads by example and uses its resources and levers to promote a more inclusive economy

Identifies the multiple ways we need to work with partners and the local community to shape the local economy

How we've developed the draft strategy

It draws on [evidence](#) about the local economy and existing business and [resident insight](#)

Carried out extensive engagement with officers around the Council to reflect their current work, and identify opportunities for stretch;

Participated in workshops arranged by the [Skills, Economy and Growth Scrutiny Commission](#) as part of their Inclusive Growth Review

An overall steer has been provided by Cabinet leads, the Mayor and all cabinet Members

Our vision for an Inclusive Economy - in brief

An Inclusive economy means:

- Doing what we can to achieve a more balanced economy within and around the borough
- Investing in our economy and community to tackle poverty and inequality
- Enabling fairer access to the economic opportunities here in our borough, in Inner London and beyond
- Addressing disadvantage in the labour market through partnerships which offer more high quality apprenticeships, skills and training, jobs and business opportunities
- Making it easier for anyone, whatever their background, to fulfil their potential
- Working with education providers and businesses to ensure that residents are equipped for the workplace of the future

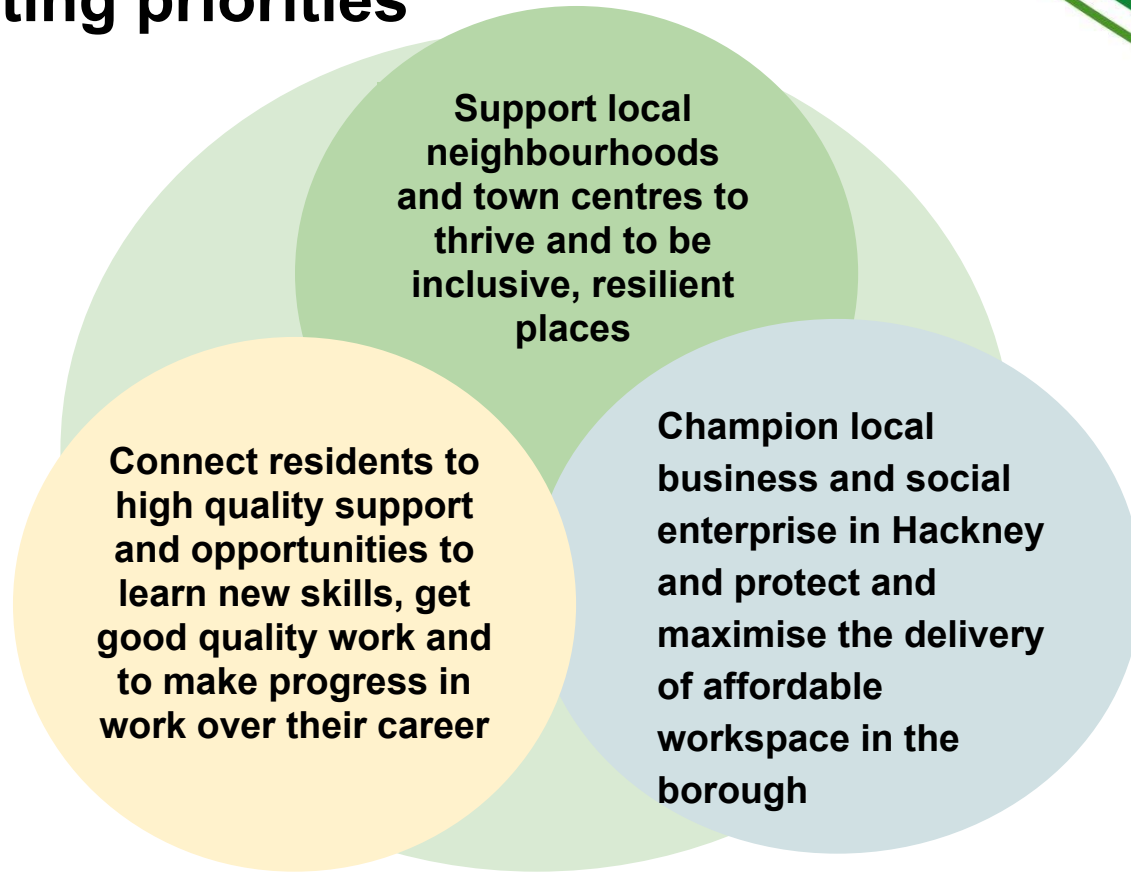
Recognising we all stand to benefit from a fairer, more inclusive local economy because we know that societies where there is greater income equality tend to have higher levels of social problems and poorer physical, emotional and mental health.

Our vision for an Inclusive Economy...

It is not just about economic opportunity, it is also about...

- people feeling they belong in the borough and feel safe and included here
- valuing Hackney's strong community spirit & the rich diversity of people and cultures here
- working with the community to support our neighbourhoods and town centres to thrive as attractive, safe, healthy and inclusive spaces for people from all walks of life
- promoting health and wellbeing in our community and in the local workforce
- promoting a green, decarbonised economy, minimising energy, sustainable transport, cleaner processes, and on conserving and reusing resources.

3 key intersecting priorities



Priority 1 - Steps along the way: objectives	Outcomes (longer term)
<p>Take an area regeneration approach which seeks to create better places for people, physically, economically and socially</p>	<p>More balanced, sustainable economic development within communities and neighbourhoods across our borough with economic inequalities between areas reduced.</p> <p>Develop and invest in our physical, digital and community infrastructure in ways that helps reduce poverty and inequality and promotes health and wellbeing</p> <p>Reduced the sense of disconnection from economic opportunity felt in communities where people are poorer and more disadvantaged</p>
<p>Support our high streets and town centres to diversify and thrive</p>	
<p>Strengthen partnerships between services and organisations on the ground in local areas to improve our reach and engagement into local communities, ultimately to improve pathways into employment and skills support.</p>	
<p>Promote digital inclusion and improve digital connectivity in town centres and in poorer and disadvantaged neighbourhoods around our borough</p>	
<p>Promote environmentally sustainability in town centres and in poorer and disadvantaged neighbourhoods around our borough</p>	

Priority 2 - Steps along the way: objectives	Outcomes (longer term)
<p>Protect existing and deliver a diverse range of new affordable business space and workspace in the borough</p>	<p>To create the right conditions for a diverse range of local businesses and enterprises to thrive and choose to remain in Hackney</p> <p>In the process we want more of our local small businesses to feel confident about their future here;</p> <p>We also want the widest range of small businesses here to feel invested in the local communities and the neighbourhoods they are a part of</p>
<p>Make it easy to do business with the Council and provide excellent support for local small business and enterprise to thrive here</p>	
<p>Champion local businesses and make sure they have a voice in wider debates and representation in regional economic partnerships</p>	
<p>Work with local businesses and support them to create wider social benefits for our local economy and community</p>	

Priority 3 - Steps along the way: objectives	Outcomes (longer term)
Lead by example in our own workforce: promoting an Inclusive Leadership culture and improving workforce diversity	<p data-bbox="1174 303 1885 463">To reduce existing disadvantages experienced by local residents in the labour market</p> <p data-bbox="1164 598 1891 877">We also want all residents, whatever their background, to feel more positive about the local employment opportunities in our borough</p>
Lead by example: promote good working conditions and protect workers rights in our own organisation and in our own supply chains	
Work with others to scale up the number and range of good quality local employment pathways. Extend support to these pathways to a wider range of residents experiencing economic disadvantages	
Maximise opportunities to improve the skills levels of local people as a result of the devolution of the Adult Skills Budget to London	

Focus on maximising our assets, levers and influence

Our assets

Land and property - Council sites and buildings, leisure centres, libraries etc,
Spending power, Public realm, public highways and parks and open spaces,
Digital infrastructure, Our role as a major local employer,
Our networks and partnerships

Our levers

Place leadership and our approach to regeneration, Planning powers,
Regulatory powers such as permissions for planning, licensing, highway works,
Our procurement framework, Council's role as a landlord, We are a funder of
local grassroots community groups, arts organisations etc, The ability to secure
external funding for projects and programmes

Our influence

Lobbying and campaigning on social justice issues,
Relationships with Businesses and enterprises, Developers, Community Groups, Civil
society organisations, Schools, Social landlords, Transport for London, Greater London
Authority, Central Government, London Legacy Development Organisation, Other London
boroughs, Health organisations

Our social infrastructure

Children and families services including Children's centres and Youth Centres,
Childcare, Employment support and brokerage, Public Health, Social Care,
Community groups, Tenant and Residents Organisations

Sets out guiding principles - for how we will work

The Council will lead by example and be an active agent for the social change we want to see. We are committed to using our own existing resources and assets better to promote a more inclusive economy.

We focus on the change we want to see and work backwards to consider the best way to get there, based on evidence and on different perspectives

We will take an area based approach: this means we will:

- Focus individually on local neighbourhoods and town centres in the borough that are most in need of intervention and that present the most opportunities to create a more inclusive economy.
- Gather insight and do engagement to understand issues better and work with people already on the ground there on the issues and opportunities for communities there
- We will take a whole systems approach: this means - we take stock of all the levers, resources and services that can be harnessed or better utilised to achieve change.

Guiding Principles - how we will work

We will work with stakeholders, including 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

We will make good use of a broad range of evidence, including residents' lived experience and views on their local area, to test, develop and measure the impact of our work to promote an inclusive local economy. We will publish data on this.

We will campaign and lobby for changes on bigger issues that we don't have the means to change locally.

We will work together in partnership with stakeholders to develop and deliver projects and programmes that will contribute to a more inclusive economy including securing any additional resources needed.

Develop new ways to measure how inclusive our local economy is

**Education
and skills**

**Quality of life, resilient
neighbourhoods,
community belonging
and inclusion and
voice and influence
influence**

**Jobs and income,
economic
productivity, thriving
local businesses and
social enterprises**

**Health and
wellbeing**

**Housing
security and
affordability**

**Environmental
and physical
infrastructure**

Ways we are already investing and seeking to maximise benefits for local communities

Delivering more affordable workspace

Our new Local Plan will retain vital employment land and floorspace to support a diverse range of businesses, artists, local makers and producers

Investing in sustainable transport and public realm improvements to create healthy and inclusive town centres

Use 50% of Council owned roof space for solar panels to generate renewable energy for residents, through a [municipally-owned energy company](#)

Investing around £23m in the Voluntary and Community Sector in not for profits and social enterprises who spend money well - this has a Multiplier effect on our investment

In our workforce: promoting an inclusive working culture & looking at our recruitment and employment practices to increase numbers of disabled staff and support progression for BAME staff

since 2016 our employment, opportunities and skills service Hackney Works has provided personalised employment support to more than 4,500 residents with 2,275 supported into jobs and 1,132 into training

Our new Procurement Strategy strengthens our commitment to deliver major social and environmental benefits within the local community and to working with local and SME suppliers when letting Council contracts.

Case study: Area regeneration in Hackney Central

Using our assets + levers + influence + social infrastructure in our town centres and regeneration areas to create better places for people, physically, economically and socially



What we are already doing now: Adopted a Hackney Central Masterplan in 2017; purchased the Tesco site to deliver a new mixed development in the town centre including a re-provided Tesco store, new retail, workspace, jobs and homes (scheme is currently being designed in advance of a planning application being submitted); secured £8.8million of Liveable Neighbourhoods funding from TfL to improve the road and junction layouts in the centre and to improve streets; work underway on a c.2000 capacity music venue at St John's Church, working with the community on a new Windrush art commission for the Town Hall square.

Our priorities: Deliver coordinated improvements to the town centre and bring forward and use the opportunities created by the development of key sites to improve the town centre offer as well as provide more jobs and opportunities for residents and businesses:

- encourage more retail and leisure uses in the town centre, places to eat out, workspace, jobs and cultural uses
- ensure the redevelopment of sites maximise benefits and opportunities for local people via new jobs, training and the creation of a more attractive and safe town centre
- work with Transport for London to improve capacity at Hackney Central station and create a better standard of station:
- improve pedestrian links through the centre and create more attractive spaces at key areas and arrival points
- work with the Police and others to improve safety and reduce crime and anti-social behaviour
- Reduce pollution and congestion and create a greener and more attractive centre

Case Study: New local area partnership in Hoxton

Using our assets + our influence + our social infrastructure + community assets to create more inclusive employment opportunities

Our assets: We are setting up a new local area **partnership** linked to the Employment **Opportunity hub** in Hoxton. We will focus on supporting local residents who are more disadvantaged in the labour market to take up opportunities to improve their skills and secure decent quality work.

We will:

strengthen links on the ground between the Council and community based organisation to provide more joined up and holistic employability provision, make better use of our shared resources and assets; **(our influence)**

work with Children's Centres, Young Hackney hubs and libraries **(our social infrastructure)** to strengthen their role and will bring them into wider local partnerships if needed;

work with Volunteer Centre Hackney who are developing hyper local projects to grow grassroots self help activity **(community assets)**, with a focus on housing estates



Case Study: Wick Works, Hackney Wick

Our Assets: We are directly delivering new affordable workspace in Hackney Wick by maximising the use of our Council owned assets at the Depot, The Old Baths and the Trowbridge Centre.

Our levers: The Old Baths and the Trowbridge Centre will be let to affordable workspace operators list at £8/sq ft for 7 years to provide affordable space for at risk local artists and businesses from other parts of Hackney Wick.

In exchange for low rents, the workspace operators have signed up to a set of social value/community benefit requirements as part of their leases for the buildings including the delivery of jobs, work placements, training opportunities and community events.

Social and community infrastructure: We will refurbish the disused sports pitch behind the old baths and our Youth Service will expand the offer of sports qualifications for young people. The Depot building will be transformed into a hub for the voluntary and community sector and managed by Core Arts.



Case Study: Hackney's Apprenticeship Network

Our assets: Hackney Council's employment service [Hackney Works](#) runs an award winning Apprenticeship Programme

Take a look at this [video](#) to hear what our apprentices say about it. Our apprentices range in age from 16 to over 50.

Our influence: We have set up a [Hackney Apprenticeship Network](#) to create more high quality apprenticeships for local people. We already working with major employers, including the Homerton Hospital and Amazon. We also work with local SMEs.

We launched our Apprenticeship Kitemark during National Apprenticeship week in March 2019. This will accredit employers who meet our quality standards for apprenticeships - based on wage levels, quality training provision, and pastoral support. We are asking more employers to adopt these quality standards.

New approaches:

- The Council is required to spend 0.5% of our payroll costs on training for apprenticeships. If we do not spend the full amount, it will be clawed back by central government. We are exploring whether we can use any 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
- We are trialing part-time apprenticeships at the Council for Single Parents and disabled young people and young people with Special Educational Needs.

Hackney Works: employment pathways

Hackney 100

The Council's paid work experience programme.

70 hours of experience in a range of sectors e.g. creative, construction/property development, public sector, hospitality, IT and tech

Open to local residents

People aged 16-24

People who have attended school in Hackney or have used Hackney leaving care services

Open to disabled residents of any age

Supported employment service

Bespoke personalised support service

Targeted at disabled residents who face more complex barriers in the labour market to help meet the additional needs as a result of being disabled.

**Open to disabled residents
People with long term health conditions**

People with autism, Learning disabilities, mental health conditions and young people with Special Educational Needs and Disabilities (SEND)

Supported internships - Project Search

Trialing this programme at the Homerton Hospital starting with 10 local residents with learning disabilities. We want to scale this up

The Council will use the same approach to create 12 supported internships at the Council

We are asking other employers in our apprenticeship network to consider doing the same

Piloting a pre-employment Support Programme

Participants are supported to take up a paid work placement and provided with English, Maths and Employability training to help them prepare to compete in the labour market for an apprenticeship or job.

Open to young people with special education needs, young disabled people and young people leaving local authority care. Will pilot this for some older workers

About the consultation

Public consultation on the draft strategy during July 2019

There has already been engagement around similar issues through [Hackney a Place for Everyone](#), the [Single Equality Scheme](#) and through engagement in local areas e.g. the [Dalston Conversation](#)

We want to add value and complement engagement which has already taken place, or is taking place on a local basis.

And to:

- a. Make sure there is nothing in the language or framing that antagonises residents - i.e. a chance to check gaps in our draft approach
- b. Build a better shared understanding and broader support for future commitments
- c. Secure commitment to shared objectives and delivery from partners and stakeholders including businesses - also to hear more about their priorities and check key gaps in our draft approach
- d. Start conversations about how we measure the impact of the work planned using new metrics.

Questions for the public consultation

We are asking about people's impressions of each of the three sections in the draft strategy:

1. Do you think we have focused on the right things?
2. Is there anything big missing?
3. Does it make sense to you?
4. How could we improve this section?

We are asking about people's overall view of the draft strategy. Based on their experience of the local economy in Hackney, please tell us about:

5. Any big issues that you think are missing from the Strategy?
6. Any other suggestions on how we could improve the document overall?
7. Any suggestions about how we develop a new set of measures to help monitor and track how inclusive Hackney's local economy is?