

Hackney Draft Community Strategy 2018 - 28

Consultation and Engagement Report

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1. Executive Summary

Consultation and engagement report on the Draft Community Strategy 2018-2028

About this report

- 1.1 This report summarises the work we have done to engage and consult local people and organisations on the draft Community Strategy 2018-2028. It explains how we went about involving local people in developing the community strategy. It also summarises the feedback we have had from the public consultation and from other recent engagement work we have done with residents and with local partner organisations such as the local NHS and the Voluntary and Community Sector. Together this insight provides a more rounded picture of what local people and organisations think about the draft Community Strategy and their suggestions on how we could improve it.

About the new draft Hackney Community Strategy for 2018-2028

- 1.2 Hackney's existing Community Strategy runs out in 2018. Although local councils are no longer required by law to produce a Sustainable Community Strategy, in Hackney we still think there is a value in taking time together with local residents, businesses, voluntary and community organisations and other local public services to think together about the kind of future we want to secure for our community and for Hackney the place over the next ten years. It is important for us to have a clear, collective vision of how we want our borough to develop, based on what residents have told us and the evidence we have about how Hackney is likely to change over the coming years. It is also helpful to identify the actions we need to take to enhance and protect what is great about living and working in Hackney.
- 1.3 Hackney has changed enormously since we produced our last Community Strategy in 2008. In that time the borough has seen thousands of new jobs created, new homes built, experienced a revolution in transport infrastructure and benefited from having some of the best schools in the country. Research shows that a majority of local people say they feel overwhelmingly satisfied with their borough as a place to call home and a place where a diverse range of people get along well with each other. However we also know that a significant number of local people are still living in poverty and that some residents do not feel they have benefited from the way the borough has changed. The new Strategy is a chance to look afresh at how we can protect Hackney's unique sense of diversity, cohesion and community and better ensure that everyone feels they can access and benefit from the new homes, jobs and opportunities that are a result of recent economic growth in Hackney and across the capital.

- 1.4 Local government has had to operate in an extremely challenging financial climate as a result of government cuts to local public services in recent years. The new Strategy is an opportunity to look again at how we can better target limited resources to support the most vulnerable people in our communities and to look at how we can better manage pressures and demands on local services. The Council and other local public and community services want to continue to deliver high-quality services that are important to residents, but we have to realistically consider that this will mean working in different ways, adopting more innovative approaches to service delivery and building on the very strong partnerships that already exist, to support residents and businesses to thrive in Hackney. This new strategy is also an opportunity to consider together how we can do this.
- 1.5 The draft Community Strategy sets out our overall vision for Hackney in 2028, and then breaks this down into five key, crosscutting themes:
1. A borough where there is a good quality of life and the whole community can benefit from growth
 2. A borough with residents who are ambitious and engaging and want to contribute to community life
 3. A green and environmentally sustainable borough
 4. An open, cohesive and supportive community
 5. A borough with healthy, active and independent residents

More detail is set out under each of the themes on the challenges and opportunities we see, our aspirations for 2028 and a set of commitments – i.e. the things we will do to help us achieve the vision we set for Hackney in 2028. Our aim is that this new strategy will provide direction for all of our decision making throughout the next decade. The collective vision and commitments made in the strategy will provide a focus for working in partnership with residents, businesses, the voluntary and community sector and local public services, through a time of continued change and uncertainty. It will help us better respond to residents' experience of living in the borough rather than just running individual services, and help us put the needs, perspectives and feelings of the whole community at the heart of what we do.

Wider engagement and involvement in the development of this new Strategy

- 1.6 The draft vision and the wider strategy for Hackney has been developed over a number of years and is based on what residents have told us about their

experiences of living in Hackney as well as what community representatives, local business and other public sector partners and the voluntary and community have said are big issues for them. It draws on the evidence we have about how Hackney is likely to change over the coming years.

- 1.7 The process began with a year-long conversation with residents in 2015, 'Hackney: A Place for Everyone.' We 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 also took the questionnaire to places where we would be able to engage with our diverse community. This included over 50 community events, for example, estate fun days, Turkish, African and Orthodox Jewish events and the Hackney half marathon as well as going to street markets, supermarkets and squares. We fitted out an old Hackney black cab and installed a video booth in the back and asked people to hop in the back and give us their feedback verbally to camera.
- 1.8 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 settings and community centres, housing estate notice boards, and in the media, on social media and to our staff using internal communications channels. 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.
- 1.9 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.

- 1.10 Then Strategy was then developed early in 2017 working with those responsible for serviced in the Council. From summer 2017 onwards we tested this draft and asked local residents and local organisations to tell us whether the draft vision and strategy made sense to them, what they felt was missing, and how they thought we could improve it. We did this in a range of ways. We held three focus groups with local residents from our citizens' e-panel. We talked to colleagues involved in local partnership boards about this too, including the Health and Wellbeing Board and Local Safeguarding Boards. We had discussions with local organisations who work closely with grassroots community groups and run their own community networks. We ran a nine week public consultation and used an online survey to get people's views. We also reviewed Community Insight Reports shared with us by local organisations in these discussions, and looked at records of recent big community conversations including a community reassurance event on youth violence. Finally, we tested the consultation draft at a challenge session of our new Community Strategy Partnership Board with local leaders from the NHS, the police, education services, business and voluntary and community services.
- 1.11 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 now 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. The consultation and engagement report has more information on what people said, how we analysed all this and what the key changes suggested were.

Key findings

- 1.12 We have drawn on all the feedback given to us from the public consultation, the resident focus groups, the individual meetings with local partner organisations and feedback from local leaders on the Community Strategy Partnership Board to identify key gaps and suggestions on how we could improve the draft strategy. Where possible, we have tried to pull out the big issues and main points raised about how we could improve the draft strategy by more than one of these different stakeholder groups; but we have also scanned and considered all the individual comments too, to help us identify any gaps in the strategy that we have overlooked.

Feedback on the strategy overall

- 1.13 The key point raised by all the different groups of stakeholders about the Strategy overall was that it 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 also needed to do more to help local people living in poverty to benefit more from all the opportunities we talk about in the strategy, include genuinely affordable, stable housing, good work, access to public and sustainable transport, supportive schools, healthy lifestyles and access to good community activities and green spaces were people feel welcome and safe. The Community Strategy Board said the strategy requires

a sharper focus on how local public services, community organisations, business and residents will work together to reduce poverty over the next decade; that we should be clearer about the specific aspects of poverty we will try to address, the ways we will do this and what we will be asking others to do, including national government. We will also need to pay more attention to whether the things we do make a real impact and are effective at helping to reduce poverty in the borough.

- 1.14 Other key gaps included that older people, disabled people and families, children and young people were not really visible enough; the document needed to include them more in this vision for Hackney by 2028 and the policy commitments needed to give more nuanced consideration of their needs; we should better recognise their lived experience of the borough and develop local places and local services and activities that better included them and recognised the positive contributions they played in community life.
- 1.15 Residents re-iterated points they had made earlier that the strategy needed to set out more clearly how we would help improve the housing crisis and what we were doing to deliver more new 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.
- 1.16 Partners and residents also made a number of suggestions on how we could improve the presentation of the strategy including:
 - more key statistics and visual infographics to explain some of the higher level ideas
 - more clarity on timescales and next steps
 - make it clearer which policy commitments are new and which ones are a continuation of an established policy
 - we could have said more about achievements of partners over the last decade
 - align it more with the Marmott principles on reducing health inequalities, which are evidence based
 - we should put more emphasis on working in a way that creates social value; we should pay more attention to this when we are spending public money on buying goods or services and when we are reviewing our existing contracts with suppliers and organisations who provide services in and for Hackney
 - there should be more emphasis on other local organisations involvement in making some of this happen other than the Council;
 - we should also say that local community services and public services would try and work together in better ways in the community to help resolve difficult problems and to run better local services for residents.
- 1.17 Some community organisations also said we should give more thought to how we involve local people in achieving the commitments once we have agreed the strategy, as people were more likely to be interested in specific projects than in telling us what they think about high level vision statements.

1.18 Some residents also wanted some more information on how council income generated from business rates, council tax from new households, and from charged for services would be used and how this new income would benefit the Council and the local area.

Feedback on how we will deliver this

1.19 There were two key points raised by residents relating to how we will deliver the strategy. Firstly, local people who took part in the public consultation and residents who looked at the draft Strategy summary document in the focus groups wanted to know more about how we will deliver the commitments in the Strategy. They felt that a good number of the statements were high level aspirations and it was hard for local people to see how we would make some of this happen. There was an interest in knowing more about the specific things we were going to do on the big issues and some people wanted to see more detailed delivery plans. These comments were also a reflection that people felt that it would be really challenging to do some of this work, such as delivering more genuinely affordable housing for local residents who have grown up here or helping more people who are struggling now to find good quality work or to set up a business.

1.20 The second main point raised by residents and some partners who run existing community networks and do community engagement work was how we would engage local people in a meaningful way in doing all this. They wanted to hear how we would do more than run residents' surveys and how we would work with people to bring about some real improvements in their lives. There is clearly appetite in the local community to get involved in finding and creating solutions to some of the more difficult issues that we face; this is evident in the community insight reports from the older people's community conversations ran by Connect Hackney on social isolation and inclusion, from the report produced with Young People and families about living in Hackney Wick and from the dialogue at the recent Community Reassurance Event after a spate of Youth Violence. Feedback in these reports suggested we could do more workshop sessions with local people to co-design plans for how we will do some of this together, they also suggested we continue open dialogue on difficult, intractable issues such as youth violence and the anxiety this creates in the wider community, and that we look at different ways of encouraging more inclusive leadership in the Community and in our local public services.

1.21 Local partners from the Community and Voluntary Sector suggested we try and range of means to better communicate our vision for Hackney and the work we wanted to do to make Hackney a Place for Everyone, including using case studies and doing short videos.

1.22 Local community leaders we spoke to in individual meetings also told us we could learn more from successful programmes that are piloted in the community and use the evaluation findings and insight about what works and what doesn't to refine the approaches we take in mainstream public services. Local leaders on the

Community Hackney Partnership felt it was also important that we have better evidence about the policy approaches we are considering using; they also felt we should better evaluate the impact of major work programmes we carry out to make sure they are having an impact on the big intractable issues facing the borough including reducing poverty, reducing violent crime etc.

- 1.23 The next sections of this report explains in more detail how we carried out the engagement work and the public consultation on the draft Community Strategy. It includes more detail on what people have told us about whether we have focused on the right things, whether it makes sense to them and how we could improve the draft strategy. It also explains how we analysed all this feedback and what the key findings were on how we could improve each of the sections within the strategy, how we could improve the strategy overall and suggestions on what we do next to make the strategy accessible to local people and how we can engage and involve the community in delivering this vision for Hackney.

Conclusion

- 1.23 We are grateful for all the ideas, suggestion, and feedback we have had from residents, partners and the community both during the consultation on the draft document and in the earlier stages of developing the strategy through the Hackney a Place for everyone engagement campaign. This has helped us to test the draft strategy and identify ways we could improve on the consultation draft. The Council will take into account the comments received from residents, community groups and partners as it develops a final Community Strategy by summer 2018. We will also keep this feedback in mind as we work together to achieve this new vision for Hackney.

**Main report on the engagement and consultation on the
Draft Community Strategy 2018-2028**

2. Public Consultation on the Draft Community Strategy

The aim of the public consultation

2.1 The public consultation was a chance to test:

- whether there were any key gaps in the draft strategy and to consider whether we needed to add anything else to the document
- whether the draft document made sense to local people and organisations working in the borough
- and to ask for suggestions on how we could improve the document

2.2 It was designed to provide a final chance for local people and local organisations to share their views on the draft vision for Hackney before we developed a final version ready to take to Council for approval in the summer of 2018.

2.3 We planned to review the feedback from this public consultation together with feedback from the resident focus groups and from local partner organisations (e.g. local NHS, local Voluntary and Community Sector). All these perspectives would be taken into account and used to help inform a final version of the Hackney Community Strategy 2018-28.

The approach we took to the Public Consultation

When did the consultation take place?

2.4 The public consultation ran for 9 weeks from the 6th November to 14th January 2018.

How could people take part?

2.5 The main means used to collect public feedback was through an online survey which was published on the Council's Consultation Hub, Citizen Space. Residents and organisations were also able to call the Policy and Partnerships Team to request a paper copy of the survey by post.

2.6 Residents and other local organisations were invited to read the summary version of the Consultation Draft Strategy and to take a look at the full version of the Draft Strategy before providing their feedback on each of the five cross-cutting themed sections and on the strategy as a whole.

2.7 Information and a link to the consultation was also promoted through a link on the Community Strategy webpage.

How we promoted the public consultation

2.9 On 6th November the Online Survey was soft launched and regularly promoted through the Council's social media channels. Details of the consultation were promoted through a press release on December 4th and also included in the 4th December 2017 edition of the Council's newspaper 'Hackney Today', which has a print run of 108,000 copies and is delivered free to every home and business in the borough.

2.10 Links to the Consultation were also shared and promoted to key local partnership boards and through local VCS networks and they were encouraged to share information with their networks of local people and organisations. This included:

- Items in the Hackney VCS network newsletter in November and December 2017
- An item in the Council's Business e-newsletter in December 2017
- An item in the Council's staff newsletter on November 15th 2017 and 6th December 17
- An item in the Hackney Matters Council's resident e-panel newsletter in December 17 which goes to over 1000 residents.
- A targeted email to:
 - The Hackney Better Homes Partnership and a request to promote the consultation more widely with RSLs and local tenants
 - Hackney Community Safety Partnership and the Community Resilience Partnership network
 - Hackney Health and Wellbeing Board Members
 - Managers and Advisor to Hackney's Safeguarding Children Board and Safeguarding Adults Board
 - Residents who took part in the August and September Focus Groups on the draft Strategy
 - All Community and Voluntary Sector Organisations who applied for a Council Community Grant in 2017/18
 - The coordinator of the Hackney Schools network
 - Hackney Council's Staff Equality Network, a staff group interested in promoting an LGBT friendly environment, and the disabled staff network.
 - Scrutiny Councilors

Response to the public consultation

- 2.11 A total of 28 responses were received to the consultation. 26 of these were online survey responses. In addition two local community organisations submitted responses to via email, as their response had been co-developed in discussions at community meetings. We know the level of response to this public consultation was low¹.
- 2.12 When we first started to develop the Community Strategy, we had anticipated it might be difficult to engage residents and get meaningful feedback on a draft Strategy only at the consultation stage. We felt it was important that we engaged local people in conversations about how they felt the Borough or the Community was changing at the start of this process, before we developed a new draft vision for Hackney, so that residents' views and lived experiences could shape this work. This is why we put so much time and effort into the early engagement work with residents, in the Hackney a Place for Everyone engagement campaign.
- 2.13 We were also aware from running previous consultations that it is impractical to stop residents in the street or in a public space and expect them to read, reflect and comment on a high level strategy like this. This is why we organised and ran three resident focus groups in early autumn of 2017; we felt it would be more reasonable to ask local people to read a document we had already shared with them in advance and to invite them to take part in a facilitated discussion at a pre-arranged time with a range of other residents from different backgrounds in a room at Hackney Town Hall.
- 2.14 Although the numbers of people who responded to the public consultation was low, it was still valuable to have the chance to test the draft strategy with local residents and local organisations interested in this work at this stage through the formal online consultation. This will help us shape the final version of the document before it is taken to the Council for approval.
- 2.15 We also anticipate that in the near future we will involve local people in conversations about how together we might take action on the specific policy commitments in the strategy. We hope that more local people will be interested in taking part in conversations about practical actions we can take.

How we analysed the consultation feedback

- 2.16 The majority of submissions to the consultation were through the online survey, (26 out of 28). Two organisations responded via email, but used the same format as the online survey. Their responses were manually inputted and have been considered and analysed alongside all the other online submissions.
- 2.17 Analysis of closed survey questions (for e.g. Does this section makes sense to you - yes/no or Have we focused on the right things – yes/no) were analysed using the

¹ It is helpful to bear in mind that a good response to a public consultation of this kind would be over 100 responses, for example 150 responses were received about the Housing Strategy. Council consultations on specific changes to for example a street or to a specific service tend to attract more public interest.

Citizen Space software. As the total number of participants in the survey was low, we have not analysed whether any particular sub-group of residents (for e.g. BME residents or women) were more or less likely to agree with these statements compared to all participants, as the numbers in these sub groups are too low to be meaningful.

2.18 The online survey also allowed residents to provide open, written comments on what they thought was missing and on how we could improve each of the 5 themed sections and the strategy overall. All these written comments were exported into excel and reviewed and analysed manually. We reviewed all the open comments and looked for similar points, so we could organise the material and draw out themes from all the feedback. We also noted where very similar points or the same point had been raised by more than one participant.

Who took part in the Public Consultation

2.19 In total 28 residents and community organisations took part in the public consultation. Of these:

- 20 of the participants told us they were residents
- 4 were local voluntary and community sector (VCS) organisations,
- 1 was a trustee at a local VCS organisation,
- 2 were Housing Associations
- 1 was a resident, a local business and a local VCS organisation

Participants - where people live in the borough (Q24)

2.20 Participants were asked to provide their postcode as this tells us which area they live in, in the borough. The table below shows the number of participants in high level postcode areas (i.e. the first part of the postcode for e.g. E8). The numbers are small, but we can see that there were more participants from the central part of the borough in Dalston / Hackney Central (E8) and Clapton (E5) areas. The out of borough postcode is for a Housing Association that operates in the borough, but is based elsewhere in London.

Table 1: Number of participants by postcode area

Postcode area	No of participants
E8	7
E5	6
N16	4
E9	2
N4	2
E2	1
N1	1
Out of borough	1

2.21 All consultations run by Hackney Council ask participants for equalities monitoring information (i.e. information about participants' age, gender, ethnicity, religion and belief, disability, sexual orientation). We use this data to help us understand how well different groups are engaged in the consultation and how well they are represented in consultation findings.

2.22 When we look at the equalities monitoring information for this particular consultation, we have to keep in mind that the total number of participants was very low and so it is not possible to analyse the findings in a meaningful way by different equality groups. The equalities information below gives a basic indication of the types of people who took part in the consultation.

Profile of participants by equalities characteristics

2.23 *Participants Gender (Q26)*

Just over half of the participants were female and around a third were male. A small number did not answer this question and a few preferred to use their own term, in some cases because the response was from a group of people of different gender.

Participants Age (Q27)

All the participants were between the ages of 18 – 64; no one over 64 took part. Over a third of responses were from people in the age band 45-54 years and a quarter from the 25-34 years age band.

Participants who are disabled (Q28)

Around 20% of the participants considered themselves to be disabled.

Participants who are Carers (Q29)

Around 10% of the participants regularly provide unpaid care for someone at home.

Participants Ethnicity (Q30)

Around 80% of the participants were White or White British. Only small numbers of BME residents took part. There were also a couple of responses from groups of people from different backgrounds.

Participants Faith and Belief (Q31)

Over half of participants were atheist or had no religious belief. A small number were Christian, Muslim or Jewish. A number of participants did not answer this question.

Sexual Orientation (Q32)

Around two thirds of the participants were heterosexual. A small number were gay. A number of participants did not answer this question.

Summary of the public consultation feedback:

2.24 Although only a small number of local people and organisations participated in the consultation, a majority of participants told us that they felt that the strategy overall and the 5 sections of it focused on the right things and made sense. The section that seemed a little less clear was section 4, where slightly more people said it didn't make sense to them than in all the other sections.

Summary of feedback on issues raised about section 1

2.25 Key gaps and suggestions for improvement included:

More than one participant mentioned:

- It overlooks groups of people who are struggling/ left behind
- This won't benefit us – it's for new residents/middle classes /Two Hackneys big divide
- More local employment opportunities in local businesses and public services
- Listen to people, engage others in this, what have you achieved with your partners?

- Needs a rounder definition of what quality of life involves better public transport, pedestrian friendly, good food, air quality, feeling safe, good health
- Density - how are we managing impact/ is it inevitable?
- Make more of existing assets too
- More on cycle infrastructure

One participant mentioned:

- Affordability of local shops, increased rents is an issue
- Support a diversity of businesses, SMEs.
- Create business premises and hubs as well as new housing
- Improve the public realm to make Hackney a child friendly borough, consider/design infrastructure for children
- Retain balance between business and housing - don't lose business spaces
- Greater diversity of types of new homes – e.g. for young people already here, new families/growing families, multigenerational homes
- Community wealth building models for regeneration – for e.g. anchor institutions, social enterprises and co-operatives, more focus on social outcomes rather than low cost in procurement
- But how will you deliver this?

Summary of feedback on issues raised about section 2

2.26 Key gaps and suggestions for improvement included:

More than one participant mentioned:

- Focus more on enabling people who are working class or struggling to do well
- Incentivise and support wider participation in education and work
- Make sure this benefits a wider range of groups

One participant mentioned:

- Benefits of these commitments to older and disabled people?
- More on political engagement of people from a more diverse range of backgrounds
- More focus on specific groups who are falling behind in education and more work to understand why.
- Promote the sharing economy in goods and services
- More focus on different models of enterprise
- Community groups are closing down
- How will you build trust to do this?
- Business workspace could be incorporated into new housing schemes, not just on Council estates.
- Council needs to consider how it benefits from this increased affluence
- Create small budgets for local neighbourhood improvements in wards
- Longer leases may encourage more responsible behaviour towards neighbours
- Good to see council apprenticeships for young people
- Engagement is not just running a survey or consulting

Summary of feedback on issues raised about section 3

2.27 Key gaps and suggestions for improvement included:

More than one participant mentioned:

- More emphasis on urban greening
- More emphasis on greener streets
- Look at more ways to tackle and prevent poor air quality
- Make places safer and nicer for pedestrians
- More to reduce car use
- Prioritise this
- Stop using pesticides

One participant mentioned:

- More on building community resilience and sustainability for future generations
- Sustainable food
- Reuse of materials
- Reduce single use plastics
- Play is missing - Include play
- Prioritise pedestrians at road crossings – review phasing
- Remove cycle lanes
- Consistent traffic calming in town centres to make them pleasant places
- Tensions over who is entitled to car parking space as places get redeveloped
- Campaign to tackle noise pollution from road transport particularly motorbikes
- Look at insurance excess rules of car club providers
- Cycle bays to deal with the proliferation of cycle rentals would be sensible
- Limit the use of parks for commercial events
- Chips shops near schools should be made to pay for local litter bins.
- Businesses should be encouraged to provide toilet facilities with tax reductions; e.g. poor provision in Kingsland Shopping Centre

Summary of feedback on issues raised about section 4

2.28 Key gaps and suggestions for improvement included:

More than one participant mentioned:

- Poverty, rising costs of housing creating inequality
- Loss of community ties & support networks
- Importance of inclusive, affordable or free spaces to socialise
- Focus on better connecting different residents /enabling community & neighbourhood level activity

- How will council work with others to support vulnerable people
- Lack of connection /understanding between existing and newer more affluent residents
- Could be clearer

One participant mentioned:

- More focus on anti-social behavior e.g. drinking, drug use & selling, littering
- An us and them borough
- Stop gentrification
- Make it inclusive
- Focus on changing peoples' attitudes to disabled people
- Support for the VCS, the funding environment is difficult
- What does this mean?
- Split into two sections – cohesion and community and protecting vulnerable people and mental health
- Maintain investment in new technology & improve service delivery and reduce costs
- How will you do this?

Summary of feedback on issues raised about section 5

2.29 Key gaps and suggestions for improvement included:

More than one participant mentioned:

- Increase /promote walking and cycling
- Streets and public space that are designed and safe for all people to spend time in
- Support for the place based approach to health and wellbeing

One participant mentioned:

- Housing
- More on socio-economic determinants of health
- Be more open to partnerships between housing and health

- More focus on sick and disabled people
- Include Mental Ill health in the actions on disability
- Affordable exercise for the over 50s
- Protect leisure services
- More exercise and climbing facilities in parks
- Play and adventure play
- Parks, gardens and woods are valuable eco-system services
- Improve bike sharing schemes, make more secure
- Ban cycles on towpaths at weekend
- Address community severance from roads in Green Lanes
- Air pollution discourages people taking exercise
- Too much pollution from the canal
- Explain dementia friendly communities
- Work with employers to improve their approach to health care of their employees e.g. fund health checks
- Explain how you will limit betting and fast food shops
- Why is lifestyle a council issue?
- You ignore us

Summary of feedback on issues raised about the strategy overall

2.30 Key gaps and suggestions for improvement included:

More than one participant mentioned:

- Not enough emphasis on residents who are less well off
- More on how you will improve housing opportunities for families
- More on improving the private rented sector
- More information on Council income generated from business rates, council tax from new households, and from charged for services
- More emphasis on Safety
- More recognition of the contribution of the local VCS and support for them – including co-production of solutions to issues the sector faces such as a difficult funding environment

- How will you deliver & measure & get all the council to use it

One participant mentioned:

- Support Community housing schemes
- Improve housing opportunities
- Next phase of regeneration of estates?
- Support mixed age intergenerational facilities where older people can mix with others
- Housing issues - make more visible
- Transport
- Secure and protect adventure playgrounds
- Good jobs for local people
- Set up hubs to support local business
- Provide business rate relief for certain kinds of businesses.
- More support for local businesses under threat from rent rises from their landlords,
- Use whatever powers it can to prevent commercial properties remaining empty in a way that benefits landlords seeking to convert properties for residential use.
- Local centre status and shopping centre status should be accelerated and properly resourced
- It should be an attractive place for people at all stages of their life.
- support for conservation areas
- Make it easier to digest the key facts/stats – more infographics
- Focus on one main issue per ward?
- Get insight from engagement with resident, not just from statistics and stakeholders
- How you will encourage poorer residents to engage?

2.31 As part of our analysis of the open comments, we looked to see whether there were things people felt were missing which were raised in more than one section of the strategy as these were likely to be key gaps and points that would need more consideration in the final document – issues identified included:

- Poverty: it overlooks groups of people who are struggling or left behind/ Not enough emphasis on residents who are less well-off/ Focus more on enabling people who are working class or struggling to do well
- Make it inclusive / Make sure this benefits a wider range of groups
- Housing issues - make more visible/ More on how you will improve housing opportunities, Greater diversity of types of new homes – e.g. for young

people already here, new families/growing families, multigenerational homes

- More opportunities to support participation in work/ More local employment opportunities in local businesses and public services
- Create business premises and hubs to support local business/ business workspace in new housing / affordable retail spaces
- Support a greater diversity of businesses/ more on different models of enterprise e.g. social enterprise, community wealth generation
- Make places safer and nicer for pedestrians/ Increase promote walking / safe streets for pedestrians More on cycle infrastructure
- Play / adventure play / Improve the public realm to make Hackney a child friendly borough, consider/design infrastructure for children
- More focus on sick and disabled people and participation/ Focus on changing peoples' attitudes to disabled people / Benefits of these commitments to older and disabled people?
- More emphasis on safety
- More recognition of the contribution of the local VCS and support for them – including co-production of solutions to issues the sector faces such as a difficult funding environment
- More information on Council income generated from business rates, council tax from new households, and from charged for services /Council needs to consider how it benefits from this increased affluence
- How will you engage people / engagement is not surveys
- How will you do all this?

3. Resident focus groups on the Consultation Draft Community Strategy

Aim of the resident focus groups

- 3.1 When we initially planned when and how we could best engage residents in developing the Community Strategy, we felt it was important to use a mix of methods to test the draft strategy document before a final version was developed for approval by Council. The Corporate Policy and Partnerships Team designed and ran three focus groups with local resident on 22 August and 13 Sept 17 2017.
- 3.2 As with the public consultation, the focus groups were a chance to test:
- whether there were any key gaps in the draft summary of the strategy and to consider whether we needed to add anything else to the document
 - whether the draft summary document made sense to local people
 - and to ask for suggestions on how we could improve the document
- 3.3 However, running resident focus groups provided us with a chance to recruit a cross section of local people involved in the Council's e-panel *Hackney Matters*, to share their views on the draft strategy. We were able to share the document for people to consider in advance of the discussion, which we hoped allowed people more time to think about the strategy. The sessions ran for 90 minutes, and were held in meeting rooms at the Town Hall so this allowed people time to talk through any issues, concerns and suggestions in a bit more depth, than we might get if we stopped residents on the street or in a public building like a library and asked them for views on the strategy. We felt this approach would complement any feedback we received though the online survey during the public consultation.
- 3.4 Insight from these sessions would be considered alongside feedback we got from local people through the public consultation and from local partner organisations (e.g. local NHS, local Voluntary and Community Sector). All these perspectives would be taken into account and used to help inform a final version of the Hackney Community Strategy 2018-28.

The approach we took to the resident focus groups

How we recruited and selected residents to take part in the focus groups

- 3.5 Residents were recruited from the Council's e-panel *Hackney Matters* which is a database of local people willing to take part in research about the borough, the community and local services and is managed by the Council's consultation team. The consultation team emailed over 1000 local people who are members of the e-panel and asked anyone interested in taking part in a focus group on the Strategy

to email them and indicate which of the proposed dates they were available. The Council's Policy and Insight Team then selected who would take part in the focus groups from a list of residents who had registered their interest. We used demographic information to do this including people's age, gender, ethnicity, housing tenure (council tenants, private renters, home owners) and high level postcode information to try and make sure that a broad range of people from different backgrounds in different parts of the borough took part in the groups. 15 people were invited to take part in each focus group.

- 3.6 Participants were sent two reminders about the session; a week in advance and the day before the focus group was due to take part. They were asked to let Corporate Policy know if they were unable to attend for any reason. In advance of the sessions, participants were emailed a link to the Summary Version of the Consultation Draft Strategy document in case they were interested in reading the document in advance.

Who took part in the focus groups

- 3.7 Over 40 residents who are members of the Hackney Matters E-panel attended the three sessions. Each group of between 12-15 residents included men and women, people from a range of ethnic backgrounds including Asian, Black, White other, White; people living in a range of types of housing including council tenants, tenants with private landlords and home owners; and people from a range of age groups between 18-74. Focus groups are used to get a range of rich perspectives from people, but they will not be strictly representative of the views held by the local population, only a large scale survey could provide this.

Outline of the focus group sessions

- 3.8 Staff from the Council's Corporate Policy team facilitated each of the three focus groups and another member of staff took notes of the feedback and discussion. Facilitators used the same topic guide and introductory presentation about the strategy.
- 3.9 Each session ran for around 90 minutes and used this format:
- A quick warm up
 - Main discussion: Your views on the 5 themes (the challenges, aspirations, commitments)
 - Views on the vision for Hackney and final thoughts as a group on the Strategy overall
 - Any final comments or questions
- 3.10 Facilitators gave a brief introduction to the strategy and explained why we are developing the Community Strategy; how it will be used to shape future decisions in Hackney; how we got to this point and reminded them that we have already taken into account views from over 4500 local people and businesses about how the

borough has changed and the challenges and opportunities this presents to their day to day lives in Hackney; where we are in the development process now and what will happen next.

3.11 For each of the five sections of the Strategy participants were asked:

1. Does the way this is presented make sense to you?
2. Have we focused on the right things?
3. Are there any obvious gaps?

Participants were then asked for their feedback on the strategy overall:

- 1 Have we focused on the right things?
- 2 Is there anything big missing?
- 3 Is this presented in a way that makes sense to you?

3.12 At the close of the sessions, residents were told that they would be sent a link to the public consultation on the draft Strategy and then we would use all the feedback to produce a final Strategy for approved by the Council. All participants were thanked for their time and input and given a £15 Love to Shop Voucher at the end of the session.

How we analysed the focus group feedback

3.13 A member of staff from the corporate policy team was in each focus group to take notes of the points raised in the discussions by residents.

3.14 The notes taken in all the three groups were then collated and organised by each of the 5 sections of the strategy, by comments on the vision statement and by comments on the strategy overall. All this was then reviewed and issues raised by participants were marked up and grouped using the following system:

- Gaps / things that are missing that they would expect to see
- Area of concern for residents
- Point not clear enough/ needs more clarity on what we mean
- Need more info on how we will do something
- Suggestion on how we could do something differently / Suggestion about how we should change the emphasise of a policy
- Comment on tone/ or typo error
- Comment in support of stated policy

This was designed so that it is easier to see where there are key gaps, issues with tone or areas where more clarity is needed.

Summary of points about key gaps and issues with presentation raised about different sections of the draft strategy summary

3.15 Below is an overview of the issues raised in the resident focus groups about key gaps and issues with the tone and presentation. These are grouped by each section of the draft summary of the strategy, by the vision statement and by overall comments on the strategy.

Summary of comments on Section 1: A borough where there is a good quality of life and the whole community can benefit from growth

3.16 Key gaps / points raised about whether we had focused on the right things

- Affordable Childcare
- *Issues with tone and presentation and points raised about sections in the strategy which were not clear enough*
- More clarity on what will be done re affordable housing
- Explain how new housing will also benefit existing residents
- Protection for existing businesses
- Explanation of social infrastructure delivery
- Clear messages needed to explain that the Council can't do it all alone

Summary of comments on Section 2: A borough with residents who are ambitious and engaging and want to contribute to community life

3.17 Key gaps / points raised about whether we had focused on the right things

- What about people on universal Credit/ tax credit
- Lifelong learning for all ages
- Opportunities – apprenticeships, work with Job Centres
- *Issues with tone and presentation and points raised about sections in the strategy which were not clear enough*
- More on inclusive affordable workspaces

- Make it clearer that we are offering support for existing residents and businesses – i.e. emphasise that this is not just inward investment for new businesses

Summary of comments on Section 3: A green and environmentally sustainable borough

3.18 Key gaps / points raised about whether we had focused on the right things

- Consider accessibility properly when introducing environmental policies e.g. discouraging driving and needs of disabled residents to use cars, keeping pavements and public spaces free of clutter. Recognise differing needs? Tensions?
- Continue to improve infrastructure for cycling – wider cycle lanes, better surfaces, more bike storage

3.19 Issues with tone and presentation and points raised about sections in the strategy which were not clear enough

- More consistent efforts on traffic calming/ more to discourage rat running & through traffic
- Recognise the role of the canal and waterways in the borough, also of allotments and other green spaces that are not parks
- *How* can you better encourage recycling – suggestions on this include collection times that are convenient for residents who work, more bags

Summary of comments on Section 4: An open, cohesive and supportive community

3.20 Key gaps / points raised about whether we had focused on the right things

- Older and disabled people not sufficiently reflected across the strategy

3.21 Issues with tone and presentation and points raised about sections in the strategy which were not clear enough

- Better articulation of the approach to future engagement at grassroots & with Community Leaders

- Interest in the role of peer to peer support (resident to resident) in the community and the role of local business in this and in community engagement

Summary of comments on Section 5: A borough with healthy, active and independent residents

3.22 Key gaps / points raised about whether we had focused on the right things

- Make the link between Poverty / decent employment and how this influences healthy behaviours and lifestyle
- Concerns about their not being the right kinds of community spaces for people to come together and engage in healthy activities
- Work on improving employment opportunities for disabled people

Summary of comments on the vision statement:

3.23 Key gaps / points raised about whether we had focused on the right things

- Para 1 under Hackney: 2028 – “where nobody feels left behind...” – talks about schools but doesn’t reflect the need for adult education and training – lifelong learning opportunities not really mentioned in the strategy. Local people need support to access employment – across generations – for older people as well as young people.
- Wording to reflect the council’s enabling role for local communities to be more self-sufficient

3.24 Issues with tone and presentation and points raised about sections in the strategy which were not clear enough

- Make clear economic development ambitions are also for the benefit of adults & longer term residents including around employment support
- Para 2 under Hackney: 2028 – “A place where you can...” – needs to enable local people to engage with this – need to be accessible by local community – most residents can’t afford/ aren’t able to access support to be able to start a business or be an entrepreneur.
- Reword the third vision statement so that it reflects the role of the Council as facilitator to support people and organisations to work together

- One focus group agreed that the vision and the themes reflected the type of place they wanted Hackney to be in 10 years.

Summary of comments on the overall strategy:

3.25 Key gaps / points raised about whether we had focused on the right things

- There is no mention of Hackney being a green or environmentally friendly borough.

3.26 Issues with tone and presentation and points raised about sections in the strategy which were not clear enough

Comments on tone:

- The tone, language and interpretation of the strategy need to be looked at.
- The strategy needs to be 'sexed up' a bit.
- There are misspellings and words missing which need to be amended.

More on evidence base/ key stats:

- Needs to include the facts and figures such as the 16,000 new homes.
- More solid facts presented to see as a strategic development plan as currently not tangible that it will happen.

Review draft for positive achievements too:

- Some encouragement is needed such as how well the schools are doing, how Hackney is safer than before, and promoting the VC Sector to residents.

More clarity on partners involved in making this happen

More clarity on timelines for delivery and other plans that will deliver this:

- What are the next steps, should they be included in the strategy?

More on ways residents can be involved in this in future

- How do residents get involved? Maybe include this in the back section.

Summary of analysis of cross-cutting issues raised – i.e. gaps or issues with presentation which came up in discussions on more than one section of the summary of the draft Strategy

- 3.27 We then scanned all the feedback again and looked to see whether there were any common issues raised in more than one section as this gives an indication

cross-cutting issues and concerns about the current draft. We identified three cross-cutting issues:

- Concern about and a call for more emphasis on inclusive growth and economic development that benefits everyone not just young people and newcomers
- More clarify needed on what the strategy will mean for disabled and older people
- The importance of accessible/inclusive space to enable community activity and to support existing businesses and existing residents to start-up businesses

4. Individual meetings with partners and community organisations to discuss and test the Consultation Draft Community Strategy

The approach we took to the individual meetings

4.1 In addition to promoting the public consultation to our existing Partnership and Community Networks, (see section x for more details) the Corporate Policy Team also held a small number of individual meetings with key partners, focusing more on organisations that already had well developed community networks. These included:

- The advisors for the Safeguarding Children Board
- The Director and staff from Healthwatch Hackney
- The Director and Chair Designate of the City and Hackney Clinical Commissioning Group – i.e. – contacts in the local NHS
- The Chief Officer and Partnership Manager of HCVS - Hackney Community and Voluntary Sector
- The Chief Officer for Interlink the umbrella organisation for the Orthodox Jewish Voluntary and Community Sector in Hackney
- We also had correspondence and feedback from the Manager of the Safeguarding Adults Board which we have included here too.

4.2 Ahead of these meetings we circulated the Consultation Draft of the Community Strategy and a draft table of all the policy commitments in the draft strategy and asked to talk to our partners about:

1. Any key gaps that you feel there are in the Draft Strategy or any key issues with the way we have presented the policy issues in it?
2. Whether there are key policy areas in the document that your existing thematic partnership or network has tried to address which you feel would benefit from a strategic push and broader input and engagement?
3. Whether there are any newer policy areas and ideas within the Strategy that would benefit from wider stakeholder engagement and communication from 2018 onwards?
4. Early thoughts on practical ways the new Community Strategy Partnership Board might better engage a broader range of residents and partner organisations to help us to meet the commitments made in the Strategy, building on the existing partnership boards, networks and community assets in the borough?

How we analysed the findings

4.3 A member of staff from the corporate policy team took notes of the points raised in the discussions with staff from local organisations. The notes taken in all these meetings were then collated and organised into comments on key gaps / issues with presentation of the policy issues on each of the 5 sections of the strategy,

comments on the strategy overall and comments on early thoughts and suggestions on how we could deliver the commitments in the draft strategy.

4.4 All this material was then reviewed and we drew out and highlighted common themes which came up repeatedly in the feedback.

Summary of the feedback

4.5 Common issues raised about section 1:

- Make the good work you have done on housing more explicit – visible
- How will people who are struggling benefit from new growth? Better explain the approach
- More recognition of the role of community anchor organisations play in local neighbourhoods
- Work together with the community to plan, design and achieve good growth

4.6 Common issues raised about section 2

- Inclusive approach to employment support involve and learn from approaches used by community organisations.
- Do more to enable fair access to space and property and explore the role of anchor organisations in hubs in helping to broaden reach and access
- Look at ways we can enable positive business relationships with the community – e.g. brokering relationships, access to free space in town centres, promote the benefits to business of involvement in community activity, share case studies of good examples
- Encourage and support a diverse local business community across the borough and on our high streets – including social enterprise
- Welfare Benefits & universal credit roll out are not mentioned – should be more considered
- More on preventing school exclusions? Recognise the limits of the powers of this and the benefits of a more restorative approach.

- Continued efforts to make sure Hackney schools are inclusive, need to improve childcare support, improve, spaces and activities for inclusive play including for families living in poverty
- Concerns about unregistered schools and safeguarding
- Find a way to better recognise the value of faith schools
- Other issues about presentation include:
 - Section 2 title – ambitious doesn't fit well – should it be about fulfilling potential
 - Some of the conflation between jobs and housing is a bit strange in places – you seem to suggest *if we help people get better jobs it doesn't matter if house prices continue to rise*. With falling wages and rapidly increasing prices I'm not sure this is true.

4.7 Common issues raised about section 3

- Valuing and maintaining green space and balancing competing pressures on space
- Need to work together on how we engage more people in more environmentally sustainable behaviours

4.8 Common issues raised about section 4

- Community Safety – visibility of partnership work on youth violence
- How we talk about safeguarding – issues with presentation and language used
- Continuing the multi-organisation approach to safeguarding
- Community involvement in safeguarding
- It needs a clearer focus on poverty and mention of the impact on households of universal credit roll out
- More emphasis on how we deal with poverty, vulnerability and preventing harm including domestic violence
- More on work to support for refugees and migrants
- Cohesion and the importance of promoting a culture of respecting others
- Enable children and young people to safely make more use of community spaces

- More focus on older people's positive contribution and participation in community life, focus on increasing their sense of belonging, the importance of taking approach which involves older people based on equal terms, support digital inclusion for older people
- Do more to enable participation of disabled people in community life
- Importance of keeping the visibility of BME community in local cultural events
- A more thoughtful targeted approach to tackling inequality is need
- Needs more clarity on community investment and focus on community capacity building
- Local community events are important
- A more open approach to resident engagement, don't start dialogue overly focused on an end point, allow more space for people to engage
- More consideration on how you empower people to have agency over their own lives, including people who are in crisis for e.g. homeless people
- Digital inclusion, don't just do your engagement and service delivery online
- A more thoughtful targeted approach to tackling inequality is need
- Look at how we better enable new ways of working and a more joined up approach to delivering public services in the community – e.g. fire service do gait analysis in the Midlands

Other issues with presentation

- How we talk about gangs – often adults involved in this

4.9 Common issues raised about section 5

- Look again at how you talk about poverty for households, financial pressures like low pay and rising costs of living, on how welfare provision is shrinking and universal credit roll-out and the impacts this has on people
- More on older people and the importance of local spaces and places where they feel welcome and can play an active role in community life
- More thinking about how we better enable independent living in the community for disabled and older people and better manage demand pressures in social care services
- Better engagement and involvement of disabled people in making local services and the wider environmental more accessible

- Better, more honest, engagement and involvement of disabled people in decisions about cuts in support services
- Encourage social inclusion and prevent social isolation in the community
- More emphasis on preventing harm, neglect and violence upstream
- More on how we could better enable residents to take more responsibility for their own health and wellbeing
- Develop the potential for front line staff in public services to work in new ways when they are in contact with the community including focusing more on the existing assets in the community and working with these and ‘make every contact count’ for example fire service staff in the Midlands do gait analysis when they do home visits
- Other comments about Health and Social Care Services included:
 - Some concern about increased demand for GP appointments in the North East of the borough
 - Mention the Neighbourhood working going on in the Health and Social Care transformation work
 - Welcome the commitment about local control over Health & Social Care - risk of erosion of accountability – the Council has a key role to play here – it’s the only democratically accountable body here

4.10 Feedback and suggestions on the draft strategy overall

- It doesn’t reflect the reality of some people’s lives who are struggling to get by or adequately reflect the scale of the some of the challenges we face
- It’s hard to engage people in the Community in a high level vision. We need to give more thought to how we could engage communities / deliver this with existing community networks and assets
- Issues with how we present information – suggestions on how we frame the document included:
 - Could you have making people safer its own priority?
 - More visual infographics to explain some of the higher level ideas?
 - Clarify which policy commitments are already articulated and more progressed and highlight which ones are newer ideas which require exploration

- More could have been said about what has been achieved and the learning that we have from work over the last decade. More recognition of some of the achievements so that newcomers can better understand the choices we are making now about the future.

- It would be good to closely align to the Marmot principles: to help address health inequalities:
 - Give every child the best start in life
 - Enable all children, young people and adults to maximise their capabilities and have control over their lives
 - Create fair employment and good work for all
 - Ensure a healthy standard of living for all
 - Create and develop healthy and sustainable places and communities
 - Strengthen the role and impact of ill-health prevention

4.11 Early thoughts and suggestions on how we could deliver the strategy

- Inclusive co-production and co-delivery of the commitments with the community
- Inclusive, diverse leadership to do this, leadership that is accountable to local people
- How you communicate and engage people with this vision and strategy:
 - Use video to explain the vision
 - Use case studies to explain the policy approaches
 - Work with partners to do more deep dive community workshops

5. Recommendations and key insights from other community reports

- 5.1 During the later stage of the engagement work partners suggested we look at a couple of other engagement resources, including a small number of local community reports which had been recently, as they felt the insight in them would enrich our understanding of issues that could be better addressed in the final strategy. These included:
- Recent evaluation reports for the Connect Hackney Programme
 - A report called Hackney Wick Through Young Eyes,² produced by Hackney Wick Youth Voice in January 2018.
- 5.2 We also thought it was important to look at the key insights from a Community reassurance event organised in response to a number of violent deaths in the Community early in 2018 and to look again at the key findings raised in the Council's public consultation on Hackney's Housing Strategy 2017, as we know from the Hackney a Place for Everyone engagement work that housing is a major concern for local people.

Connect Hackney Programme Evaluation - Community Conversations and social connections as we age

- 5.3 Connect Hackney is a programme aimed at improving the wellbeing of people aged over 50 by preventing loneliness and isolation. It is one of 14 schemes funded through the Big Lottery Fund's Ageing Better programme and will receive £5.8m over six years. It is managed by Hackney CVS. They are working with older people and partners to understand the different things that can help over 50s stay connected and active in their communities in ways that suit them.
- 5.4 To support the second half of this programme and to add to their understanding of social isolation in Hackney they commissioned local organisations to host "community conversations"³ – focus group discussions with local over 50s about ageing in Hackney, using questions developed in conjunction with older people. They commissioned individual interviews and ran an online survey, publicised in the local press. The research took place between September and November 2017.

² Hackney Wick Through Young Eyes, produced by Hackney Wick Youth Voice in January 2018 available online at bit.do/hackneywickyv <http://www.hackneyquest.org.uk/index.php/hackney-quest-projects/hackney-wick-youth-voice>

³ *Community conversations social connections as we age*, Connect Hackney, 2018. Available online at http://connecthackney.org.uk/resources/community_convo_WEB_FINAL.pdf

5.5 This research concluded that:

- The experience of ageing in Hackney varies widely and is affected by a variety of factors, including cultural and social norms, economic issues and people's own feelings and attitudes.
- The diversity of experiences means there is no single approach that will suit every circumstance – this makes it all the more important for services that aim to tackle isolation to identify exactly which issues they seek to address
- This is especially true in relation to transport, which covers a wide variety of issues, including barriers to leaving the house, the inaccessibility of vehicles and difficulties navigating the transport system.
- Retaining a focus on the different physical, emotional and social causes of isolation and withdrawal is the key to designing successful ways to overcome the problem. But while people's situations vary widely, it is significant that many respondents could identify activities they would enjoy doing if the right support was on offer – even those people who faced significant challenges.
- The widespread acceptance of ageing as a time of loss and physical decline should be rethought – and while we need to maintain our awareness of the very real difficulties faced by older people, we should also make room for a more joyful and fun conception of older age.

5.6 Other factors affecting socialising mentioned in the report included:

- physical frailty and low confidence in going out in public,
- fear of crime and concern that the public wouldn't help them if they needed it,
- a sense that the new spaces in Hackney were not for them, including pubs and cafes
- inaccessible transport, lack of seats at bus stops, getting to and on and off transport all an issue
- experience of homophobia and a lack of LGBT spaces to socialise where older people were welcome,
- a lack of respite from caring responsibilities or from minding grandchildren
- perception that local culture and events were more focused on families and young people
- trusted information sources included word of mouth including from staff in public and community services or local listings in the Council's paper or leaflets Limited access to a computer, mistrust of technology but some interest in learning if there was ongoing support. Some interest in online groups and activities using skype etc.
- experience that low key local groups and activities for older people needed independent support to sustain them
- experience of funding cuts for local groups
- concerns about limited disposable income for some

- dependency on one individual or on structured groups and a more limited opportunity to make new friends.
- Some have good relations with neighbours and help younger people out by taking in parcels in the day etc., some do not know any neighbours
- Some people have lower confidence in going to new places. Interest in both low cost, local activities and in going on supported trips in London and beyond.

Hackney Wick Through Your Eyes Report

5.7 This project run by Hackney Quest and funded by Wick Award through the National Lottery “Big Local” scheme focused on working with young people and parents in Hackney Wick and aimed to raise the profile of Young People’s voice and their concerns and to help get their issues addressed. Their report sets out what local young people living in Hackney Wick value, the problems they face, and what they want to change.

5.8 Research findings included:

- While young people valued the local sense of community, the parks and youth centres like Hackney Quest, they are concerned about poverty and housing.
- They feel that too often young people are stereo typed as being no good.
- Their experience is that there is a lack of decent work opportunities and some feel it is easier to make more money illegally.
- They are aware of the increasing unaffordability of the area and this has reduced their sense of belonging and leaves them feeling disempowered by the process of change happening around them.
- Some feel that many of the changes that have happened around them are superficial and have only really benefited people who are already well off.
- They wanted Hackney to be safer and gang issues resolved
- They also wanted to see a greater priority being placed on mental health and wellbeing in schools where they feel pressurised.
- They also wanted to take part in better community activities, including intergenerational activities and they wanted more opportunities to go on residential and trips.
- An interest in being part of the solution to these issues

Hackney Partnership community reassurance event April 2018

5.9 Partners and local community leaders and residents came together at a Hackney Partnership Event on 12th April to discuss how best to respond to a series of violent incidents and deaths in recent weeks. Well over 100 people attended. Key discussion points from the 12 round table discussions included:

5.10 Concerns were expressed about:

- The heightened sense of fear and anxiety that violent incidents generated amongst young people, their families, front line workers and the wider community. Local people have significant concerns about the normalisation of violent behaviour that can result and the wider impact this all has on mental well-being
- The stigmatisation and stereotyping of young black men and the wider community, and parents being blamed
- Concerns about unfair targeting of innocent young people through stop and search
- The increasing disconnect between adults and young people, and in particular parents and their children
- The role of social media in both exacerbating this trend and also fuelling the intensity and impact and reach of violence was a major concern and one that it was hard to see an adequate response to.
- A real willingness on behalf of parents and young people to engage collaboratively and desire to be engaged as part of the solution.

5.11 Suggestion on what can we do in response included:

- Improve support mechanisms for young people and parents both in response to an incident and in the longer term starting, i.e. offering community reassurance, emotional support and prevention. Ease and speed of access to mental health support is critical.
- Engage parents, understand their needs in terms of support, and help them to build their capacity to exercise their parental role effectively and feel empowered. Including taking responsibility for access to social media, increased availability of parenting classes, improved couple/family relationships before they reach crisis to prevent family breakdown. Address the fear and mistrust that parents sometimes have of statutory services
- Find ways of bringing young and old together and ensuring cohesive communities that foster a sense of belonging. Build a sustained programme of

intergenerational engagement to help address the sense of disconnect, possibly targeted at specific neighbourhoods.

- Open up dialogue with our young people and give them a greater voice/role in all aspects of this issue; articulating the nature of the problem, the opportunities that they would like, and involvement in helping to find community solutions.
- Provide attractive and realistic alternatives to gang involvement; recognise that young people involved in gang activity are also invariably victims either through coercion or previous exposure to violence.
- Provide young people with a sense of belonging through positive activities in safe communal spaces and by recognising the importance of identity, culture, heritage and place in this; build a positive aspirational narrative for young people in Hackney and celebrate the successes of young people and those of similar backgrounds who have gone on to significant achievements.
- Creating a supportive school environment for all our young people – From primary school encourage and inspire children about their future options and opportunities and provide them with the understanding and emotional resilience to resist getting involved in ‘gang’ activity. Improve provision and routes into business/vocational qualifications. Find effective ways to reduce and mitigate the negative impact of school exclusions, ensure that pupil referral units provide a more positive experience. Encourage better engagement between schools and parents and address misunderstandings and distrust. Open schools up more to the community for engagement and extra curricula activity.
- Ensure members of the community and local grass roots groups are involved and where appropriate leading; build capacity to do this, be more flexible about how we communicate with communities, more direct engagement and use of local community facilities. More involvement of local faith networks and places of worship. The voluntary sector can bridge the disconnect between communities and statutory bodies.
- More accessible, and better co-ordinated service provision and support between sectors, organisations, services and the community at all levels. Build a better shared understanding of the service landscape. More local place based working. Make more use of community buildings and facilities including schools, places of worship and community halls to bring communities together and to do local engagement.
- Recognise the negative impacts of social media on young minds and behaviour: i.e. to glorify violence, to provoke and humiliate young people and encourage reprisals between groups. There’s a need to remove violent and threatening material from the internet and social media applications sooner than is currently happens.

5.12 Key points of feedback from the London Borough of Hackney Public Consultation on the Housing Strategy

We know from the 'Hackney: a place for everyone' engagement exercise that housing was high amongst residents' concerns about living in the borough, and housing affordability was the top concern.

The Council consulted residents and other stakeholders on proposals for the Housing Strategy from March to May 2017, including through a borough-wide questionnaire survey. Those responding provided a wide range of helpful and constructive comments, concerns and suggestions, including support for:

- Building as many Council and housing association homes as possible, genuinely affordable to those on low and medium incomes
- Using Council land to build new homes, where there is support from residents
- Addressing the need for high standards of energy efficiency in new and existing homes
- Supporting people to voluntarily move to smaller, more suitable homes
- Helping ensure that local people are given first priority for the purchase of new homes
- Promoting the development of new homes for private rent (provided this is not at the expense of affordable housing)
- Improving conditions in the private rented sector, including tackling bad landlords
- Closer working to provide better and earlier support to residents with health needs
- Helping local residents get jobs, so that they can benefit from the growing economy
- Maintaining our diverse communities, where a mix of people live together in the same neighbourhood.

6. Hackney Community Strategy Board feedback

- 6.1 The Council has recently set up a new Board called the Hackney Community Strategy Partnership Board, which brings together leaders from key local public services including the Council, the NHS, the Police, and Education and skills with leaders from the local voluntary and community sector and local business. This new board replaces the former local strategic partnership called Team Hackney.
- 6.2 The Community Strategy Board's purpose is to provide leadership and strategic direction so that all partners are working towards a coherent, shared vision for the local area, as set out in the Community Strategy. The board will meet annually and its key tasks are to:
- Set clear priorities for how partners work towards the vision set out in the Community Strategy and review these annually;
 - Ensure there is a collective response to the key challenges for the borough by identifying cross cutting actions for partners to progress together, influencing and shaping the agendas for formal partnerships when needed;
 - Encourage local leadership by enabling businesses, the voluntary and community sector and residents to play their part in delivering priorities for place. By considering the whole place and working across institutional boundaries we can identify and solve the big, seemingly intractable challenges, which no single organisation or thematic partnership can resolve in isolation.
- 6.3 The Board was established in February 2018 and there are currently 18 Board Members including four Chief Officers and four Cabinet Members from the Council the Chairs of other key partnership boards including, Community Safety, the Health and Wellbeing Board, the Adult's and Children's Safeguarding Boards and senior Leaders from the Voluntary and Community Sector, Local Business and the Education and Skills sector.
- 6.4 At this first meeting on the 26th February 2018 the Council tested the Consultation Draft Strategy with Board members and asked them to identify their top 3 strategic challenges, to consider whether the community strategy priorities help them address these challenges and to identify any key gaps which we should be prioritising in the Strategy.
- 6.5 The table below is a summary of the feedback given by board members on each section of the strategy, on the strategy as a whole and their thoughts on how we could deliver the strategy and measure success.

Summary of feedback from the Community Strategy Board challenge session

6.6 Feedback: Key points raised relevant to section 1:

- No key themes

6.7 Feedback: Key points raised relevant to section 2:

- More on the challenges facing schools and education
- Stronger push on vocational training routes
- Take a more strategic approach to how we identify opportunities to join-up services – especially Education and Mental Health
- Build better relationships between the VCS and business
- More clarity on what you want from business

6.8 Feedback: Key points raised relevant to section 3:

- No key themes raised

6.9 Feedback: Key points raised relevant to section 4:

- More emphasis on early intervention and prevention, focus on the underlying causes of crime
- More emphasis on early identification of risk for children and families
- More clarity and focus on how we present safeguarding, the need to continue multi-agency work to prevent harm, to better involve communities in safeguarding people at risk of harm
- Address the pressures on resources and space for the Voluntary and Community Sector
- Build more positive relationships and different ways of working between the VCS and council services

6.10 **Feedback: Key points raised relevant to section 5:**

- More explicit mention of the Marmott principles

6.11 **Feedback: Key points raised relevant to the strategy overall:**

- Requires a sharper focus on how we tackle poverty together to help us make a real impact on this; what specific aspects of poverty, ways we will address this, what we will be asking others to do, including government.
- More recognition of the impact of austerity on all our resources and how this requires us to work differently
- Better evidence on the policy approaches & what works
- More emphasis on the concept of Social Value – we should make more of this
- Raise visibility of Children and Young People across the document
- More emphasis on joined up approaches across public services – e.g. making every contact count and more on one public estate

6.12 **Feedback: Key points raised relevant to how we will deliver this:**

- Better evaluate the impact of major programmes on reducing poverty, reducing violent crime etc.
- Work together to bring in external funding for successful programmes or mainstream what we learn about what works into existing services

7. Key findings

About the key findings

7.1 In this section we summarise the key gaps and suggestions made about how we could improve the draft strategy. We have drawn on all the feedback given to us from the public consultation, the resident focus groups, the individual meetings with local partner organisations and feedback from local leaders on the Community Strategy Partnership Board.

Our approach to analysing all the feedback to produce the key findings

7.2 Where possible, we have tried to pull out the big issues and main points raised about how we could improve the draft strategy by more than one of these different stakeholder groups; but we have also scanned and considered all the individual comments too, to help us identify any gaps in the strategy that we have overlooked.

7.3 We did this by pulling together all the themes raised about each section of the strategy and comments on the strategy overall, by all the different stakeholder groups, into a table. Organising the feedback this way made it easier to review the feedback from different groups about any one section and helped us to look for similar and related points, or high level themes. These high level themes are described in the findings below as the key points made. We also looked at individual comments and scanned these for any strategic gaps or key suggestions for improvement, i.e. for points made by an individual which are high level, but have been overlooked up to now.

Analysis of findings about Section 1

7.4 There were a couple of key points that both residents and local partners raised about section one that they felt was missing. Firstly, we needed to better explain what we are doing to deliver affordable housing for everyone, including young people who have grown up here, growing families and older and disabled people with changing needs. This should include how we are campaigning for changes in legislation so that we are able to build more social housing. Also to better explain how we are campaigning for better rights for people affected by changes to housing benefits and for people living in the private rented sector. Partners felt the work already going on could be more visible in this strategy.

7.5 Secondly, people were keen to know more about how the new development will benefit residents and to better explain how everyone in Hackney, including

residents who have grown up here or been here for a long time, will benefit from the new development and infrastructure. Community Insight reports from Young people and families in Hackney Wick and from older people involved in Connect Hackney's work across the borough have also called on us to consider how we can better ensure that public spaces are inclusive, accessible and welcoming for them too, and are not just for the benefit of residents and businesses moving in to Hackney.

7.6 Other things that both residents and partners felt were missing included;

- a need to improve public spaces so the borough is more child friendly, including places in neighbourhoods where children can play and to better consider children's infrastructure.
- more affordable childcare provision
- better consideration of how we can design, build and maintain places and local centres that are accessible for disabled people and older people, including for people who are learning disabled or not neuro-typical.
- more focus on community wealth building models for regenerating places; including a greater focus on community anchor organisations which play an important role in local neighbourhoods, social enterprises, and co-operative organisations which focus on improving social outcomes and creating social value.
- a need to build affordable business premises and business hubs which were inclusive and accessible for everyone, including local residents and existing local businesses

7.7 Residents flagged that there should be a broader explanation of what is involved in 'quality of life' including health, good air quality, access to good green space etc. in the summary version.

7.8 Local Partners said there should be a better explanation of our commitment to work together with the community to plan, design and achieve good growth; more should be learnt from the approach taken in Stamford Hill were a Community Panel has been set up and there is an Independent Facilitator supporting the panel, to help develop a new Area Action Plan.

Analysis of findings about Section 2

7.9 There were three broad issues raised about what was missing and how we could improve section 2 raised in the public consultation, in the residents focus groups and in the individual discussions with local partner organisations. All stakeholders felt there should be more clarity that the new employment support and learning opportunities created would be for older and disabled people and for other groups

of residents who have struggled to participate and do well in work and education to date. They felt there should be a clearer focus on supporting people who are living in poverty and are struggling to get decent work now, for e.g. people in low paid or in insecure work, or people who have been claiming welfare benefits for some time, or young people who have not done so well at school. The section should be clearer that we would be looking at how we can better support people who are struggling now to fulfil their potential; that this will include focusing on supporting local people to get decent work or to improve their skills, take part in life-long learning and progress their careers. Related to this, they felt that there should be mention of the impact that the roll out of Universal Credit. There was also a suggestion made by local partners that we look again at the title of this section and that it should be about fulfilling potential which was more inclusive, rather than about being ambitious.

- 7.10 All stakeholders also felt that we should be clearer that our focus would be on making sure a wider range of businesses do well in Hackney, including existing business that have been here for a long time, social enterprises, cooperatives etc. Participants in the public consultation thought we should provide support to a greater diversity of businesses and that we should focus on models that generated prosperity and value for the local community. Residents in the focus groups thought it should be clearer that the affordable workspace and our business support offer would be inclusive and would benefit existing local businesses, not just be for new businesses moving into the borough. Consultation feedback suggested we should be developing more affordable business premises, workspace and retail space in new developments around the borough, not just on housing estates. Local partner organisations flagged that we should do more to enable fair access to space and property across the borough and on our high streets and explore the role of anchor organisations in hubs in helping to broaden reach and access to affordable business space. They also flagged that the Council and other local leaders should help enable good business relationships and broker connections between business and local community networks and organisations that could benefit everyone, for e.g. better promote opportunities for businesses involvement in community initiatives, enable community access to space in town centres for free or for low cost.
- 7.11 The third point raised by all stakeholders was that there should be more emphasis on making sure that there is a supportive environment for children and young people and their parents in Hackney schools and more recognition in this section of the challenges that schools face now in achieving this. There were a number of aspects to this; Community Insight reports and local partner organisations flagged there was a sense that we should better recognise the mental and emotional pressures that children and young people were under in schools including pressures as a result of family poverty, or in response to youth violence in the local area. They suggested we should consider how public services could do more together to help address anxiety and promote mental wellbeing and emotional resilience from primary school. Local Partners on the Community Strategy Board flagged that national austerity and budget cuts had led to cuts in student support

services and they were only able to provide counselling services for students if they had funding from elsewhere.

7.12 Related suggestions on how we can make sure the school environment is positive for our children and young people included making sure we remained focused on specific groups of children and young people who are falling behind in their education raised in the public consultation feedback; partners also asked whether we could do more to prevent school exclusions and to better recognise the benefits of a more restorative approach. Community insight reports suggested that we should do more to build trust between parents and schools, through opening schools up to more community activities that families could benefit from; also that we needed to make continued efforts to make sure Hackney schools remain inclusive and prevent schools becoming socially segregated, i.e. we should try and promote mixed intakes of children from poorer families and more affluent families in all our schools.

7.13 Another aspect raised about supportive schools, was that we needed to help children from a young age to better understand future options and opportunities open to them so they could make good choices about work and skills; this was mentioned in the Community Insight reports. Local Partners also flagged that this should include pushing and developing high quality local vocational training routes as an alternative to academic routes to University.

7.14 Other challenges raised about schools by local partners included

- the need to concerns about the wellbeing of young people in unregistered schools and settings,
- concerns that we should find ways to better recognise the value of faith schools

7.15 Looking more broadly at how we support children, young people and families to achieve their potential, local partner organisations flagged that we needed to improve childcare support and spaces and activities for inclusive play which are available to everyone, including families living in poverty.

7.16 Also that we could consider including some of the Marmott Principles on addressing health inequalities in this section for example:

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives
- Create fair employment and good work for all
- Ensure a healthy standard of living for all

7.17 Local Leaders on the Community Strategy Partnership Board felt that we could be clearer about what local public services would do to improve local prosperity and reduce poverty in Hackney, what we were asking national or regional government to do and what we were asking local businesses to do.

Analysis of findings about Section 3

- 7.18 One of the main issues that came up in the feedback from local people who took part in the consultation was the need to do more to make streets safer and more pleasant for pedestrians. Related comments flagged there should be emphasis on urban greening and on the value of green spaces other than parks such as the canals and allotments; that we should continue to reduce car use further and we should find more ways to improve air quality. Improving cycle infrastructure such as more bike storage and better surfaces in bike lanes was raised by some in the consultation and in the focus groups.
- 7.19 Residents in the focus groups also talked about the need to better consider accessibility properly when introducing environmental policies for e.g. we should better consider that discouraging driving would have different impacts on groups who still needed to drive and give more consideration of the barriers some people faced to using public or sustainable transport including the need for some disabled residents to use cars and the need to keep pavements and public spaces free of clutter. They flagged that we could do more to recognise how local people's circumstances meant there would be differing needs and tensions around this.
- 7.20 Community Insight from dialogue with Older People suggests we need to take a more nuanced approach to supporting Older People to access transport. This research found that older people continued to find that local public transport inaccessible for a range of reasons including barriers to them leaving the house, a lack of seats at bus stops, difficulties getting to stops and stations and on and off transport.
- 7.21 Other gaps flagged in consultation responses from one individual or organisation included:
- the need to include play
 - more consideration around provision of toilets in town centres and shopping centres, including by businesses;
 - the need to reduce single use plastics
 - the need to re-use materials more,
 - the need to include sustainable food and
 - the need to focus more on how we build community resilience and sustainability for future generations.
- 7.22 Residents in the focus groups also discussed how we could better support residents to recycle more by making it easier and more convenient. Partners talked about how local community organisations could help better engage and work with local

people who are least likely to be recycling now or engaging in other environmentally sustainable behaviours now.

- 7.23 Partners we spoke to in the individual conversations were supportive of the commitment to maintain green space for use by the community, but also recognised the need to balance competing pressures on space including the pressing need to deliver more affordable housing.
- 7.24 It is worth noting that there tended to be more focus and feedback on this section from residents who took part in the public consultation and in the focus groups, than from local partner organisations.

Analysis of findings about Section 4

- 7.25 All the different types of stakeholders who gave us feedback on the draft Strategy said that section four needed to include more on how public services would work together with other community organisations to better support vulnerable people in Hackney and to help to keep vulnerable people safer from harm. They felt that we should include clearer references to reducing poverty, better recognise the pressures some local people were under as a result of living in poverty and include more emphasis on how we could offer support to people to help them improve their situation. This includes more emphasis on offering vulnerable people good quality help, where we listen to the individual, better understand their needs and personal circumstances, build on their strengths and assets and better consider what good help would look like for them. Related to this, local partners said we would need to better consider how you empower people to have more agency over their own lives, including people in crisis. Community Insight reports also flagged the importance of better supporting parents and couples before they reach crisis point to prevent family breakdown. Partners felt that if we could do this well, we would help prevent harm including domestic violence and abuse and help reduce pressures on health and social care services.
- 7.26 Other points raised by local partner organisations which also relate to this call for a clearer focus on better support for vulnerable people and people in poverty include:
- this section should also include commitments to continue the recent work we have been doing to support refugees and migrants
 - it needs to mention the impact on households of universal credit roll out
 - there was interest in the role of peer to peer support (resident to resident) in the community
- 7.27 One local partner suggested that local public services should consider new ways of working more effectively in the community including taking a more joined up approach for front line workers who are delivering public services in the community – for e.g. fire service staff in the Midlands are trained to do gait analysis for people

more at risk of falls. We could build on the work started by Health and Social Care Services to 'make every contact count'.

- 7.28 The second broad point made about section 4 by residents and local partners was we should re-think how we promote social inclusion and build connections, understanding and respect between different groups of residents in local neighbourhoods. We could do this through shared local cultural and community activities which better recognise the importance of identity, culture, heritage and place; these shared experiences and activities should help broaden access to newer community and public spaces and help build residents' sense of belonging; shared local cultural and community experiences should also help build connections between residents who have lived here for a long time and people who have moved in more recently, and build connections between different generations. An example given in the consultation feedback was the importance of keeping the visibility of BME community in local cultural events.
- 7.29 People felt we should more clearly recognise that some older people and some younger people who have grown up here, feel disconnected and disempowered by the changes they see happening around them in Hackney, including the new homes and development in neighbourhoods and local centres, the new businesses that have set up and the new people who have moved in in recent years who have different social-economic backgrounds to some longer term residents living on low or modest incomes. Community Insight reports and residents suggested we find ways of bringing young and old together to help maintain cohesive communities and to better foster a sense of belonging; they felt there would be wider benefit from a sustained programme of intergenerational engagement, to help address this sense of disconnect, and that this could be targeted at specific neighbourhoods. Participants in the public consultation and the resident focus groups also said we should focus more on changing public attitudes to disabled people.
- 7.30 Another key piece of feedback from Local Partners was that we should make keeping children and young people and vulnerable adults safer in Hackney a higher priority in the strategy and we should make this issue more visible and easier to understand in this section and in the document as a whole. They suggested we underline our continued commitment to work together in multi-agency teams to help keep people safer in Hackney, but also make clear that we need to engage more local residents, community groups and businesses in doing this too. Community Insight reports indicate that there is appetite in the community to get involved in dialogue about some of the big issues we face such as how we keep our young people safer from youth violence. This insight suggested we could all do more to enable children and young people to make more use of community spaces safely and to help children, young people and families to be safer when using social media. We should also do more to engage and better support parents to help them feel more empowered to deal with difficulties their families faced, including through couples counselling and parenting courses.
- 7.31 All the different stakeholder groups suggested we should better explain how we will approach community involvement and engagement; they thought we could do this

better when we were developing local neighbourhoods and places and when we were designing and reviewing local public services for the whole borough. There were a range of comments made by residents and local organisations about what better community engagement would look like including; we should take a more open approach to community engagement and dialogue, i.e. don't start community dialogue overly focused on an end point, but allow more space for people to engage on their own terms; there was interest in how we could better involve grassroots community groups and networks, community leaders and faith leaders in this dialogue and an appetite to build capacity for more community leadership; there was also a recognition that the Community and Voluntary Sector could help bridge the disconnect and build more trust between communities and local public services; there were also calls to make more use of community buildings and facilities including schools, places of worship and community halls to bring communities together and to do local engagement. Community insight reports flagged that we should open up dialogue with young people about difficult issues including youth violence and involve them in developing community solutions. Insight reports also flagged the value of working with older and disabled people when we were making changes to services targeted at those groups of residents.

7.32 Some of the partners we spoke to and participants in the public consultation flagged the need for more recognition of the contribution the local VCS made to community life. They felt we should better recognise the vital role they could help play in engaging and building trust amongst local people. They also underlined how difficult and competitive the current funding environment was for the Voluntary and Community sector. They wanted to see continued support for the sector from local public services and local businesses. Community Strategy Board members also flagged that we should consider how we might work together more effectively to help bring in more funding to local communities to help us deliver some of this work.

7.33 It is also useful to keep in mind that some participants in the consultation said that overall, this section could be clearer; residents in the focus groups also said this.

Analysis of findings about Section 5

7.34 The main points raised by both residents and partners about this section were firstly that we could better reference how poverty, rising living costs, changes to welfare and people's housing situation were all impacting on people's health and wellbeing. Secondly that there should be more focus on sick and disabled people in this section, including people experiencing mental ill health.

7.35 Residents involved in the focus also had concerns that there were not the right kinds of community spaces for people to come together and take part in health

activities. Community insight reports suggested some older people and some young people wanted to more community spaces where they felt welcome and safe, where they could take part in activities and community life. Participants in the consultation also underlined that public space and local streets should be well designed so they are safe and attractive for everyone to spend time in. This could include more seating for older people, spaces to play for children and attractive routes for pedestrians where people felt safe and that were less polluted.

- 7.36 Participants in the public consultation also flagged the importance of protecting leisure services and maintaining decent play space and parks. There was also some mention of better management of the canals and towpaths to make these spaces easier for pedestrians to use and less congested or polluted.
- 7.37 Local partners felt we could include more in this section on how we will better enable independent living for older and disabled people to prevent demand pressures rising in social care services, and more emphasis on how we will better engage and involve people in making the wider environment and local services more accessible. They also felt we could have more honest engagement with disabled people on decisions about cuts to support services. Insight from Connect Hackney's conversations with older people across the borough suggested we should do more to maintain our awareness of the very real difficulties faced by older people as a result of aging but also make more room for a more joyful conception of older age.
- 7.38 Partners suggested we needed to give more thought to how we better engage residents to take more responsibility for their own health and wellbeing. Also that we should develop the potential for front line staff in public services to work in new ways when they are in contact with the community including focusing more on the existing assets in the community and working with these and 'make every contact count' for example fire service staff in the Midlands do gait analysis when they do home visits.

Analysis of Findings about Feedback on the strategy overall

- 7.39 The key point raised by all the different groups of stakeholders about the Strategy overall was that it 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 also needed to do more to help local people living in poverty to benefit more from all the opportunities we talk about in the strategy, include genuinely affordable, stable housing, good work, access to public and sustainable transport, supportive schools, healthy lifestyles and access to good community activities and green spaces where people feel welcome and safe. The Community Strategy Board said the strategy requires a sharper focus on how local public services, Community Organisations, Business and residents will work together to reduce poverty over the next decade; that we should be clearer about the specific aspects of poverty we will try to address, the

ways we will do this and what we will be asking others to do, including national government. We will also need to pay more attention to whether the things we do make a real impact and are effective at helping to reduce poverty in the borough.

- 7.40 Other key gaps included that older people, disabled people and families, children and young people were not really visible enough; the document needed to include them more in this vision for Hackney by 2028 and the policy commitments needed to give more nuanced consideration of their needs; we should better recognise their lived experience of the borough and develop local places and local services and activities that better included them and recognised the positive contributions they played in community life.
- 7.41 Residents re-iterated points they had made earlier that the strategy needed to set out more clearly how we would help improve the housing crisis and what we were doing to deliver more new 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.
- 7.42 Partners and residents also made a number of suggestions on how we could improve the presentation of the strategy including:
- more key statistics and visual infographics to explain some of the higher level ideas
 - more clarity on timescales and next steps
 - make it clearer which policy commitments are new and which ones are a continuation of an established policy
 - we could have said more about achievements of partners over the last decade
 - align it more with the Marmott principles on reducing health inequalities, which are evidence based
 - we should put more emphasis on working in a way that creates social value; we should pay more attention to this when we are spending public money on buying goods or services and when we are reviewing our existing contracts with suppliers and organisations who provide services in and for Hackney
 - there should be more emphasis on other local organisations involvement in making some of this happen other than the Council;
 - we should also say that local community services and public services would try and work together in better ways in the community to help resolve difficult problems and to run better local services for residents.
- 7.43 Some community organisations also said we should give more thought to how we involve local people in achieving the commitments once we have agreed the strategy, as people were more likely to be interested in specific projects than in telling us what they think about high level vision statements.
- 7.44 Some residents also wanted some more information on how council income generated from business rates, council tax from new households, and from charged for services would be used and how this new income would benefit the Council and the local area.

Analysis of findings about the How we will deliver this section

- 7.45 There were two key points raised by residents relating to how we will deliver the strategy.
- 7.46 Local people who took part in the public consultation and residents who looked at the draft Strategy summary document in the focus groups wanted to know more about how we will deliver the commitments in the Strategy. They felt that a good number of the statements were high level aspirations and it was hard for local people to see how we would make some of this happen. There was an interest in knowing more about the specific things we were going to do on the big issues and some people wanted to see more detailed delivery plans. These comments were also a reflection that people felt that it would be really challenging to do some of this work, such as delivering more genuinely affordable housing for local residents who have grown up here or helping more people who are struggling now to find good quality work or to set up a business.
- 7.47 The second main point raised by residents and some partners who run existing community networks and do community engagement work was how will we 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. There is clearly appetite in the local community to get involved in finding and creating solutions to some of the more difficult issues that we face; this is evident in the community insight reports from the Older People's Community Conversations ran by Connect Hackney on social isolation and inclusion, from the report produced with Young People and families about living in Hackney Wick and from the dialogue at the recent Community Reassurance Event after a spate of Youth Violence. Feedback in these reports suggested we could do more workshop sessions with local people to co-design plans for how we will do some of this together, they also suggested we continue open dialogue on difficult, intractable issues such as youth violence and the anxiety this creates in the wider community, and that we look at different ways of encouraging more inclusive leadership in the Community and in our local public services.
- 7.48 Local partners from the Community and Voluntary Sector suggested we try and range of means to better communicate our vision for Hackney and the work we wanted to do to make Hackney a Place for Everyone, including using case studies and doing short videos.
- 7.49 Local Community Leaders we spoke to in individual meetings also told us we could learn more from successful programmes that are piloted in the community and use the evaluation findings and insight about what works and what doesn't to refine the approaches we take in mainstream public services.

7.50 Local Leaders on the Community Hackney Partnership felt it was also important that we have better evidence about the policy approaches we are considering using; they also felt we should better evaluate the impact of major work programmes we carry out to make sure they are having an impact on the big intractable issues facing the borough including reducing poverty, reducing violent crime etc.

Conclusion

7.51 We are grateful for all the ideas, suggestion, and feedback we have had from residents, partners and the community both during the consultation on the draft document and in the earlier stages of developing the strategy through the Hackney a Place for everyone engagement campaign. This has helped us to test the draft strategy and identify ways we could improve on the consultation draft. The Council will take into account the comments received from residents, community groups and partners as it develops a final Community Strategy by summer 2018. We will also keep this feedback in mind as we work together to achieve this new vision for Hackney.

Appendix – Copy of the online consultation information

Overview

The Community Strategy sets out the Council's overarching vision for Hackney as it grows and changes over the next decade. It will provide a backdrop for all of our decision making throughout this period and a focus for working in partnership with residents, businesses, the voluntary and community sector, and statutory agencies. The strategy builds on what residents have told us already through the Hackney: A Place for Everyone consultation about the challenges and opportunities presented to those who live and work in the borough.

The new strategy will help us respond to residents' experience of living in the borough, thinking about how we as a Council co-ordinate activity and collaborate with partners to think about the whole place, rather than just running individual services. This will help us put the needs, perspectives and feelings of the whole community at the heart of what we do, keeping us focused through a time of continued change and uncertainty.

Why We Are Consulting

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 in Hackney. This resident feedback was incorporated into the drafting of the Community Strategy but we now want to take a final chance to test the strategy with the people who live and work in the borough.

The strategy sets out our overall aspirations for Hackney in 2028 and then breaks this down into five key, crosscutting themes. Under each of the themes is a set of commitments we are making to move us toward Hackney 2028.

The 5 crosscutting themes are:

- 1. A borough where there is a good quality of life and the whole community can benefit from growth**
- 2. A borough with residents who are ambitious, engaging and want to contribute to community life**
- 3. A green and environmentally sustainable borough**
- 4. An open, cohesive and supportive community**
- 5. A borough with healthy, active and independent residents**

Consultation details:

Please read the consultation summary document before providing your feedback. For more detail, please take a look at the full version of the Community Strategy. You will find links to both documents at the bottom of the page.

Copy of the online survey

Please tell us what you think about each of the five themed sections of the strategy.

Theme 1: A borough where there is a good quality of life and the whole community can benefit from growth

Please tell us your impressions of this section.

1. Do you think we have focused on the right things? Yes No

2. Is there anything big missing? (Write in)

3. Does it make sense to you? Yes No

4. How could we improve this section? (Write in)

Theme 2: A borough with residents who are ambitious, engaging and want to contribute to community life

5. Do you think we have focused on the right things? Yes No

6. Is there anything big missing? (Write in)

7. Does it make sense to you? Yes No

8. How could we improve this section? (Write in)

Theme 3: A green and environmentally sustainable borough

9. Do you think we have focused on the right things? Yes No

10. Is there anything big missing? (Write in)

11. Does it make sense to you? Yes No

2. How could we improve this section? (Write in)

Theme 4: An open, cohesive and supportive community

13. Do you think we have focused on the right things? Yes No

14. Is there anything big missing? (Write in)

15. Does it make sense to you? Yes No

6. How could we improve this section? (Write in)

Theme 5: A borough with healthy, active and independent residents

17. Do you think we have focused on the right things? Yes No

18. Is there anything big missing? (Write in)

19. Does it make sense to you? Yes No

20. How could we improve this section?

Overall View

21. Based on your experience of Hackney, please tell us any big issues that you think are missing from the Strategy? (Write in)

22. Do you have any other suggestions on how we could improve the document overall? (Write in)

About You

23. Are you a.....

Resident Local Business Local VSC Organisation Other

If Other (please specify)

24. What is your postcode?

Postcode

25. Gender: Are you... Male Female

If you prefer to use your own term please provide this here:

26. Gender: Is your gender identity different to the sex you were assumed to be at birth?

Yes it's different No it's the same

27. Age: what is your age group?

Under 16 16-17 18-24 25-34 35-44 45-54 55-64 65-74
 75-84 85+

28. Disability: Under the Equality Act you are disabled if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities. Do you consider yourself to be disabled?

Yes No

29. Caring responsibilities: A carer is someone who spends a significant proportion of their time providing unpaid support to a family member, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems. Do you regularly provide unpaid support caring for someone?

Yes No

30. Ethnicity: Are you...

Asian or Asian British White or White British Black or Black British Mixed
background Other ethnic group
Other (please state if you wish):

31. Religion or belief: Are you or do you have...

Atheist/no religious belief Christian Muslim Buddhist Hindu
Secular beliefs Charedi Jewish Sikh
Other (please state if you wish):

32. Sexual orientation: Are you...

Bisexual Gay man Lesbian or Gay woman Heterosexual
Other (please state if you wish):

Almost Done...

You are about to submit your response. By clicking 'Submit Response' you give us permission to analyse and include your response in our results. After you click Submit, you will no longer be able to go back and change any of your answers.

If you provide an email address you will be sent a receipt and a link to a PDF copy of your response. Email address: (Write in)