

Hackney CVS

Strategic Plan

2019-2022

Hackney CVS is at the cutting edge of some really important developments that will ensure that Hackney retains a thriving local voluntary sector...

I see Hackney as a leader in voluntary sector infrastructure.

Lev Pedro, NCVO

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Opening Remarks

2016

Hackney CVS is uniquely placed to facilitate change for the better in Hackney and to deliver our vision of a fairer society. With our vast array of networks, friends in the public sector and business world, and our unique reach into local communities, we are at the forefront of tackling inequality in the borough.

To keep the local voluntary and community sector (VCS) vibrant and sustainable we need to spend the next three years building on what we already have in place – supporting partnerships in the sector, maintaining and developing projects and services, and making the most of our productive relationships.

It's not going to be easy though. As funding becomes more difficult to secure, there is increasing demand for services delivered by the VCS. Public sector budgets are reducing and there is a fast-changing policy environment in which significant change at a local and national level is already underway. Living and working in Hackney is becoming more expensive,

income inequality is becoming more pronounced and gentrification is impacting on community harmony. We believe strongly that Hackney has many problems that could be better solved by local people and communities taking more ownership and involvement in the solutions.

We need to be more proactive in all we do to maximise opportunities, challenge discrimination and continually provide solutions to entrenched problems.

We welcome you to join us on a journey over the next three years to make Hackney a more equal society. This is why we have developed three new strategic aims which capture what, why and how we will go forward.

From CEO of Hackney CVS, Jake Ferguson



Like a lot of organisations the next few years will be tough for Hackney CVS, as we struggle to find funding for our core costs and overheads in an environment of shrinking public sector funding. By leading consortia and partnerships of local VCS organisations we can help them become more sustainable; an approach that also makes good business sense for Hackney CVS.

The more we can demonstrate the value of the work of local VCS organisations, the more residents will ultimately benefit. We have invested a lot of time and energy developing relationships with commissioners and funders which is paying off, but we need to be constantly on top of this and developing new relationships and opportunities all the time to stay ahead of the game.

We have probably been too humble about our achievements over the years and need to get more confident about all that we are achieving. You will see in our Hackney CVS Projects Document (contact samson@hcv.org.uk for a copy) that we have a large list of current projects, but managing all these projects at any one time is not easy and takes a lot of time and staff resources. There are things we need to get better at but I am confident we have the mechanisms in place to do an even better job of leading work in Hackney.

Hackney CVS has a great team of staff and volunteers as well as a supportive Trustee Board. A lot of what we want to achieve over the next three years will not happen without us continuing to invest in and support our staff and volunteers to do the best they can do. We recently achieved Investors in People Silver Award on our first attempt and want to achieve Gold in the next 18 months. We also need to make sure we achieve our goal of securing a brand new hub for the VCS in Dalston. We always want to hear where we are doing well and also where we are not doing so well – so please continue to keep in touch and send us your comments and feedback.

For our part, we would like to thank our many partners, supporters, funders and friends. We look forward to continuing these relationships over the next three years.

Executive Summary

In this section:
Our strategic aims
Our new vision
Our revised values

We have developed three new strategic aims, a new vision, and a revised set of values which will guide our work over the next three years. We have also spent a lot of time listening to our key stakeholders (from the local VCS and public sector), considering the key challenges we, and the local sector face, to create what we think is a renewed sense of direction and focus.

Hackney CVS aims to build on its successful track record of reaching into local communities, continually listening to what communities need, and harnessing the potential of local voluntary and community organisations to support residents.

To do this we need to develop an even more proactive approach: gathering evidence in a range of new ways, facilitating more discussion between all stakeholders about what works and what doesn't and ultimately developing business cases for investment from a wide variety of funders that puts local people/service users at the heart of determining what works best for them. These can be summarised as three new strategic aims which are as follows:

Our three aims

- 1** Local communities and residents will have a stronger voice to influence local services as a result of the opportunities we will provide for dialogue and social action across all sectors.
- 2** The local voluntary and community sector will be better able to find new and improved ways of accessing funding, resources, and support.
- 3** Hackney CVS becomes a stronger 'catalyst of change' which results in more local VCS organisations delivering user-led projects which meet the needs of residents.

- *** In conjunction with the strategic review we are issuing accompanying documents on:
- 1) our approach to commissioning
 - 2) our networks and the opportunities they provide to influence local policies
 - 3) our current projects
 - 4) the organisational support we provide Hackney's voluntary and community sector.

Our new vision

We believe that Hackney can and should be a fairer society. To achieve this we believe strongly that local people and communities should be empowered to lead the solutions to the problems they face.

At a Connect Hackney participatory budgeting event – choosing which projects for people aged 50+ should receive a share of Big Lottery Funding



Our revised values

The following values will underpin our work going forward and will guide us in making the best choices about what we do and how we do it.

- Hackney CVS believes that the voluntary and community sector plays a critical role in tackling poverty and disadvantage, especially at a time of austerity and increasing pressures on local communities
- Local people should be at the heart of solutions to local problems, and by listening to their concerns we will remain responsive to local needs
- The VCS has an interdependent relationship with the public sector – the co-production of strategies to tackle local problems remains key to Hackney’s positive future
- Small groups and those supporting BAMER, LGBT+ and disabled people are at a distinct disadvantage, therefore dedicated support is needed to help them to develop
- We need to be open and transparent in all our dealings and ensure that we use language which everyone can understand, and provide services which are accessible to those that need them most
- Volunteers, local people and the business community can offer much needed help to local voluntary and community groups which we need to better harness
- Partnership is key and we will continue to make informed choices about which partnerships to pursue and which organisations should be included
- We will lead from the front on issues which matter to us, helping others to join us in delivering new approaches to entrenched social problems
- Community resilience and empowerment should be more than just a concept, but a reality with communities able to support themselves wherever possible



Our definition of the ‘VCS’

Throughout this document we will refer to the local VCS. The VCS can mean different things to different people. What we mean by this is voluntary and community organisations that predominantly deliver in Hackney and have a base here. This does not mean that we won’t work with organisations that are national or focussed outside Hackney, but we will focus our support and development work on those that meet the ‘local’ criteria. We estimate this could be up to 2,000 organisations in the borough.

Our definition of ‘community resilience’ and ‘community empowerment’

Communities

This is a term used a lot at the moment – but again, it can mean different things to different people. When we talk about communities we mean groups of people linked by a common cultural or religious bond, for example the Turkish or Jewish communities, but it can also be communities bonded by other things such as income, for example, poor or wealthy communities.

Community resilience

When we talk about community resilience at Hackney CVS what we mean is communities and individuals harnessing local resources and expertise to help themselves, especially during difficult times.

Community empowerment

What we mean by community empowerment is helping individuals and communities do things for themselves. This could be because they have been trained to run a service, given the opportunity to meet key decision-makers about an issue or provided a building to operate from that they run themselves.

At Hackney CVS we understand the benefits of helping communities to become more resilient, more empowered and self-reliant as it often allows them to determine how best to support themselves.

Some facts about Hackney CVS



Find out more about Hackney CVS in our publications about our commissioning principles, projects, community networks and organisational support: online at www.hcvs.org.uk email: samson@hcvs.org.uk

1 We are nearly 20 years old, having been formally set up in 1997 to support and develop the local VCS



2 We have 29 full and part time staff and provide sessional employment to over 30 young people



3 Our board of Trustees is made up of volunteers from local VCS organisations, national charities and the business sector




6 We hold the NAVCA Quality mark around infrastructure support and recently secured an Investors in People Silver Award



7 Our turnover is around £3m this last year (2015/16) – but we are not rich – most of the funding which we receive is subcontracted to local VCS organisations through consortia and partnership approaches

8 Most of our training and support is provided free of charge or relatively low cost so that small groups can benefit




4 We deliver a range of projects from those supporting young people into work, helping older people feel less isolated, to helping residents get help from carers and supporting vulnerable people in hospital



5 We deliver a range of innovative projects including voluntary sector involvement in One Hackney and City, a pilot to provide more co-ordinated services for the most vulnerable, high risk patients in City and Hackney: www.onehackneyandcity.org.uk



9 We provide lots of networks for the VCS which means they can come together to co-produce strategies with the public sector around the key issues which affect residents



10 We are a London Living Wage employer.



What's happened during the last 3 years of our Strategic Plan?

We have reviewed how well we delivered against our previous strategic plan and feel confident we have met our aims.

We summarise our success as follows:

- Thanks to a range of funders, especially the BIG Lottery Fund, Hackney Council and the CCG, we have secured **over £10 million** for the local sector by focussing on leading partnerships and consortia of local groups. Programmes include **Connect Hackney** (£5.8m for older peoples services), **One Hackney and City** (£1 million to help vulnerable people in hospital), **Talentmatch** (£1.4 million to help young people into work), **Take Care of the Pennies**, **Luncheon Clubs** and **Carers services**
- The Council has adapted a more **strategic approach to regeneration** and built greater understanding of the impact that increasing house prices and visible change has on indigenous local people
- We have co-produced and influenced **strategies** with the public sector around approaches to: **Child Poverty & Family Wellbeing Plan**, the **Health & Wellbeing profile**, the **Council's approach to regeneration**, **welfare advice / approaches to poverty** as well as **safeguarding** and **Stop and Search practice** amongst others
- **Relations with the Police have improved** for young people as a result of our Stop and Search work.
- **Older people are now less isolated** due to attending better lunch clubs and have better financial management skills as a result of our Take Care of the Pennies project



- There is now a **strategic focus on young black men** because they suffer more multiple and complex problems than anyone else which our community insight work has helped to highlight
- Many poorer residents have **benefited from public services** which are more culturally specific and which understand the complexity of poverty and its impact on people's perception of local services
- In ensuring we were a beacon of good practice ourselves, we secured the highest ever **NAVCA Quality Award** and got **Investors in People Silver Award**. Hackney is seen nationally and in government as an area where the VCS and public sector do 'good business'
- Working with our partners East End Community Foundation (EECF), we have established **Hackney Giving** as a simple mechanism for donors from the corporate sector to invest in local community projects. Over 50 projects have been funded in the last two years benefiting 1900 people with £270,205 from our four business patrons, the proceeds of EECF's Hackney Endowment and three Hackney Giving Live events
- The wider public have a **greater knowledge of the value of the VCS** through good news stories with a human impact focus





Our three new Strategic Aims



* Community Voice

Strategic aim

1

Local communities and residents will have a stronger voice to influence local services as a result of the opportunities we will provide for dialogue and social action across all sectors

- a) We will facilitate effective communication, networking and collaboration amongst local VCS organisations – please see our [network guide](#) for more information
- b) We will act as a ‘critical friend’ to the public sector by supporting people working in the local VCS to raise issues of policy and practice that impact on residents and communities
- c) Using the local media and our communication channels we will promote and highlight the impact that local VCS organisations have on residents and service pathways, so that more people value their work
- d) We will enable productive relationships between the local VCS, public bodies (the Council, CCG, ELFT, JobCentrePlus, the Police and others) and local businesses so opportunities for joint approaches can be realised – building on the principles in the Hackney COMPACT
- e) We will celebrate the diversity of Hackney and promote social justice to tackle local inequality, particularly around racism, sexism, homophobia, ageism and issues relating to social class.
- f) We will use our unique position to better understand and build on local community assets (that’s people as well as physical resources such as buildings) so that community groups can benefit
- g) Where needed we will work with other organisations such as research institutions to help gather evidence about the impact of services on local people



Nell Andrew, hosting an Out There Hackney LGBT+ network event at Arcola Theatre

The public sector relies on Hackney CVS to gather information and insight from frontline voluntary and community organisations because there are so many local organisations working to support residents. Hackney is an unequal society and these not for profit organisations play a hugely important role in tackling poverty and deprivation.

Cuts to public sector budgets impact on local VCS organisations, which in turn impacts on residents, often those most vulnerable. It's important we continue to ensure good relationships are in place so that better joint approaches to prevention can take place. We need to appreciate that not everyone can attend meetings which is why we support VCS representatives to sit on key strategic bodies to articulate the voice of the local VCS.

Hackney CVS is proud of its track record and proactive stance in tackling inequality. We need to do more to promote what we do, and to raise the issues which many residents face so that the general public can better understand and engage with Hackney as a diverse borough with lots of needs. We communicate in many different ways – through our websites and weekly newsletters for instance. We also host a number of forums, networks and events which bring organisations together – see our Network Guide for more information. We need to build on our approaches to find better ways to promote social action utilizing case studies and real life scenarios where useful.

There are many assets such as community halls on estates, schools and public buildings which could be better utilized to support social action. Similarly there are lots of local people and businesses who want to help local communities. We will use our unique position to bring assets, people and opportunities closer together. This will involve using social media and public campaigns better than we currently do to create more opportunities for people-led action.

Local frontline community and voluntary organisations have a wealth of information about their service users which, if well utilized, can give a more accurate picture of the issues facing residents, particularly those more vulnerable. Gathering this information is not easy and needs to be consolidated in ways that will make a difference. We need to continually provide support to organisations to better measure and communicate their impact as well as considering how we do this ourselves. We are developing a new database which will allow Hackney CVS and its delivery partners to better communicate our impact. We will also need help from experts from time to time such as local universities to help us understand social action and its impact on communities.



How will we know we have been successful?

- More local people in the VCS will understand how decisions are made and how they can influence services. Decision makers and commissioners will better understand the social value that local people and communities make
- There will be a greater number of news stories, briefings and reports which demonstrate the good work of local community & voluntary organisations and the local assets which exist in Hackney
- As a result of the forums, networks, events and regular information we provide, people working to tackle inequalities in Hackney will feel better equipped to do so.





Accessing Support



The local voluntary and community sector will be better able to find new and improved ways of accessing funding, resources, and support

- a) Through projects such as Delivering Change, we will provide diagnostic approaches for new and existing VCS organisations that help them better identify their needs and provide bespoke support for them, ensuring we reduce their dependency and increase their sustainability
- b) We will provide training and workshops for new and existing VCS organisations and local networks that build their skills and capacity to enable them to work more efficiently and effectively. Capacity building opportunities will also be made available through peer support, partnerships between smaller and larger groups and signposting to other sources of assistance
- c) We will continue to work with East End Community Foundation and others to develop Hackney Giving as a local source of grant funding for small scale community projects – ensuring that Hackney Giving is the first choice for local businesses and residents looking to support local community and voluntary organisations
- d) We will build on our relationships with business volunteers and the business community to ensure that volunteers from businesses can help local organisations write successful funding applications and develop their skills
- e) We will provide advice, guidance and support to VCS organisations to assist them to participate fully in the safeguarding agenda for both children and adults
- f) We will provide support for groups focusing on improving their financial sustainability, raising the quality of their services and funding bids as well as becoming more outcome and impact focused
- g) We will provide encouragement and support for organisations to access appropriate quality assurance standards and qualifications
- h) We will continue to work with local commissioners in the Council, NHS, charitable trusts and foundations so that they provide grants and contracts which can be accessed by a wide range of local VCS organisations
- i) We will support organisations impacted by public sector spending cuts to find alternative sources of funding
- j) We will continue to provide office and desk space as well as back office support to organisations that need it. This will include developing a new hub for the VCS over the next 3 years.



How will we know we have been successful?

- Local grant and commissioning processes will fund a broad range of organisations, particularly those that are small and/or supporting BAME communities.
- VCS organisations we support will be better able to deliver successful projects, particularly with regard to demonstrating their impact
- VCS organisations will be better able to understand the policy and funding environment they are operating in
- We will have secured a new fit for purpose hub for the VCS by 2019.

Running a VCS organisation is not easy. It is becoming increasingly difficult for VCS organisations to operate for a host of reasons which include: an increasingly competitive funding environment and a lack of core funding opportunities; the increasing costs of running community and voluntary organisations including the lack of affordable office space; the lack of time to undertake professional and organisational development; the impact of current and future public sector cuts; the increased demand for projects and services which help residents affected by poverty and welfare reform; the increasing pressure to continually innovate to impress funders and; the increasing pressure to form partnerships and consortia – amongst others!

Every organisation in the local voluntary and community sector is different

and unique. Some local VCS groups, particularly those that are small or face disadvantage (BAME, disability and LGBT+ organisations), need dedicated support – with many citing the need for additional help to develop effective projects, to market themselves and to fundraise. We don't have the capacity to help everyone all the time which is why we will focus on groups of organisations to provide dedicated support. We will also help organisations, particularly smaller ones who we contract, to build their capacity as they deliver activities for us as part of our consortia or partnerships. Some local VCS groups will be at risk of closure or face significant difficulties remaining solvent and achieving sustainability. Some organisations who need support do not have the time to engage in training and organisational development support, some others do not fully appreciate the

need for support. Hackney CVS users need information that is up to date and easy to read – they find jargon difficult to navigate.

Hackney Giving has been a real success – it has already raised over £300,000 for local projects in the last 2 years. We need to work with our partners to expand the number of donors to help us reach our target of £1m raised over 5 years. This work will focus on new corporate donors as well as local businesses and residents in ways that makes it attractive to them to make more donations to the scheme.

Some local businesses and residents are keen to support local charities through pro-bono and employee volunteering but need easy ways to do so. Our partnership with ELBA and other business engagement organisations will help us do this. Some organisations

struggle to manage their finances. Our partnership with the Community Accountancy Project and others will allow us to offer a broad range of finance and accounting support to local groups. We also recognise that some groups need our help with communications/ marketing and access to things like photocopying which we will continue to provide as cheaply as possible.

Premises are a big issue for local organisations as Hackney becomes more expensive to operate from. We will do what we can to provide desk space and cheap conference and training facilities. We will work with the Council and NHS to make more premises available to local communities. We are also working with a developer to realise our vision of a brand new hub for the VCS in Dalston as we can no longer afford to pay commercial rent in the area.



*
User-led projects

Strategic aim

3

Hackney CVS becomes a stronger 'catalyst of change' which results in more local VCS organisations delivering user-led projects which meet the needs of residents

- a) We will continue to encourage local organisations to come together to tackle issues – in some cases supporting them to secure resources themselves and in other cases leading partnerships of local organisations to win funding together
- b) We will use a range of techniques to support local people/ service users to develop the approaches they think will work best to tackle the problems they face
- c) We will embed local VCS organisations in the service delivery pathways developed by the public sector, focussing on BAMER organisations who can provide reach into communities
- d) We will develop new business cases for investment in local VCS organisations which tackle different forms of inequality in Hackney
- e) We will expand the membership of City & Hackney Together so that more organisations can be part of our consortia and partnership approaches – part of this will involve seeking out and supporting organisations with specific reach into communities
- f) We will strengthen our management of consortia by ensuring greater levels of monitoring and compliance amongst our subcontracted partners
- g) We will make it easier for organisations to understand how to engage in our partnership work
- h) We will use our database and monitoring data to improve the way we evaluate and communicate our project successes.



Hackney CVS has a track record of developing consortia and partnerships of local VCS organisations to deliver quality prevention approaches which work with residents to identify and deal with issues that they face at an earlier stage before they become harder to resolve and more costly to society. We will use our unique knowledge and perspective of the issues affecting residents to stimulate partnerships between voluntary and community sector organisations themselves and with the public sector, ensuring local people are in the lead. Hackney CVS is recognised by funders and commissioners for this which is something we need to continue to build on. This in turn will attract funding into Hackney and will provide opportunities to realign current spending locally, ensuring service users/residents shape the projects and services targeted at them.

Reductions to public sector spending budgets will impact on the amount of funding available for the VCS and therefore new ways to coordinate activity will be important. We need to provide mechanisms for dialogue around this as there will be some difficult choices that need to be made but also some opportunities that can be seized. The devolution agenda and restructuring of public services could provide opportunities for the VCS to deliver new activities. Public services can often be improved when VCS organisations are part of the delivery pathway, especially in

reaching out to communities which the public sector struggle to reach. The more we can do to embed frontline grassroots organisations into referral processes and service delivery pathways the better for residents. But this is not simple and needs lots of dialogue between all stakeholders as well as resources in some cases to make it work better.

Inequality is increasing in Hackney which has wide ranging impacts on poverty, deprivation, as well as local communities and residents' sense of belonging. Some parts of the public sector will no longer exist or may be more effectively delivered by the VCS, therefore it's critical we play a useful role in providing new or alternative approaches which offer extensive reach into local communities, cultural and community competence, as well as cost effectiveness.

The needs of residents change but there are some key problems which Hackney CVS believes it has a role to play in tackling. These are specifically:

- Youth unemployment, the negative impact of gangs and youth disaffection;
- Violence (particularly Domestic Violence and FGM) against people,
- Discrimination (Race, Gender, Sexuality, Ageism)
- Older people and social isolation
- Health inequalities (particularly diabetes, smoking, STDs)

- The impact of poverty on residents and communities affected by welfare cuts?
- Educational underachievement, particularly in BAMER communities
- The needs of carers
- The needs of other disadvantaged people

We will need to continue to develop strong business cases to potential funders which can attract resources for large scale projects. Hackney CVS has developed excellent relationships with the Council, CCG, Police and others, but there are other relationships which we will need to nurture or develop in order to benefit the local VCS – such as with the business sector, with large national charities and housing associations as well as other public sector bodies like JobCentrePlus and employment agencies. Hackney CVS should not compete with the local VCS but does have a role to help fill gaps in service delivery especially where it's welcomed by commissioners and/or the local VCS.

Our Hackney CVS Project document lists our current funded work and partnership approaches. We want to build on these partnerships to deliver more successful work, in some cases developing new approaches based on what we have learnt, and in other cases doing more of the same because we can demonstrate that it does work. Part of this process involves subcontracting the local sector.

Our new Commissioning Guide will help those who want to be part of our consortia to understand how to do so.

There is a wealth of expertise within the voluntary and community sector, particularly with regard to prevention. Therefore there are 100s of potential providers who, with our support, can be facilitated to work together to deliver common aims. We set up City & Hackney Together as a bidding mechanism to do this. It has grown to over 70 members now and is proving that not only does this mean that VCS organisations can work together, it also means we can attract lots of funding into Hackney to do good work. We need to ensure that our mechanisms support both large and small, generic and specialist VCS organisations, to work together in consortia and develop as organisations that are funded by us.

Managing partnerships and consortia is very time consuming so having the resources to do this better will be really important. We have the right staff with the right skills, but we need to strengthen how we manage consortia internally, particularly with regard to how we evaluate the overall success of projects, how we ensure our partners are contract compliant and how we support them to gather information about their service delivery.

*** How will we know we have been successful?**

- More organisations join City & Hackney Together and other consortium approaches we lead on
- There will be an increase in external funding secured for projects delivered by local VCS organisations because we have used our knowledge and insight to develop robust and attractive business cases
- Hackney CVS will become increasingly recognized nationally for its specialism in user led consortia and all our projects will be adopt a user-led approach
- Local organisations who are part of our consortia will become more sustainable and in some cases improve their project management and performance monitoring skills
- We will be using the best tools to evaluate our success so that we can continue to impress funders and commissioners with the quality of our lead body role.



Appendix 1: What has informed our thinking?

We are constantly reviewing the statistics about Hackney and its communities as well as the context in which we deliver so that we can ensure we remain relevant to local needs and are able to overcome the barriers in our way. Below are some statistics about the UK and Hackney which help us to prioritise what we need to focus on over the next 3 years.

The national context

Below is a summary of the key challenges facing the nation (adapted from NCVO):



1. Continuing pressure on public service budgets. The current government has continued with the deficit reduction programme started by the Coalition. Even beyond this parliament, there is little prospect of the kind of expansive public sector spending seen in the first half of the last decade. Efficiency, value for money and prioritisation will remain government watchwords for the foreseeable future.



2. Britain has an aging population. Falling fertility rates, rising life expectancy and the imminent retirement of the baby boom generation will reduce the ratio of working age people to pensioners from 4:1 today to 2.5:1 in 2035 and 2:1 in 2050. With the elderly being the fastest growing age group in Britain, increasing pressure is being put on healthcare and social services.



3. The UK is one of the most unequal countries in the Organisation for Economic Co-operation and Development (OECD) and has been for the last three decades. While the impact that this has on growth, wellbeing and opportunity is a topic of intense debate, it will undoubtedly have consequences for the delivery of public services and the role that the voluntary sector has in society.

Reduction in Government Funding by Income Bracket



4. Public sector commissioners are increasingly procuring services through a smaller number of larger contracts. This benefits larger providers, of which the majority are in the private sector. Indeed, whilst the value of outsourced public service nearly doubled over the last parliament, the amount won by the voluntary sector fell. Whilst major charities (those with an annual income over £10m) have seen a 5% increase in their statutory income since the financial crisis, all other income bands have seen falls of at least 19%, with those with a turnover between £100,000 and £1m experiencing a 34% reduction in government funding. There is strong evidence that a concentration of market share in a small number of providers is bad for commissioners, service users and providers alike.



5. The composition of voluntary sector income from government has changed significantly over the past 15 years with the vast majority of funding now coming through contracts. In 2000/01 grants accounted for over 50% of statutory income. By 2012/13 this had fallen to 17%.



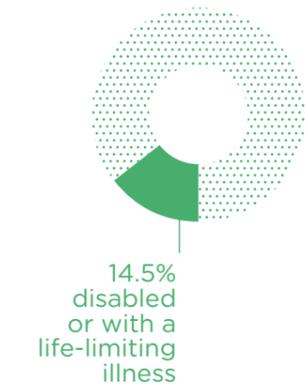
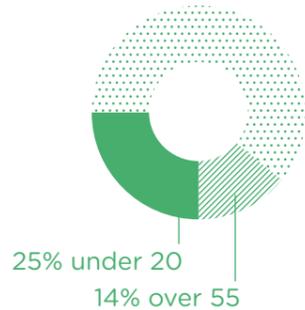
6. Placing demands on a variety of agencies, often from different sectors, with overlapping responsibilities and siloed budgets, has led to **problems of coordination** and ineffective interventions, resulting in persistently poor outcomes. While initiatives such as the Troubled Families programme have sought to overcome such issues, challenges remain. It has been particularly difficult to encourage widescale investment in preventative services due to savings often accruing to other budget holders.



7. There is increasing evidence that the principal tools used by governments over the past 30 years to improve public service efficiency and effectiveness are producing diminishing returns e.g. marketisation, outsourcing, financial incentives, 'customer' choice, centrally prescribed minimum standards, inspection. Despite data showing improvements in the standards of public services, there has not been an increase in levels of public trust and confidence. Furthermore, the downsides of this approach – tick box compliance culture, dispirited front-line staff, distorted service priorities, expensive compliance arrangements – have become increasingly apparent.

The local context: Hackney

Hackney Population Demographics



Hackney children affected by child poverty



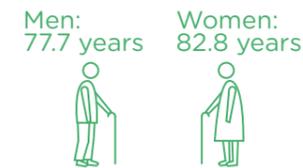
Population characteristics

- Hackney’s population is estimated at **257,379 people**. Hackney’s population is likely to exceed **300,000 people** by 2034.
- Hackney is a relatively young borough with a **quarter of its population under 20**. People aged over 55 make up only 14% of the population.
- Hackney is a **culturally diverse area**, with significant ‘Other White’, Black and Turkish communities. The demographics of the borough are constantly changing.
- **Polish people** are the largest group who have recently come to live in Hackney from abroad followed by **Spanish, Italian and French** people.
- The **Charedi Jewish community** is concentrated in the North East of the borough and is growing.
- In 2011, **14.5%** of Hackney residents said they were **disabled** or had a **long-term limiting illness**.
- Hackney’s **diversity and multiculturalism** are the main factors contributing to residents feeling proud of the borough. However, there is an increasing sense of polarization amongst some people as a result of **gentrification**.

Deprivation

- Hackney remains a really deprived local authority and all of the wards are in the **top ten percent most deprived in the country**.
- Poverty and its impact on vulnerable communities and people is still a big issue in Hackney. **About 37% of all children in Hackney are affected by child poverty**, according to the standard national child poverty measure. This is a relatively high rate of child poverty and is currently the **third highest rate in London**.

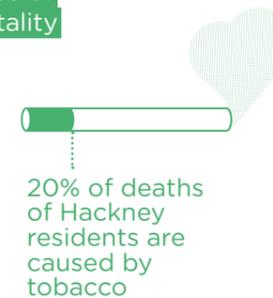
Hackney Life Expectancy



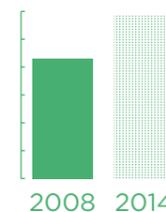
London Life Expectancy



Cause of mortality



Pupils obtaining 5 or more GCSEs at grade A*-C



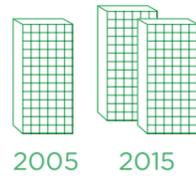
Health and wellbeing

- Life expectancy is increasing for men and women, and is now **77.7 years for men and 82.8 years for women**. Life expectancy in Hackney is however still below the London average, especially for men.
- A recent model has predicted that the gap in male life expectancy will persist in Hackney over the next 15 years. However, a combination of increased mental illness, obesity, and other social factors are likely to mean that **people in Hackney will live longer but will not live healthier lives**.
- **Tobacco** remains the major preventable cause of mortality, morbidity and health inequality in Hackney – currently, almost **20% of resident’s deaths are attributable to smoking** including a large proportion of cancer, respiratory disease and cardiovascular disease
- Hackney’s older population experience issues around **poverty, housing, disability, loneliness and long term health problems** - problems which correlate with social isolation. For example, Haggerston, Hackney Downs, Hackney Central and Dalston wards rank **12th -15th respectively of deprived London wards** on the Income Deprivation Affecting Older People Index, out of 628 wards (source: GLA Intelligence Unit). Hackney has a higher than average rate of ill health problems and disabilities amongst residents aged fifty and over (source: Centre for Policy on Ageing). Hackney has **15,177 one person households where the resident is aged 50 or over**. Of these 7,421 are aged 65 and over.

Education

- Educational attainment is improving on the whole but some students, particularly those from white working class or Afro-Caribbean students struggle. **58.1% of pupils obtained five or more GCSE’s grade A*-C including English and Maths in 2014, up from 43% in 2008**. This is close to the London average, 60.6% and above the England average of 56.1%.

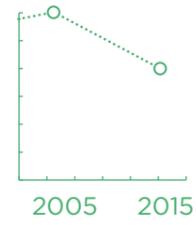
Proportion of Hackney residents privately renting



Housing

- The proportion of households who rent from a private landlord has **more than doubled in the past 10 years**. Nearly a third of all households are now private renters. Nearly 45% of all households in Hackney rent from a social landlord. They tend to have higher unemployment and lower average incomes than people living in other tenures. If you are young and male, getting onto the housing ladder is virtually impossible.

Crime rate in Hackney



Crime and community safety

- The overall crime rate in Hackney is the **lowest in 10 years**. Incidents of crime reported to the police have **declined by over a third** in that time. Metropolitan Police statistics for 2013-14 show there was a 3.7% reduction in police recorded offences in Hackney compared with 2012-13, with 992 fewer victims.
- However there still are issues with **confidence in policing** particularly in refugee/migrant communities and amongst the African diaspora which impact on crime reporting, community cohesion and policing tactics.
- Safeguarding against violence against people remains a big challenge. This includes **Domestic violence** (straight and gay relationships) **Female Genital Mutilation**, as well as **safeguarding of older people** in care homes/with dementia

Appendix 2: Our theory of change

Our Theory of Change

Beneficiaries	Activities	Shorter-term outcomes	Longer-term outcomes	Final goal
<p>Hackney residents especially those who are disadvantaged & risk being left behind</p> <p>Local VCS including CVS members and sub-contractors</p> <p>Public bodies local, London-wide, national</p> <p>Businesses</p>	<p>Reaching & engaging diverse groups, especially in disadvantaged communities</p> <p>Capturing community insights</p> <ul style="list-style-type: none"> • Highlighting hidden issues • Evidencing needs and impact • Telling it 'like it is' <p>Communicating</p> <ul style="list-style-type: none"> • Keeping the VCS well-informed • Raising public awareness of VCS 's work • Championing diversity <p>Ensuring a strong community voice</p> <ul style="list-style-type: none"> • Facilitating strong VCS representation • Promoting co-production • Building networks, promoting dialogue <p>Being a catalyst for change</p> <ul style="list-style-type: none"> • Developing new models & markets • Forging new collaborations • Strategic brokerage / negotiation <p>Promoting access to resources</p> <ul style="list-style-type: none"> • Securing & distributing funding • Volunteer matching; fundraising support • Physical hub / back office support <p>Advice, training and support to promote good governance & high quality delivery</p> <p>Programme & contract management, including monitoring & support for compliance</p>	<p>Policy-makers have a better understanding of issues of social injustice/inequality</p> <p>New collaborations and partnerships built</p> <p>VCS has increased skills, knowledge, tools & resources to influence decisions, run projects and increase efficiency and effectiveness</p> <p>Public bodies, businesses and residents value and support the contributions made by a diverse and vibrant VCS</p> <p>Community assets (ideas, talents and resources) unlocked</p> <p>Positive outcomes for people taking part in CVS-managed</p>	<p>A stronger community voice services and strategies co-produced and decisions influenced, achieving better outcomes that help to narrow inequalities.</p> <p>More community action More, and more diverse, groups of residents enabled and empowered to lead action that responds to local needs and reduces inequalities.</p> <p>A stronger, more vibrant & effective VCS, better able to adapt and respond to local needs and help create a fairer Hackney.</p> <p>Increased community cohesion where everyone, including those who are disadvantaged, feel that they belong and can maintain a place, and where communities understand each other.</p>	<p>To make Hackney a more equal society</p>

Factors that affect success (internal and external enablers)

Hackney CVS's success depends critically on our ability to reach and engage communities in Hackney that are especially disadvantaged. Reflecting this, our Theory of Change gives a special place to outreach. We will also look at our outcomes through a 'diversity lens.'

Success depends on Hackney CVS practising what it preaches:

- Having a skilled and diverse workforce
- Being well-led and governed, with a strong and diverse Board
- Being welcoming, sensitive to and respectful of differences
- Listening well and being responsive
- Being properly resourced, and not taking on more than we can manage
- Being accessible, e.g. in our physical location and by being un-bureaucratic
- Maintaining trust and taking people with us, building consensus across a diverse sector

Success also depends on us having a strong working relationship with the Council, working with the Council to apply the principles in the Hackney Compact.

External conditions that affect success include:

- Hackney's changing demographics, including trends that mean Hackney is seen as less deprived whilst inequalities grow wider
- The political and economic climate, including the impact of austerity on communities, the VCS, public and private institutions
- Public trust and confidence in the VCS
- The availability of high quality delivery partners
- The ability of Hackney CVS/VCS groups to find and afford premises in Hackney
- VCS groups having the capacity to engage
- Decision makers engaging with community forums and VCS representatives

The reasoning behind our Theory of Change

Hackney CVS believes that the shorter-term outcomes we are working towards will help to achieve the longer-term outcomes because

- Collaborations make better/fairer use of scarce resources and keep resources in the borough for community benefit
- When community contributions are valued people are more likely to get involved, and their voices are more likely to be heard
- A strong community infrastructure is key to people feeling they belong and to building understanding between communities

Making Hackney a more equal society requires action at many levels by many players. It clearly is not something that we can do alone. However, we believe the longer term outcomes from our work will help to make Hackney more equal.

- Empowerment leads to improved happiness/satisfaction & better mental health
- Co-produced and people-led services are more likely to reach, engage and deliver better outcomes for, people and communities that don't use traditional services

We warmly thank our funders and supporters



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