

Story of Place, Hackney 2018

Overview

The Story of Place, Hackney 2018, was completed in November 2007. It is based on wider work being done at that time, to refresh the shared vision for Hackney, for our Sustainable Community Strategy. It draws on the headline evidence that has been used to develop that vision, and the opening conversations that the Council and the Partnership have had on how it the vision is being delivered.

We have used the evidence in this document to develop and negotiate our Local Area Agreement indicators and targets with Central Government. When the Local Area Agreement is signed off by Ministers and launched in the summer of 2008, it will act as the delivery plan for the first three years of the refreshed Community Strategy. The LAA three year targets will in effect be 'milestones' to help keep us on track towards achieving our longer term policy goals for the local area, set out in the Sustainable Community Strategy.

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The Vision

A prosperous, cosmopolitan, aspirational, working borough - a unique borough, with safe, strong and cohesive communities and a shared sense of citizenship, pride, social responsibility and environmental consciousness.

This is a Hackney that is characterised by a greater prosperity and opportunity for all of Hackney's residents – both those living here today and those that will arrive in the future – a Hackney that continues to take pride in its diversity, with a social cohesion that grows stronger.

The Vision will be supported through the Sustainable Community Strategy themes:

1. Tackling worklessness, creating pathways to work, and promoting employment opportunities
2. Improving educational outcomes and raising aspirations
3. Providing mixed, affordable, high quality, attractive housing
4. Building safe and cohesive communities
5. Promoting health and wellbeing, supporting independent living and reducing health inequalities
6. Building a sense of citizenship and pride in Hackney and its environment, and working towards a carbon neutral borough

Within these themes there are four areas for which we need to develop interventions, starting now, that are of a different scale to what we're currently doing if we are to achieve the vision for Hackney in 2018. These are:

- Tackling worklessness
- Closing the housing gap
- Continuing educational improvement
- Improving environmental sustainability

Our Local Area Agreement will reflect the vision for Hackney 2018 and focus on those outcomes where sustained progress or intervention is needed in over the next three years and will be underpinned by:

- **Engagement in partnership** to ensure that people are able to influence decision making and feel a valued part of the community including the further promotion of community leadership through a strong involvement of, and commitment to, a thriving third Sector within Hackney.
- **Image and reputation** continuing the work to improve the Hackney sense of place and to raise aspirations, not just in how we can deliver, but through changing the perspective on what is possible, from succeeding at school, to getting a good job to buying your own home.
- **Better, more joined up local services** to pursue our partnerships commitment to Hackney's Public Sector Promise to provide local services that are based on an understanding of and are responsive to local needs, and are coordinated intelligently and delivered effectively and efficiently.

Tackling worklessness, creating pathways to work, and promoting employment opportunities

Fundamental to the vision, and the key to some of the core polarisation issues, will be tackling the volume of worklessness within Hackney.

Hackney has the third lowest employment rate in the UK (at 59%), after Tower Hamlets (53%) and Newham (58%), and the borough's employment rate for women has declined since 2002.

Only 67% of Hackney's working age population (96,900 out of 140,000) are economically active. This is significantly lower than either London (75%) or the rest of Britain (79%), and this gap is even greater in relation to women (only 57% of Hackney's female working age population is economically active, compared to 74% nationally).

Unemployment is higher in Hackney (at 12%) than across London (8%) or Britain (5%), and an estimated 5.5% of Hackney's working age population are claiming JSA (compared to 2.6% nationally). However, a much higher proportion of Hackney's working age population are claiming long-term benefits, including Incapacity Benefits (9.4% in Hackney, compared to 6% for London) and Lone Parent benefits (5.4%, compared with 3% for London). Overwhelmingly, mental health issues are the most common reasons for being in receipt of incapacity benefit (cited by 48% of claimants). More than 36% of Hackney's workless have never worked – some 20,000 working age people (Census 2001). In addition our skills distribution, particularly the numbers without level 2 qualifications

Table 1 - Qualifications (Jan 2006-Dec 2006)

	Hackney (numbers)	Hackney (%)	London (%)	Great Britain (%)
NVQ4 and above	44,400	31.3	34.6	27.4
NVQ3 and above	58,500	41.2	47.9	45.3
NVQ2 and above	77,300	54.5	60.9	63.8
NVQ1 and above	87,000	61.3	70.8	77.8
Other qualifications	19,300	13.6	15.3	8.5
No qualifications	35,700	25.1	13.9	13.8

Source: ONS annual population survey

Notes: Numbers and % are for those of working age; % is a proportion of total working age population

Low levels of employment and economic activity are important factors explaining poverty and deprivation in the borough. Even for those in employment, lack of skills often means that earnings are below average. Hackney residents are likely to earn £51pw less than the London average.

Supporting enterprise and access to jobs is a key theme of Hackney's current 2005-2015 Community Strategy. Hackney has a much lower job density (0.7) than London (0.9) or Britain (0.8) and this ratio of jobs to working age population has declined slightly across both Hackney and London since 2000. Increasing local employment opportunities (including better paid jobs) and creating pathways to work, including job related training, were identified as key to helping residents get jobs by 70% of respondents to the 2004 Household Survey.

NI Indicators

- NI 13 Migrants English language skills and knowledge
- NI 80 Achievement of a Level 3 qualification by the age of 19
- NI 110 Young people's participation in positive activities
- NI 117 16 to 18 year olds who are not in education, training or employment (NEET)
- NI 150 Adults in contact with secondary mental health services in employment
- NI 151 Overall employment rate PSA 8
- NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods
- NI 163 Working age population qualified to at least Level 2 or higher

Current Stretch Targets

- Percentage of 16-18 year olds not in education, employment or training in the LB Hackney, (NI 117).
- Number of LB Hackney residents who are Lone parents, assisted by LAA funding into sustainable employment.
- Number of LB Hackney residents who have been in receipt of incapacity related benefits for a minimum of 6 months, assisted by LAA funding into sustainable employment.

Improving educational outcomes and raising aspirations

The promotion of Hackney's children and young people's wellbeing is essential to maximising their life chances. In order to do this there is an overriding need to tackle poverty and inequality within the Borough.

As a working borough we will tackle the underlying causes of child poverty. We aim to break the cycle of poverty by promoting children's wellbeing in the five Every Child Matters 'outcome' areas of being healthy, staying safe, enjoying and achieving, making a positive contribution and economic wellbeing, as well as by providing mixed, affordable and attractive housing for families.

School places and reputation

Evidence suggests that the number of Hackney residents choosing to send their children to secondary schools within the borough is increasing though the number educated outside the borough remains high and there has been a focus on increasing the number of places available in Hackney. Three of the five new academies are now open with the fourth due to open in 2009 and the fifth in 2010. Since 2004 the total number of places available at secondary transfer has increased from 1590 to 1680 – an increase of 90 places. The number of places will increase further to 1860 in 2009 with the opening of The City of London KPMG Academy and to 2040 in 2010 with the opening of Skinner's Academy.

Educational achievement

The Learning Trust has identified improving Key Stage 2 results as Hackney's greatest challenge in raising education achievement. There has been an aggregate improvement of 6 points from last year to this, but Hackney remains at the bottom of the national league table for this age group, although we do well in terms of the "value added" by schools. Our focus on increasing the percentage of students gaining at least five A-C GCSEs has resulted in a 23 percentage point increase in 5 years – twice as much as the national improvement rate of 11.7 – now at 54% of pupils and up 3% from 2006. The new

mandatory national indicator includes English and Maths in this score where previously any combination of GCSE subjects could make up the 5 A-Cs. On this we currently score 41.7%, up 5.5 from 2006. The national average is just over 45%.

Absences and Exclusions

The percentage of both fixed period and permanently excluded pupils is relatively high in Hackney compared to both the national picture and Hackney's statistical neighbours. Unauthorised absences at primary school are also high, and significantly worse than either our statistical neighbours or the national average. Secondary school absence rates are higher but are closer to the national average.

Socioeconomic characteristics

Entitlement to free school meals is often used as a proxy indicator for child poverty. Hackney has the 5th highest percentage of pupils eligible for free school meals in London: 39% of primary school pupils and 38% of secondary school pupils in Hackney's maintained schools are eligible. Analysis of primary school performance in Hackney suggests a strong correlation between performance and the percentage of pupils eligible for free school meals¹.

Looked after children / care

Hackney has a far higher proportion of children looked after by the local authority than the London or national average (90 per 10,000, compared with 72 and 55 respectively), and a higher proportion of children and young people on Child Protection registers (32 per 10,000, compared with 29 and 24 respectively).

A higher percentage of Hackney's looked after children attain at least 1 GCSE (45% compared with 36% for London). Whilst there is still a long way to go in terms of promoting greater equality of outcomes between looked after children and their peers, this represents a 25% increase on the percentage of looked after children gaining any GCSEs in 2000, so it is heading in the right direction. 67% of care leavers in Hackney are in education, training or employment.

ESOL

54% of primary school pupils have a first language other than English, but there is not currently any evidence to support a correlation between this and educational achievement in Hackney.

Ethnicity

Hackney's children are from diverse ethnic backgrounds: 39% Black (21% Black African, 15% Black Caribbean, 3% Black Other), 18% White (14% White English), 14% Asian (6% Bangladeshi, 6% Indian, 1% Pakistani), 9% Turkish/Kurdish, 8% Mixed Background (PLASC 2007).

Mandatory DCSF indicators

- NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10
- NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)
- NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)

¹ Strategic Policy and Research (February 2007)

- NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)
- NI 83 Achievement at level 5 or above in Science at Key Stage 3
- NI 87 Secondary school persistent absence rate
- NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11
- NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11
- NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11
- NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11
- NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11
- NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11
- NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11
- NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11
- NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11
- NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11

NI Indicators

- NI 13 Migrants English language skills and knowledge
- NI 19 Rate of proven re-offending by young offenders PSA 23
- NI 54 Services for disabled children PSA 12
- NI 80 Achievement of a Level 3 qualification by the age of 19
- NI 110 Young people's participation in positive activities
- NI 111 First time entrants to the Youth Justice System aged 10 – 17
- NI 116 Proportion of children in poverty PSA 9

Current Stretch Targets

- Percentage of pupils in the Borough of Hackney achieving level 5+ in English, Maths & Science (EMS) at KS3
- Percentage of pupils in LB Hackney who achieve level 2+ in Reading at KS1
- The percentage of schools and Pupil Referral Units in Hackney achieving Healthy School Status in the National Healthy School Program
- NI 117 Percentage of 16-18 year olds not in education, employment or training in the LB Hackney.

Providing mixed, affordable, high quality, attractive housing

Providing people with a range of options so they are able to live in high-quality, attractive, housing in decent, mixed neighbourhoods is an essential foundation for improving quality of life in Hackney. For people living in Hackney, access to decent housing is a major issue.

Projected rises in population and housing density, current levels of overcrowding and housing market pressures place demands on the borough and will continue to require planning and intervention.

Hackney is a growing borough, and the number of households has increased by 36% over the past 25 years and it is anticipated that a further 9000 households will be living in the Borough by 2015. This means that despite being the third most densely populated LA area nationally in 2001, a further 30,000 people are likely to be living in the borough by 2015.

These levels of densification highlight the increased importance of ensuring adequate social infrastructure, well-designed homes and good design and management and quality of the public realm.

Overcrowding has substantial adverse effects on life chances, notably through reducing educational achievement and adverse health consequences. Hackney had the 3rd highest level of severe overcrowding in the country in 2001, and the rate of increase in the numbers of overcrowded applicants on the housing list is growing. Over 50% of new social rented homes now have 3 or more bedrooms to help tackle overcrowding.

Since 2001, nearly 1000 new homes have been built per year in Hackney, the bulk of this (c.70%) in the private sector. Overall completions of new homes are likely to remain at over 1100 p.a. to 2015. This means that the Borough looks set to exceed London Plan Target for additional homes between 2001 and 2015. However, the proportion of Council housing has decreased dramatically since 1981 (from 60% to 20%), and the overall social rented sector is likely to fall as a proportion of all households to around 45% by 2015. At the same time, rapidly rising house prices (the borough had the 5th highest rise in house prices in London in 2006, at 14%) mean that Hackney is the 8th least affordable borough for young working households. Developments such as the Olympics and new Tube line suggest that even with a slowdown in house price rises nationally affordability is likely to remain a significant problem locally.

The Council will therefore need to intervene (though use of its own land and planning powers) to achieve the target for affordable homes (50%). The Council and its partners will have to continue working hard to counter current trends towards increasing polarisation in the borough between those on low and high incomes, both through securing an increase in affordable housing provision (notably more affordable LCHO) and through making the best possible use of existing resources, including the Borough's social rented sector.

Rising housing costs are likely to lead to higher homelessness over the next 5 years as lower income persons are priced out of the market. Hackney homeless families are more than 6 times as likely to be single parents as two parent families, and over 40% of the heads of homeless households are aged 16 to 24. The great majority of priority homeless are in workless households.

NI Indicators

NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently

NI 141 Number of vulnerable people achieving independent living

NI 149 Adults in contact with secondary mental health services in settled accommodation

NI 154 Net additional homes provided

NI 155 Number of affordable homes delivered (gross)

NI 158 % decent council homes

Building safe and cohesive communities

Making Hackney a safer and more socially cohesive place is fundamental to making it place where people want to live, work and visit. In short it will make Hackney a more attractive place. This will promote both social cohesion and a stable economic environment.

Whilst crime rates remain a challenge in Hackney, the trend over the past six years has been one of improvement. Rates of burglary, criminal damage, robbery, theft and handling all declined in 2006/07 compared to the previous year. Only drug offences rose against 2005/06.

Despite these improvements, Hackney continues to fare worse than the rest of London for drug offences, robbery, theft, sexual offences and violence against the person.

In the 2006/07 Public Attitudes Survey, residents identified Hackney's top problems as vandalism relating to drugs use, graffiti alongside other deliberate damage to property and vehicles, rubbish and litter and as 'teenagers hanging around on the streets'.

Alongside this Hackney residents' priorities for the police are responding to emergencies, providing a visible patrolling presence, tackling gun crime, tackling drug dealing and use and tackling dangerous driving

NI Indicators

NI 1	% of people who believe people from different backgrounds get on well together in their area
NI 5	Overall/general satisfaction with local area
NI 15	Serious violent crime rate
NI 16	Serious acquisitive crime rate
NI 17	Perceptions of anti-social behaviour PSA 23
NI 30	Re-offending rate if prolific and priority offenders HO DSO
NI 19	Rate of proven re-offending by young offenders PSA 23
NI 38	Drug-related (Class A) offending rate PSA 25
NI 39	Alcohol-harm related hospital admission rates PSA 25
NI 40	Drug users in effective treatment PSA 25
NI 110	Young people's participation in positive activities
NI 111	First time entrants to the Youth Justice System aged 10 – 17

Current Stretch Targets

- Number of GBH and ABH offences excluding those flagged as Hate Crime and Trident incidents, as recorded by the MPS Performance Information Bureau.
- Reduction in number of Trident incidents
- Number of repeat victims of domestic violence.
- Number of Domestic Violence Sanction Detections

Promoting health and wellbeing, supporting independent living and reducing health inequalities

The conditions in which we live can profoundly affect our sense of health and well-being. Determinants of health outcomes include housing, income, education, employment, crime and the quality of the local environment. It is important therefore to recognise that delivering the borough's top priorities is absolutely fundamental to tackling health inequalities. Reducing levels of worklessness in the borough for instance will make a substantial positive impact on people's sense of physical and mental well-being.

Despite recent improvements in life expectancy, particularly for women, men in Hackney still have a life expectancy almost two years less than the national average of 76.9 years. Lower life expectancy disproportionately affects children born into poverty and vulnerable groups such as drug users, the homeless, the disabled and those with serious mental health problems.

Circulatory diseases and cancer together account for nearly two thirds of deaths and are the primary causes of premature mortality. Hackney is in the bottom 20% of LAs nationally for both cancer mortality and circulatory disease mortality in the under 75s. Death from heart disease under the age of 75 is 37% more likely for men and 50% more likely for women living in Hackney than in England as a whole, and it disproportionately affects those on low incomes.

Between 1998 and 2004, Hackney's under-18 conception rate fell by 10%, and the under-16 conception rate fell by 21%. Nonetheless, Hackney continues to have more than twice the rate of terminations of unwanted pregnancies than the national average and one of the highest rates of teenage pregnancies in the country. Teenage pregnancy disproportionately affects young women from disadvantaged backgrounds, care leavers, homeless young people, those excluded from schools, truants, the children of teenage mothers, and those involved in crime.

Hackney has unusually high rates of mental illness. 1 in 10 children at any one time has a mental health problem and this figure is 1 in 6 for adults. Up to 1 in 4 consultations with a GP concern a mental health issue. Hackney also has 3 times more admissions to hospital for schizophrenia than the rest of England. Suicide is the leading cause of death among young men, though male suicide rates in Hackney have been reduced over the past decade. Mental health problems are the key driver affecting suicide rates.

Although Hackney has a similar prevalence rate to the rest of the UK for diabetes, it has a significantly higher death rate from diabetes-related complications. This suggests that diabetes ought to remain a high local priority, but there are no indicators in the new national set relating to diabetes.

NI Indicators

- NI 39 Alcohol-harm related hospital admission rates PSA 25
- NI 40 Drug users in effective treatment PSA 25
- NI 51 Effectiveness of child and adolescent mental health (CAMHS) services
- NI 54 Services for disabled children PSA 12
- NI 56 Obesity among primary school age children in Year 6
- NI 110 Young people's participation in positive activities
- NI 116 Proportion of children in poverty PSA 9
- NI 120 All-age all cause mortality rate PSA 18
- NI 112 Under 18 conception rate
- NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently
- NI 141 Number of vulnerable people achieving independent living
- NI 149 Adults in contact with secondary mental health services in settled accommodation
- NI 150 Adults in contact with secondary mental health services in employment
- NI 151 Overall employment rate PSA 8
- NI 158 % decent council homes

Current Stretch Targets

- Reduction in rate of infant mortality
- Percentage of women known to be smokers at time of delivery
- Percentage of new mothers known to initiate breast feeding
- Number of vulnerable women supported to present early
- The percentage of schools and Pupil Referral Units in Hackney achieving Healthy School Status in the National Healthy School Program
- The proportion of smokers among people with their smoking status recorded within the LB Hackney, (a proxy for smoking prevalence)
- Number of people aged 16 and over on a LB Hackney GP list, with a smoking status recorded in the last 15 months.

Building a sense of citizenship and pride in Hackney and its environment, and working towards a carbon neutral borough

Sustainable communities are places where people want to live, work, visit , contribute to, and invest in now and in the future.

In Hackney this means maintaining vibrant and diverse communities and making sure all local people have decent homes and neighbourhoods they are proud of. A place where local people, organisations, businesses and visitors can access distinctive, well maintained, public spaces, town centres and decent local services which everyone takes pride in. Where we make the most of our parks and green spaces and protect and enhance biodiversity.

A sustainable Hackney is one where both existing residents and people coming in to the borough perceive they have a good quality of life. We will work to help reduce the visible differences in the quality of living environments between the best and the worst neighbourhoods and create places where local people want to interact.

Local people from across the community need to have their say in how we develop better neighbourhoods and take an active role in improving the local environment and building a sustainable Hackney.

People living and working in the borough now and people who come here in future will both benefit from and play a part in economic growth and development. It is important that we ensure rising prosperity and local innovation does not have a negative impact on the environment or on existing residents and future generations. The people who live in Hackney have come from many different ethnic backgrounds and brought cultural diversity and vitality to the borough. The population is young, so has real prospects to improve its life chances. The borough itself is, in many respects a good place to live, with busy vibrant areas, strong communities and attractive open spaces.

This is reflected in the results of our 2006 resident survey where the percentage of people who agree that Hackney is a place where people from different backgrounds get on well together was 67% - well above the national top quartile score, which is 58%.

Despite this Hackney is increasingly are experiencing a polarisation of the community between richer and poorer groups while those with moderate incomes choose, or are forced, to live elsewhere. Our scenario planning highlights this as a key risk that can only harm the prospects for our borough. It makes it increasingly difficult for people to see pathways out of poverty – to become economically active, successful and stay in the borough.

To deliver the aspiration of economic growth for all whilst retaining the levels of social cohesion it is imperative that we continue to develop the levels of community involvement in the delivery of services within Hackney. This will require high quality participation for residents and accurate monitoring of the levels of social inclusion.

To help address this, Hackney needs to continue to develop a strong local environment for a thriving Third Sector, which is fit for the purpose in terms of supporting the delivery of the Community Strategy. Our third sector will work with the statutory sector in order to:

- Deliver a range of services to local people, where they can best add value
- Continue to respond to and stimulate activity in local communities that enables more people to get involved as active citizens
- Have strong Umbrella organisation(s) that provide a coherent leadership function for the sector

The vision for Hackney 2018 demands a sustainable environment, if the quality of our surroundings deteriorate so will our pride where we live; if we cannot be assured that our planet has a healthy future our ownership of our community and the dedication to an active and responsible life will fade. This would not support Hackney to become a prosperous, cosmopolitan, aspirational, working borough.

Hackney is already officially the greenest borough in London, with the lowest carbon dioxide (CO₂) emissions anywhere in the capital, however Hackney is committed to getting greener, with a number of measures and policies in place that reflect this commitment.

We know from our successful implantation of compulsory recycling that our residents already have a high level of social responsibility regarding the environment*, our role is to continue to support their high standards by leading through innovation over the next 10 years.

**satisfaction with Hackney's recycling services has risen from 40% in 2000/01 to 67% in 2006/07, and recycling rates have increased from 1.4% of household waste to 14% over the same period.*

We are fully aware of the need to extend our responsibilities beyond refuse and cleaner streets and our forthcoming Climate Change Strategy, will pull together a comprehensive picture of action required to reduce the carbon footprint of the Council and reduce CO2 emissions across the borough.

The strategy will continue to support our successful initiatives such as our promotion of environmentally friendly transport in the borough, through better public transport, walking and cycling routes which as seen Hackney as being voted as Best Bike Borough at the London Transport awards, and Best Cycling Facility by the London Cycling Campaign.

The strategy will identify key areas that we can begin to explore as a partnership where we can make a difference, and we are not shy about innovation in this field and fully expect to continue our exploration of retrofitting existing housing stock to Code 4, Energy Savings Companies (ESCOs), and combined heat and power plants on an estate level.

Underpinning this is our sign up to the Nottingham Declaration which represents our pledge to recognise that climate change is threatening the environment, and to work with residents, businesses and other partners to reduce carbon emissions.

NI Indicators

- NI 1 % of people who believe people from different backgrounds get on well together in their area
- NI 5 Overall/general satisfaction with local area
- NI 186 Per capita CO2 emissions in the LA area
- NI 191 Residual household waste per head
- NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
- NI 198 Children travelling to school – mode of travel usually used

Current Stretch Targets

BVPI 89 - Proportion of residents that are satisfied that the local authority has kept public land it controls free of litter and refuse, as measured by the Local Government User Satisfaction Survey.

Promoting cohesion and social inclusion and tackling persistent inequalities

Hackney is proud of its diversity and high levels of social cohesion.

We know from a recent MORI survey of residents that 76% of residents believe that people from different backgrounds get on well together in their area. It is notable that all groups of residents feel that this is the case.

However, at the very least, we must be aware that cohesive communities can become more divisive or polarised, when placed under stresses or strains. If the benefits and opportunities that arise out of economic growth are not shared by everyone, this can limit people's life choices and life chances, which in turn can create tensions between people living near each other.

Maintaining a strong sense of social cohesion in the local area is central to our vision for the development of Hackney. It's essential that all parts of the community feel involved in shaping Hackney's future and that people are not excluded from taking an active part in society.

We recognise that local people, local organisations and local services need to work together to tackle persistent inequalities and remove obstacles in people's way that prevent individuals and families achieving their potential.

Evidence shows that some local people experience complex and deep rooted problems that act as barriers to them realising their full potential in society. A young child who experiences a poor home learning environment or a disabled person with a mental health impairment who cannot get a job or a place on a training course are both currently less likely to be in a good position to do well and get on, than some of their peers.

All local people should be able to improve their own life chances, grasp new opportunities and take part in community life. If we want to achieve our vision for the local area, we have to prevent people being excluded from participating in community life and sharing in Hackney's growing prosperity.

What we mean by creating equality

Hackney uses the definition put forward by the National Equalities review in 2007 to define equality:

An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises people's different needs, situations and goals and removes the barriers that limit what people can do and can be.

Annex A - Development of the Story of Place and Local Area Agreement

The development of the Story of Place and the LAA begun in August 2007 and has been closely aligned with the refresh of the Sustainable Community Strategy. The initial development of a strong evidence base was a key starting point and produced a strong platform for the strategic work, this was built on by the Council leading the partnership through detailed scenario planning exercises, the production of the vision, consultation on the visions and identification of the outcomes through the Team Hackney partnership. Finally the cascading of outcomes throughout key strategic documents and delivery plans, lead by the LAA, within the Council and key partners will embed and manage our progress.

Evidence Base

The fundamental decision that the LAA for Hackney would act as a short term delivery plan for the Community Strategy and that the development of the 2008-2011 LAA would be developed alongside the refresh of the Community Strategy has ensured that our LAA is evidence based, has strong partnership support, and will be an integral part the delivering the Vision for Hackney over the next 10 years.

The development of a strong evidence base, the Medium Term Planning Trend Notes initiated discussions in August of 2007. This briefing consisted of a number of short notes on some key issues and areas for exploration in the refresh of Hackney's Sustainable Community Strategy identified through a short PESTLE² analysis. The notes were produced by the Strategic Policy and Research Team with contributions from colleagues across the Council and other partner agencies.

Scenario Planning

This evidence was then applied to a scenario planning exercise, over the period of September and November 2007. Scenario planning is an increasingly well-established methodology that has been used by bodies that include trade unions, multinational businesses and government departments. The process does not claim to predict the future, but instead sets out a range of different possible futures and challenges organisations to plan for uncertainty.

The events demonstrated an exceedingly high level of commitment to partnership within the borough with the Mayor and LB Hackney Cabinet, the Hackney Senior Management Team and members of the Team Hackney Board (the LSP for Hackney) including the Chief Officer Hackney CVS, the MET Borough Commander, Chief Executive of Learning Trust, Chief Executive of the PCT, Principle of Hackney Community College, Chief Executive of the NDC, Chief Executive of Hanover in Hackney, and Chief Executive of Renaisi all dedicating three days to the development of the vision.

Our goal was to work collaboratively with senior council officers, politicians and partners to understand the key trends that would drive change in the borough up to 2018. Once we identified those trends and reviewed the data, we used them as the basis for a set of scenarios - essentially short stories setting out a range of possible futures for Hackney. Finally, we used the scenarios to challenge participants to think again about medium term strategic planning, with particular reference to the Community Strategy and LAA refresh process. A handful of key insights emerged from the scenario planning process in Hackney.

Participants broadly agreed that the most important issues to deal with in the future would be the impact of economic development on the borough, and the extent to which the area

² Political, Economic, Social/cultural, Technological, Legal, Environmental

could retain its distinctive mix of ethnic diversity and social cohesion. In other words, how can Hackney best take advantage of the opportunities offered by the Olympics and the growth of the city fringe; and how can it ensure that the benefits of growth are shared among all residents? Participants in the workshops agreed that it was feasible to have both economic growth and social cohesion.

The scenario planning process also highlighted the fact that Hackney's strategic planning is based on two major assumptions, both of which are open to question. The first is that the UK as a whole will continue to enjoy strong economic growth. As our scenarios showed, Hackney could be badly affected by a major financial upset in the City of London, which might slow or halt the pace of gentrification.

The second assumption is that Hackney's key social challenge over the next decade will be coping with the challenges of gentrification. Our scenarios suggest the possibility that Hackney could actually be bypassed by new highspeed rail links into cheaper parts of east London and the Thames Gateway, which would introduce a different population change.

The above scenarios for the future of the borough are underpinning the Community Strategy and are reflected in the above Vision.

Development of the LAA

With the Vision and scenarios in draft form, the next stage of the project saw the mapping of these to the national indicator suite, alongside knowledge of current performance management information. There was an understanding that whilst there were some strong themes, such as worklessness, and strong performance the LAA would need to reflect the distance needed to travel in key areas such as crime and health.

This was followed by an intense period of consultation exercise which saw the suite of thirty five indicators introduced throughout the partnership, through the Team Hackney Board the thematic boards, and their sub-groups.

This cumulated in a major partnership event on December the 12th where the vision, emerging themes from the scenario planning exercise and the thirty five indicators were shared and discussed with upwards of 100 partnership members in attendance.

There was strong consensus regarding the approach and the overview and an agreement, with the exception of a small number of agreed changes, of the LAA indicators suite. However, there were some interesting debates regarding the impact on the existing community in Hackney and those who had the greatest distance to travel to achieve the vision. As a direct result it was agreed that Hackney would develop a specific Local indicator relating the Third sector; and embedded the need for Hackney to include national indicators relating to vulnerable people, mental health, older people, disabled children and targeting worklessness within the worst performing neighbourhoods.

Developing and embedding the Community and Strategy and the LAA

Hackney's refreshed Sustainable Community Strategy will set out the agreed vision for the Borough and will include a set of 10 year priority outcomes, which are in effect specific medium term policy goals for Hackney. These outcomes will provide all partners in the Borough with a 'clear line of sight' about what we are aiming to achieve over a 10 year period for the local area. These outcomes align with the LAA targets, which are in effect three year milestones for our longer term 10 year plan.

The LAA indicators and targets are being embedded in strategies across the borough as they are developed and agreed. to date (April 2008) they have been incorporated into LB Hackney Corporate Story Board, the Crime and Disorder Strategic Assessment, the Local Development Framework, the Regeneration Delivery Plan as well as the emerging Youth Crime and Skills Strategies for the Borough.

As part of the renewal process for the Sustainable Community Strategy, the Council is planning to align its' annual monitoring of the Strategy with the LAA monitoring cycle. Over time, the Council's Annual Report will become the Community Strategy Action Plan and expanding the focus of the Council's Annual Report to cover progress made towards achieving local strategic priorities for the whole area, rather than just focusing on the reporting on performance of the Council's Services. In effect we would produce an annual Community Strategy Action Plan which would include performance information on Hackney's LAA targets.

The Council is also looking to develop a system of policy reviews for the Sustainable Community Strategy. These would provide partners and the wider community with means to get involved in shaping decisions about big issues affecting the local area and any recommendations stemming from these reviews could help inform delivery of the Local Area Agreement. It is proposed that the first review looks at Worklessness in the Borough.

Annex B - Delivering the Community Strategy and the LAA through Partnership

Area Based Grant

Area Based Grant (ABG), which replaces the previous LAA Grant, will be used to fund interventions that will have impact on the new LAA indicators, though it is recognised throughout the Partnership that the key to progress will be within the influencing of the mainstream.

The ABG pools a number of grants previously awarded directly to statutory agencies, it would not be sensible or pertinent to lose the activities funded through these funds; and careful transition is needed. However, the partnership has agreed on the principle that ABG should have plausible links to the direct delivery of LAA Outcomes, expressed through the story of place.

In order to manage this transition Team Hackney Thematic partnerships will be asked to assess current activity funded through these grants for alignment to the new LAA indicators, demonstrate evidence of the impact of previous activity, and to take note of any ongoing contractual commitments and clear performance indicators for 2008/09.

Recommendations from Thematic Partnerships will go to the Performance, Intelligence and Equalities Group of Team Hackney (PIE). PIE is chaired by the Chief Executive of Hackney Council, and its members include the Mayor and Deputy Mayor, VCS and statutory representatives – each member with clear links to the Team Hackney Thematic Boards.

In addition to this all existing LAA funded interventions commissioned in 2007-2008 will also be tested against set performance criteria and evidence of impact, and alignment with new LAA indicators; this process begun with the initial Government submission in January 2008.

Strategic Commissioning

Any ABG funding that is unallocated will be set aside for an innovation fund, to commission new projects to impact on the LAA indicators in line with Community Strategy priorities. As with the LAA Grant in 2007/2008, strategic commissioning is an activity that spans the whole of Team Hackney's work. The purpose of Team Hackney is, through understanding of the local community it serves, to generate new and more effective ways of intervening to support local people in improving the quality of their lives. Strategic commissioning is a process through which the organisation will translate this commitment into action.

The demonstrated commitment of partners over the previous year has developed an organisation which has the culture, capacity and processes to make decisions based on evidence, design actions and interventions based on a detailed understanding of the issue and of local circumstances, to set clear expectations and outcomes and then performance manage these in accountable and transparent way.

Strategic commissioning is therefore an activity designed to secure the delivery of priority outcomes based on analysis and evidence in an effective and transparent way. Strategic commissioning is not solely contracting or procurement although this is an important element of the process, and more importantly, it is not competing for funding but working together to invest public resources where they can make clear impact.

Performance Management

The LAA 2007/2008 fully embedded a strong performance management culture across the partnership. The LAA refresh will take this work further, and with the strong alignment to the Community Strategy will be the principle vehicle for monitoring the progress of the 10 year strategy.

LAA indicators are now fully integrated into the LB Hackney performance management system and within the LB Hackney Corporate storyboard. Quarterly reporting on the all ABG funded interventions (including newly pooled funding and previously commissioned work), both in terms of outputs and spend, will continue and our risk management and escalation system will remain the key progress monitoring information for the partnership. There are two levels of reporting of performance for the LAA.

LAA Interventions: The first concentrates on activity that has been commissioned to support the LAA, the interventions, alongside other activity funded through the ABG and reports quarterly on progress against the agreed outputs and spend. The commissioning process ensures that interventions are focussed on delivery of the LAA indicators, so if progress is to be achieved then tight monitoring with intensive actions for performance is critical. Risk is assessed using the following:

Intervention spend

Green - Spend is on track

Amber - Spend is not on track but in control

Red - Spend is not in control / or the intervention did not meet submission deadlines

Intervention outputs

Green - The intervention is on track and in control (outputs are on track or exceeded target)

Amber - The intervention is not on track but is in control (outputs are within 80 – 99.95% of target)

Red - The intervention is not on track and is not in control (outputs are under 80% of target) – or submission deadlines were not met.

LAA Outcome Indicators: The second is the quarterly reporting of the LAA indicators, which are more outcomes based, and can be used by the partnership to monitor progress over a longer period of time. Many of these indicators are only available on an annual basis, with some time lag. A particular focus in reporting is given to stretch/reward targets – and an exception report will be produced, using the following risk assessment criteria:

Green - Indicator is on course to achieve/exceed target.

Amber - Indicator is below target, but likely to recover.

Red - Indicator is below target and unlikely to recover.

Escalation Procedures: Performance reports and issues are discussed at meetings in the following sequence on a quarterly basis.

1. Thematic Sub-Groups (e.g. DAAT).
2. Thematic Boards (e.g. Safer Communities).
3. Performance Intelligence and Equalities Group
4. Team Hackney Board (the Local Strategic Partnership Board)

As performance is discussed at each level, issues will be dealt with and only those issues of highest importance, where partnership intervention at the highest level is needed, will be discussed at the PIE Group. PIE is responsible for identifying required actions and adding commentary to the Performance Overview report for submission to the Team Hackney Board.