

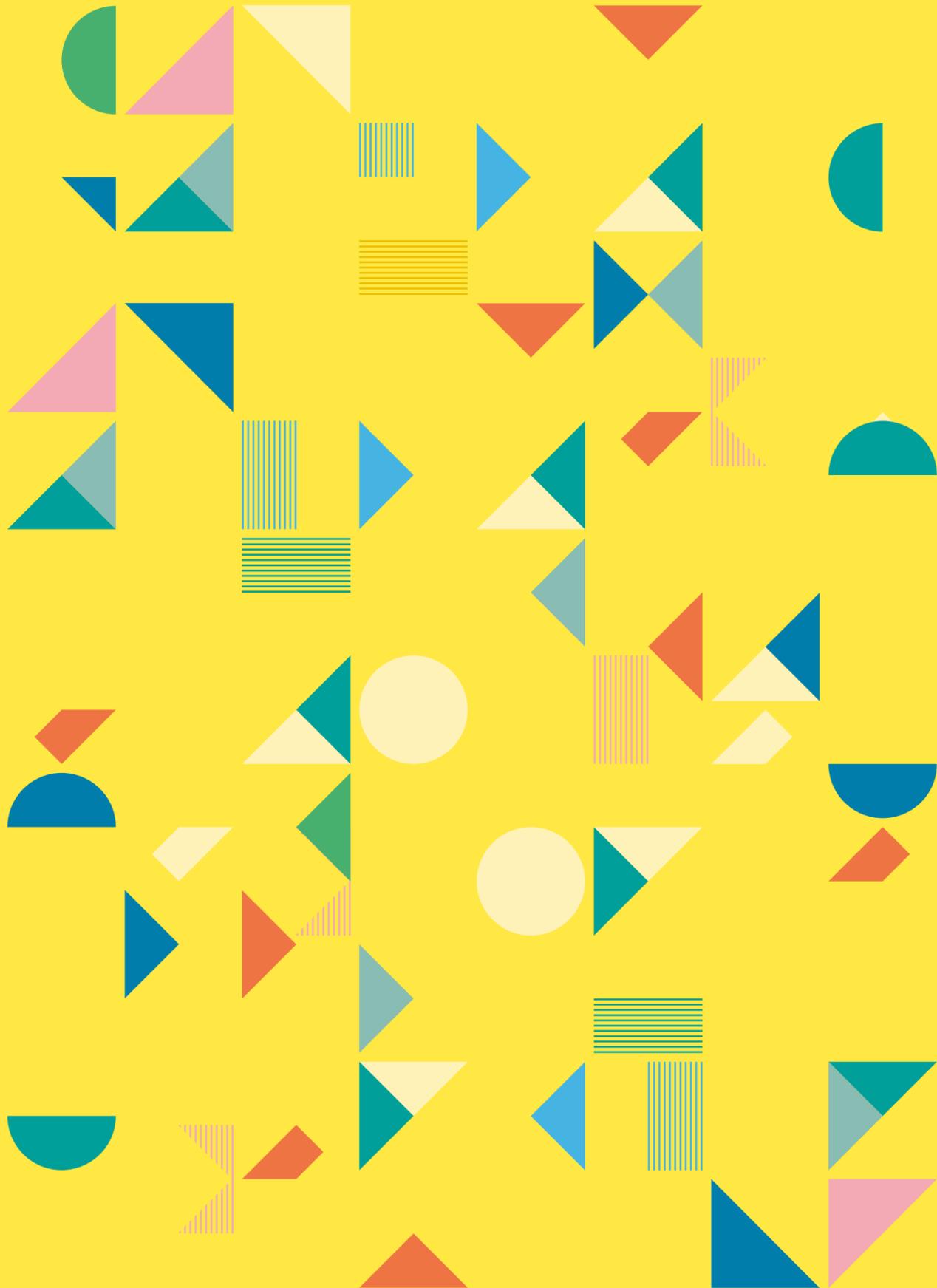


# Strategic Plan

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## 2019-2022

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# Introduction

Strong vibrant communities need equally strong vibrant organisations to support and deliver quality services to them.

This is what Hackney CVS has focussed on since it was set up back in 1997. For over two decades we have supported the voluntary and community sector to be at heart of providing solutions to Hackney’s problems. As an important local organisation and umbrella body for the sector we are committed to making Hackney a fairer place because we believe everyone should have the best start in life and the best opportunities to succeed regardless of their background, race, social class, gender, sexuality or disability.

We have over 20 years’ experience of bringing organisations together, working alongside public bodies to

effect change; of providing grants to small organisations who need money for their projects; of leading large scale partnerships of VCS organisations to deliver solutions to entrenched issues such as unemployment, loneliness and isolation or poor mental health; and also in raising the profile and voices of local community and voluntary organisations, ensuring they are valued, understood and properly resourced.

Looking ahead at the next three years there is lots we need to do including:

- supporting organisations to be better able to deliver services and projects that meet the needs of residents;

Hackney CVS Community Awards Evening



SECTION 1

“We are committed to making Hackney a fairer place because we believe everyone should have the best start in life and the best opportunities to succeed”

- driving a culture of coproduction so that local VCS organisations, including our own, develop their services with the people they serve – leading to better outcomes for them;
- working with public bodies and charitable funders to ensure better dialogue between commissioners and VCS organisations wanting to deliver services so that the best possible commissioning and procurement environment exists for VCS organisations to work within;
- developing and leading partnerships of local VCS organisations ensuring that any funding we secure is targeted where it is needed most and both public and not for profit organisations are working together to deliver initiatives which make Hackney fairer.

To achieve all this we also need to be a sustainable and responsible organisation committed to implementing the values and beliefs which we care about.

We will be regularly reviewing our progress in achieving our strategic objectives as a Board and staff team. We will also provide lots of opportunities for the local voluntary and community sector, as well as our key stakeholders in the public sector and charitable funders, to input on how we are doing and what we need to focus on or do differently to achieve our goals.

We look forward to working with you all over the next three years in making Hackney a fairer place.

We also need to continue to bring organisations and residents (young and old) together through our myriad of networks that local organisations and people can join and work together on issues that they identify as important. We need to do all this whilst also keeping the sector informed through our newsletters and celebrating the work of local sector through our annual awards, films, online case studies and printed materials.

*Jake Ferguson*  
**JAKE FERGUSON**  
CHIEF EXECUTIVE OFFICER,  
HACKNEY CVS

*Charles Middleton*  
**CHARLES MIDDLETON**  
CHAIR, HACKNEY CVS

# Our new vision, mission and strategic objectives

Better outcomes in society are achieved when local residents and communities are central to the design and delivery of services.

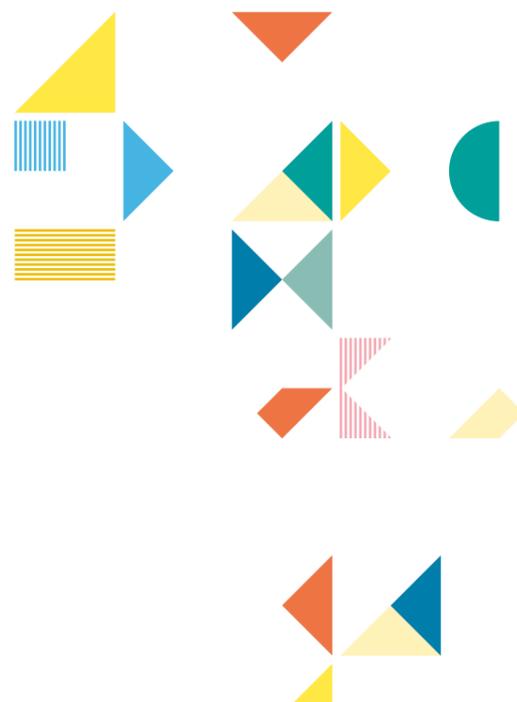
In effect, services are more successful when they are designed and informed by those in greatest need. When this doesn't happen or when communities are not listened to it can result in some people being discriminated against based on their ethnicity, age, gender, social class, disability sexuality or faith.

Having shared goals between local public bodies, VCS organisations and communities themselves ensures that the principles of co-design and co-production can be embedded and implemented to achieve a fairer society.



Kingsland Road, Hackney

We believe that the local voluntary, community and social enterprise sector (VCS) is key to tackling inequality and driving social change. We also believe our work in providing opportunities for residents, young and old, to have a greater voice is also key. This is why we have refreshed our vision, mission and strategic objectives to give us greater focus over the next 3 years.



SECTION 2

Our vision is of

A FAIRER HACKNEY

Our mission is to

TACKLE INEQUALITY AND DRIVE SOCIAL CHANGE

We will achieve this by:



## Strategic Objective 1 SUPPORTING STRONGER, THRIVING VOLUNTARY AND COMMUNITY ORGANISATIONS

**Goal:** By 2022 we will equip the voluntary and community sector with the knowledge and skills to deliver successful projects and improve understanding of the value of these organisations.

**KPIs:**

- % of VCS organisations that report that Hackney CVS has helped them increase their knowledge and skills
- % of VCS organisations that report that Hackney CVS has helped them to deliver more successful projects
- % of local public sector stakeholders who better understand the value of the sector, particularly small, BAMER organisations

## Strategic Objective 2 DEVELOPING SUCCESSFUL DELIVERY PARTNERSHIPS

**Goal:** By 2022 we will support and/or lead partnerships to tackle local issues securing resources for the local voluntary and community sector, particularly smaller and specialist / BAMER ones.

**KPIs:**

- Secure a minimum of £2m for local VCS organisations, particularly smaller and specialist / BAMER ones to work in partnership
- Lead and/or support the development of local VCS partnerships focussed on tackling poverty and inequalities
- Each partnership is driven by clearly identified local need and is able clearly demonstrate its success in changing lives
- % of commissioners and partners that agree that we champion the needs of disadvantaged and marginalised communities



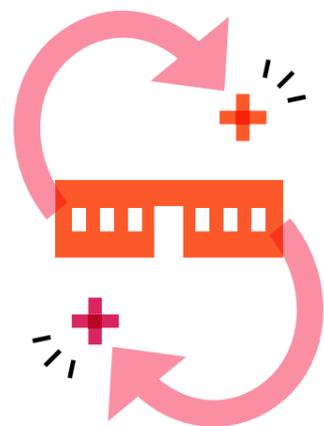
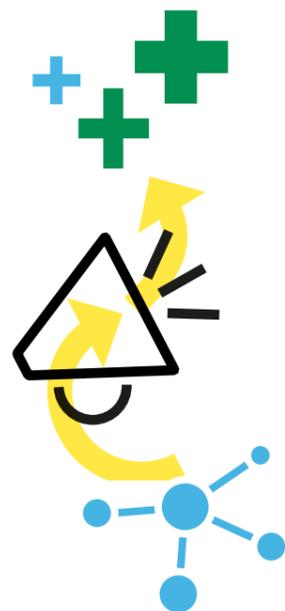
### Strategic Objective 3

## STRENGTHENING THE SECTOR'S VOICE TO EFFECT CHANGE

**Goal:** By 2022 the voluntary and community sector and local communities will be better able to influence public bodies, reaping the benefits of working with others around common themes. The public sector will increasingly value working with voluntary and community sector organisations in co-designing services in Hackney.

#### KPIs:

- % of VCS organisations that report that Hackney CVS has helped them to influence public bodies
- % of public bodies that report that they better value the work of the VCS
- % increase of small and specialist / BAMER VCS organisations that participate in our networks and meetings to influence policies locally



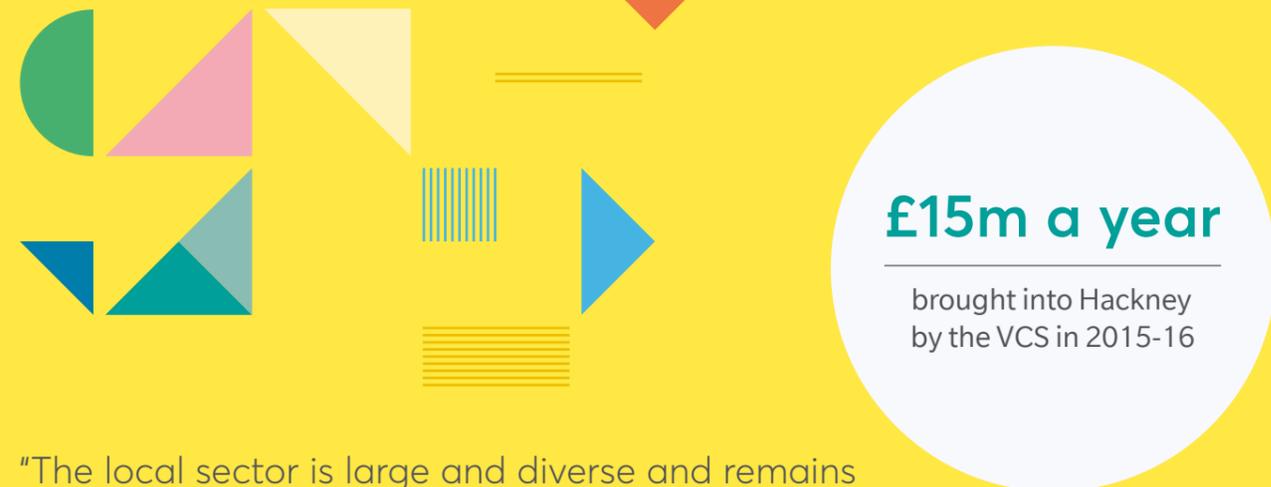
### Strategic Objective 4

## BEING A SUSTAINABLE, RESPONSIBLE ORGANISATION DRIVEN BY OUR VALUES

**Goal:** By 2022 we will be a sustainable organisation and our stakeholders will increasingly value Hackney CVS's role as an infrastructure body that is committed to tackling inequalities and working in partnership to benefit the local voluntary and community sector.

#### KPIs:

- By 2022 we will break even and reinvest any surpluses to strengthen our organisation
- % of our local public sector stakeholders and the VCS who value our role as an infrastructure organisation and agree that we champion the needs of disadvantaged and marginalised communities
- Hackney is well run and has the internal systems and processes to be an effective organisation
- Our 3 year strategic plan is operationalised and regularly reviewed with updates on progress provided to our key stakeholders



"The local sector is large and diverse and remains successful in attracting inward investment. From just 19 known funders the sector brought in £31,361,444 of additional cash resources to Hackney between January 2015 and December 2016 (an average of £15m per year). However as with public services, the VCS faces significant challenges. The impact of austerity has created an increasingly challenging environment as competition for national and regional funding increases, office and community space becomes more unaffordable, and there are increasing demands for their support locally. The very organisations that work with the most dependant or vulnerable residents, can be the part of the sector that is least resourced, in terms of funding, governance and staff, when they should be the most robust and highest quality organisations."<sup>1</sup>

The VCS plays a "vital role to play in helping to transform public services, identifying and addressing inequalities, providing a much needed tier of preventative support."



<sup>1</sup> London Borough of Hackney - Voluntary and Community Sector Strategy 2019-2022

# Our Values, Our Behaviours and how these inform and shape our work

Intrinsic to our approach is a belief that local VCS organisations are a key part of the local economy and fabric of Hackney society, providing much-needed services to residents.

In helping these organisations to deliver high quality services which meet local needs there are a number of values and behaviours which we think are important in guiding our work.



## Our values and behaviours

**Values** are what we stand for → **Behaviours** are what we will do to achieve our values

### Our values

**FAIRNESS AND SOCIAL JUSTICE:**

– As our vision and mission state, we are principally focused on making Hackney a fairer, more balanced, society and believe that the local VCS are crucial in enabling this to happen. We think discrimination and disadvantage have no place in a modern society and will do whatever we can to address this, using our reach and relationships to make lasting change.

**EQUALITY, INCLUSION AND DIVERSITY:**

– Smaller and specialist/BAMER VCS organisations often struggle to be sustainable so Hackney CVS needs to ensure our support targets these organisations so they can be part of local solutions. With limited capacity we need to make choices about what we can and can't do. Where possible we will prioritise supporting organisations who have limited capacity themselves.

## Our behaviours

**COMMUNITY/PEOPLE-LED**

– Co-produced and people-led services are more likely to reach, engage and deliver better outcomes for local residents in need. Hackney CVS will use its reach into local communities and relationships across the public sector to support this to happen. We will continually listen to local voluntary and community sector organisations so that we can act as a bridge for them to work with public bodies - such as the Council, the NHS, local Schools, employers, the Police and Community Safety Agencies. By bringing agencies together it will support the VCS to be embedded in local pathways of support for residents facing difficulties - which in turn will create lasting system change and bend mainstream resources towards tackling issues much earlier on - the key to a prevention and public health approach.

**RESPONSIVE AND EVIDENCE DRIVEN**

– We need to be continually reactive and responsive to changing local needs and therefore need to gather community insight from frontline organisations, using our networks, forums and our database of local contacts to support this. Where possible we will use informed, evidence driven approaches in our work but sometimes where evidence doesn't exist we will trial or pilot new approaches ensuring we measure our success along the way. We will better use the learning and evaluation of our projects to inform our future approaches.

**ENABLING**

– We will sometimes act as an enabler leading work but also support the sector to be leaders themselves to be at the forefront of system change and asset based community development.

**PARTNERSHIP AND COLLABORATION FOCUSED**

– No one agency or organisation can tackle Hackney's problems on their own – only by working together can we make Hackney a fairer place. A key part of what we do is to bring the VCS and public bodies together to work on common issues. To help commissioners and funders who want to invest in a range of local organisations we have a strong track record of creating delivery consortia of local VCS organisations to work in partnership around key themes - such as social isolation of older people or youth unemployment. These collaborations make better use of scarce resources so we will lead programmes when we have the consent of local VCS organisations to be a contract broker and ensure we don't compete with the sector in doing so. In selecting organisations to be our partners we will ensure our processes are open and transparent and where possible involve beneficiaries in helping us make decisions. Whenever possible we will share the resources we secure and ensure we retain the principles of being a 'generous leader' within the sector which often means providing subsidy to organisations much smaller than us.

**DEMONSTRATE INTEGRITY, DIGNITY AND RESPECT**

– We will treat others in the same way we would expect to be treated ourselves. How our staff and volunteers engage with our users and key stakeholders is therefore crucial. Our code of conduct for staff sets out our expectations of them. We hugely value our staff and in doing so will ensure we provide a working environment that encourages integrity, respect and dignity.

# Our Theory of Change

A theory of change is a tool that allows you to describe the need you are trying to address, the changes you want to make (your outcomes), and what you plan to do (your activities). It can help you improve your strategy, measurement, communication and partnership working.

We sat down with staff and trustees to review our approach and devised a refreshed Theory of Change. We wanted our theory of change to be graphic, easy to understand and fit on one page!

## What are the Hackney priority areas for action?

- Making sure all children and young people have a good start in life
- Reducing health inequalities
- Tackling the causes of poor health and wellbeing at an earlier stage, and putting in place measures to ensure better prevention
- Creating services that are more joined up and person centred
- Improving the mental health and wellbeing of the local population
- Helping local people to become resilient and empowered, increasing people’s sense of control, autonomy and self-efficacy
- Reducing social isolation
- Increasing employment, particularly those furthest from prosperity
- Creating a safe environment for everyone to live in
- Reducing the institutional barriers which can discriminate against particular groupings of local people or communities

## What problems are we aiming to solve?

- Smaller, BAMER groups need to be part of supply chains and service pathways
- Not enough co-design between VCS and public sector – coproduction culture not fully embedded
- Small & medium VCS struggling with increased costs and demand
- Increased funding competition, short-termism & impact of decommissioning
- Lack of IT / technology
- Sector needs stronger evidence of impact
- Local commissioning culture variable not necessarily getting best value
- VCS not fully valued by public sector – VCS needs a stronger voice around strategic tables
- Some VCS struggle to access affordable and up to date premises

**Our values:** Fairness and social justice; equality, inclusion and diversity

SECTION 4



**Our behaviours:** Community/people-led; partnership and collaboration focused; responsive and evidence driven; enabling; behaving with integrity, dignity and respect

## Our strategic objectives

### Objective 1

Support stronger, thriving voluntary and community organisations

## What are we going to do to deliver these?

- One to one support & training
- Office space and training facilities
- Philanthropy and giving
- Sector analytics, data and community insight
- Websites, social media, newsletters, case studies, films
- Annual Community Awards

## What outcomes will we achieve by 2022?

VCS equipped with the knowledge and skills to deliver successful projects and improve understanding of the value of these organisations

### Objective 2

Develop successful delivery partnerships

- Developing business cases
- Contract brokerage and partnership management
- Providing grants
- Impact measurement & evaluation
- Project Legacy planning

Partnerships developed to tackle local issues securing resources for the local sector, particularly small and specialist/BAMER ones

### Objective 3

Strengthen the sector’s voice to effect change

- Facilitate VCS representation in strategic partnerships
- Facilitate a range of VCS Networks
- Support civic leadership & community champions
- Support the Council’s VCS strategy
- Relationship building
- Policy interpretation and response

VCS and communities better able to influence public bodies, reaping the benefits of working with others around common themes. The public sector will increasingly value working with VCS organisations in co-designing services in Hackney

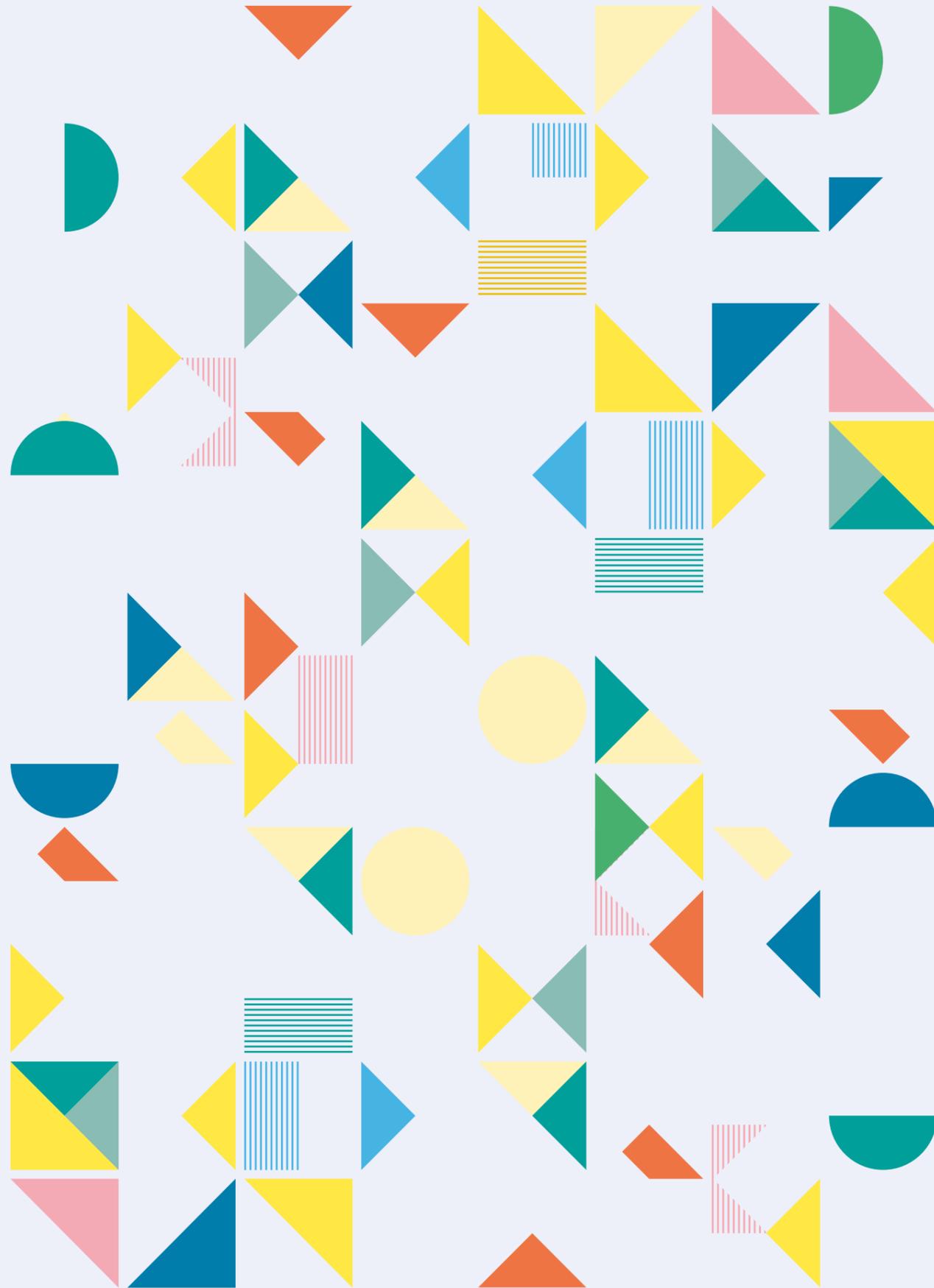
### Objective 4

Be a sustainable, responsible organisation driven by our values

- Ensure good governance
- Organisation wide evaluation and impact framework
- Break even and ensure full cost recovery
- Income diversification
- Ensure strong brand and reputation
- Regularly review progress of strategic plan

Hackney CVS will be a sustainable organisation and our stakeholders will increasingly value Hackney CVS’s role as an infrastructure body that is committed to tackling inequalities and working in partnership to benefit the local sector

FAIRER HACKNEY



## Our strategic objectives and activities 2019-2022

Key to how we work are the relationships we enjoy with local organisations we are established to support – the large numbers of VCS organisations in Hackney, particularly those who need our help because they are small and have development needs or those we subcontract to deliver services as part of our delivery consortia.

Equally our relationships with the public sector are also crucial as they often invest in us to develop and support the local VCS to deliver solutions to problems they cannot solve alone.

Having trusted relationships with our key stakeholders is crucial therefore. We know from our user and stakeholder surveys that people value these approaches but we cannot be complacent and we need to be clearer about how we work going forward, especially as some organisations still expect free or

bespoke individual services from us and some commissioners or decision makers in the public sector expect our engagement for free. We certainly need to get better at communicating our impact as we deliver interventions across a huge array of areas.

Hackney CVS is very agile in its approach and largely responsive to local needs which is demonstrated by the huge array of projects and areas in which we deliver solutions.

At St Mary's Secret Garden





## AIM 1

# Supporting stronger, thriving voluntary and community organisations

### Why this matters to us

Our core purpose has always been about supporting local voluntary and community organisations. Over the last 20 years we have developed a unique understanding of the local sector – its needs, its focus and its potential. We have hundreds of organisations on our database and many are small and specialist community organisations. These organisations particularly need our support because they sometimes lack the knowledge and skills in key areas such as project governance, communications and safeguarding to achieve their best and attract funding. We know from our annual user survey that organisations really value the support we offer through our training programme and bespoke 1-1 support. Much of our work in this area is about offering free or low cost interventions which support local VCS organisations particularly those that are small or supporting BAME communities. We offer very low cost training, reduced cost hire of our conference room for our associate members, target our corporate giving for those with a turnover under £300k per annum and provide bespoke 1-1 support to organisations struggling with sustainability e.g. local lunch clubs. Fundraising is

a key area that organisations report needing help with but often its more than fundraising support that the organisation needs. Due to time and capacity, many smaller groups struggle to engage in our networks and consortia so there are lots that we need to do to help them.

We know from our user survey that our weekly newsletters are also really valued in keeping the sector up to date with changes in policies, jobs, funding, and development opportunities as well as raising awareness of new strategies and issues affecting the borough. Many VCS organisations do not always have the time or the networks to promote their successes beyond their immediate stakeholders or beneficiaries therefore it's important that Hackney CVS helps to demonstrate the value of the VCS by regularly featuring case studies and reports which highlight the impact that individual VCS organisations make in the borough. This in turn helps people understand how VCS organisations, including Hackney CVS itself, can help to make Hackney fairer.

## GOAL

By 2022 we will equip the voluntary and community sector with the knowledge and skills to deliver successful projects and improve understanding of the value of these organisations

### What we'll do to get there

#### 1. Practical support to the sector

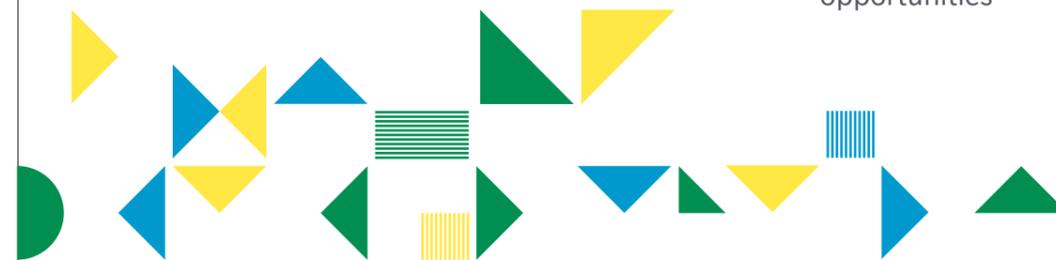
We will:

- Continue to provide 1-1 support to organisations and continually adapt our training programme to meet local needs
- Support small and specialist/BAMER organisations to engage in our consortia and partnerships as well as our networks and forums
- Continue to provide low cost conference and training facilities, offering subsidy to smaller organisations
- Provide a hub for community action and office space for VCS organisations, focusing on improving our IT facilities in the centre
- Use our internal systems to track the success of our organisational development interventions
- Link the sector to GP's digitally so that GP's and Social Prescribers can refer electronically and VCS organisations can share the outcomes individuals have achieved with GP's

#### 2. Funding support

We will:

- Work with public bodies and charitable funders to ensure better dialogue between commissioners and VCS organisations wanting to deliver services so that the best possible commissioning and procurement environment exists for VCS organisations to work within - utilising the principles contained in the Council's new VCS Strategy
- Provide as many 'meet the funder' opportunities as possible so that local groups can best position themselves to secure funding
- Work with Refugee and Migrant organisations to set up a bidding consortia
- Work with Volunteer Centre Hackney to deliver the Place Based Social Action programme over the next 3 years which will seek to raise funding for communities in the Hoxton West area from public donations
- Work with businesses to explore corporate giving to community projects and link with corporate companies around youth employment opportunities, linked to our past Talentmatch work
- Work with East London Business Alliance to continue to support the aims of the Hackney East project and link local VCS organisations to corporate volunteering schemes/ opportunities



### 3. Keeping the sector informed

We will:

- We will provide regular newsletters packed with useful and up to date information about funding, jobs, local strategies , training and development support
- We will equip the sector, especially smaller and specialist / BAMER organisations with the tools to promote their own work to a range of audiences
- We will continue to develop the resource pages of the Hackney CVS website to support organisations with their fundraising

### 4. Championing the role of local VCS organisations

We will:

- We will promote good practice and case studies of success through our newsletter and website
- Drive a local culture of co-production so that local VCS organisations, including our own, develop their services with the people they support
- Explore how we can use our database and work with the Council to develop a shared data set to improve people’s knowledge of the VCS services available to them as local residents
- Engage local businesses and residents so that they can give donations and pledge support to local organisations through our Hackney Giving approach

### Specific linked projects

#### Lunch clubs →



Enjoying lunch at Centre 151

#### Migrant Support Network →



Planning meeting

#### Neighbourhood Meeting →



Pilot update



Centre 151



Migrant Support Network

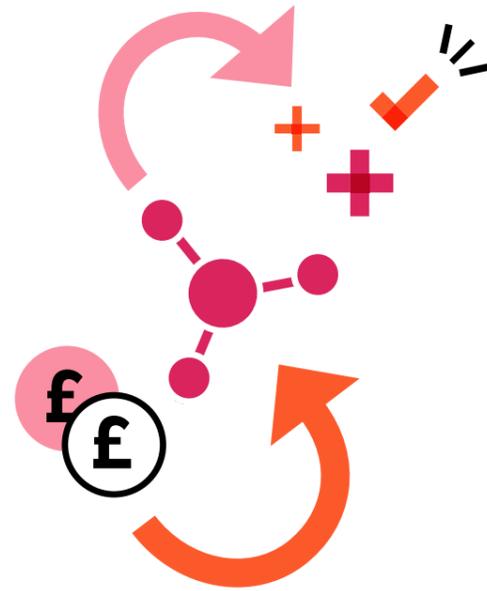
**AIM 2**

# Developing successful delivery partnerships

**Why this matters to us**

There are many social problems in Hackney that by working together we can help to resolve. Hackney CVS has a history of leading partnerships of local VCS organisations to tackle these problems, whether they be youth unemployment (our Talentmatch partnership of youth organisations) or tackling loneliness and isolation (through Connect Hackney). Over the last 10 years we have secured £millions to tackle local issues, much of which is subcontracted or grant aided to local VCS organisations to deliver projects or services as part of our large delivery partnerships, with Hackney CVS taking a small % for management fees (usually 10%).

When leading such partnerships it's important we do this with the **buy in and consent** of the local sector as we do not want to compete with local organisations for funding. Traditionally we would develop local consortia or deliver partnerships for a number of reasons: a) when there is an identified need for a partnership approach by a local commissioner b) when the VCS wants us to lead a partnership to bid for resources and c) when a funding stream has become available nationally or regionally that requires a partnership approach. In doing so we act as the contract broker and subcontract, through a standard service level agreement (aka an 'SLA'), local VCS organisations who can best help us deliver the overall programme objectives. Hackney CVS usually takes a proportion of the funds as management fees and agrees with partners what activities they, and we, should do. This investment is hugely important to the sector and also helps Hackney CVS be more sustainable too. We are developing a partnership prospectus which will provide more detail about our approach in building local partnerships.



Many parts of the sector has faced significant cuts in real terms. We allocated around £1.3m (i.e. 48%) of our 2017/18 income into the sector through our subcontracting arrangements. This has varied between 40% and 54% in the last 5 years to March 2018 and this pattern is set to continue.

We also support other local VCS organisations to develop and lead their own consortia and partnerships. For example we will be working with local refugee and migrant organisations to help them create their own bidding consortia. We will also be supporting local VCS organisations to lead partnerships of other VCS organisations to work together to deliver services to the new neighbourhood structures where services are clustered around GP practices so that GPs can refer their patients or service users to the best support available in the community.

In developing and/or leading partnerships Hackney CVS needs to be continually reactive and responsive to changing local needs. This means understanding what these needs are and in some cases developing business cases to secure investment so that the local sector can be at the forefront of delivering solutions to these local issues. When we are developing consortia we are mindful that smaller organisations may struggle

to have the capacity to provide tender responses when we advertise for potential subcontractors. To counter this we will ensure we provide sufficient time for organisations to respond, provide workshops and advice to organisations looking to apply, support larger organisations to work with smaller ones where possible and continually review which organisations are part of our delivery consortia so we can ensure equity whenever possible. During the actual delivery of partnership/consortia approaches we often provide developmental support to organisations so that they grow and become stronger as a result of being contracted by us. We also need

to be mindful that we need to provide support to those that are unsuccessful in applying to be part of consortia we lead, ensuring we provide feedback as to why and also direct them to other opportunities or support available from us and other local / national infrastructure agencies.

When programmes near their end we need to ensure we collate and share all the learning from our collective action to inform future approaches and also engage commissioners and funders to explore if any of the best practice can be mainstreamed because we have proved the socio-economic value of the VCS.

**Specific linked projects**

**Connect Hackney**



Learning photography in the media group

**Flexible Support Fund**



Friends of Woodberry Down

**Hackney CVS Community Awards Evening**



Award winner 2019

**Health and Wellbeing – Mental health**



Hackney Mosaic

**Lunch Clubs**



Ageing well

**GOAL**

By 2022 we will support and or lead partnerships to tackle local issues securing resources for the local voluntary and community sector, particularly smaller and specialist / BAMER ones.

**What we'll do to get there****1. Establishing need**

We will:

- Ensure that target beneficiaries for our partnerships approaches are involved in shaping the projects before and during the delivery of these, especially helping to select potential subcontractors for consortia
- Work with local commissioners, public bodies and the VCS to understand local needs and where partnership approaches would create better outcomes. Where possible we will jointly undertake research and evidence gathering, sharing this where it is beneficial
- Work with potential partners to agree the ideal lead partner and in the absence of a natural lead explore if Hackney CVS should lead

**2. Support consortia members**

We will:

- Ensure our expression of interest processes are accessible to a wide range of organisations – large and small – and that our processes are fair and transparent and that we support those who are unsuccessful in joining our consortia
- Support small and specialist/BAMER organisations to engage in our consortia and partnerships as well as our networks and forums
- Provide training around consortia development and partnerships for local VCS organisations, utilising the skills of external bodies where necessary
- Ensure that our SLAs are manageable for our subcontracted partners and, where possible, funding is available upfront for them

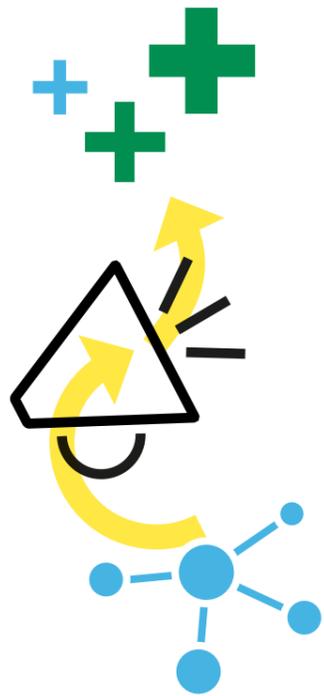
**3. Learning and legacy**

We will:

- Ensure that our partnerships have evaluation embedded in the approach
- Share the learning from our partnership and consortia approaches to inform future approaches
- Ensure that we have legacy plans in place for our programmes so that new business cases can be created where approaches have been proved to be successful



Connect Hackney Windrush community media event



### AIM 3

## Strengthening the sector's voice to effect change

We strongly believe that co-produced and people-led services are more likely to reach, engage and deliver better outcomes for people. This means we need to use our position as an umbrella body to ensure that the public sector works with the local VCS in shaping public services and therefore benefits from the intelligence and community insight about residents that the VCS collects.

Historically we have developed and hosted lots of networks and forums which support co-production to happen between VCS organisations themselves as well as with public bodies. We have also created opportunities for local residents to influence the services provided to them. However, over the next 3 years we need to do more to support smaller organisations to engage with our networks and be involved in strategic discussions because its often the people they serve that need services to be aligned for them.

We are committed to ensuring we continue to host a range of networks and develop new ones as relevant – such as the newly established Supported Employment Network which brings VCS and public agencies together around employment barriers for people with support needs. In response to the issues around capacity, we have already reorganised our health networks to happen on the same day each quarter which makes it easier for organisations to engage. We have started to coordinate projects funded by MOPAC around serious violence and recently started a new Youth independent advisory group to improve relations between the police and young people. Going forward we are keen to trial a number of new approaches:

#### GOAL

By 2022 the voluntary and community sector and local communities will be better able to influence public bodies, reaping the benefits of working with others around common themes. The public sector will increasingly value working with voluntary and community sector organisations in co-designing services in Hackney



### 1. Place Based Approach

- In 2019 we are piloting an approach based on the People Keeping Well Partnership in Sheffield to look at how the VCS can organise itself to collaborate in a place based way. This will include mapping all small and specialist organisations in the local neighbourhood area and working to involve them in the neighbourhood partnership that will create practical linkages between organisations and improve multi-agency support to residents

### 2. Partnership Approach

- We are working to establish partnerships with national and London bodies that can support us to strengthen the voice of Refugee and Migrant led organisations both locally, and London wide

### 3. Patient Alliance

- We are also working with the patient alliance – an alliance of user led and user voice organisations – to strengthen the reach and influence of patients through collective action. We are also working with the Council to support the Faith Network to hold topic based meetings

### 4. Community based approaches

- We are building a network of local African Heritage organisations with a specialism in supporting young black men and their families with a view to securing investment for their activities in reducing disproportionate outcomes for YBM in the borough

### Specific linked projects

#### Our networks →

- HSCF
- CYPPF
- SYHN
- Refugee Forum
- Faith Forum
- Sustainable Employment Network
- Parents groups
- Youth IAG



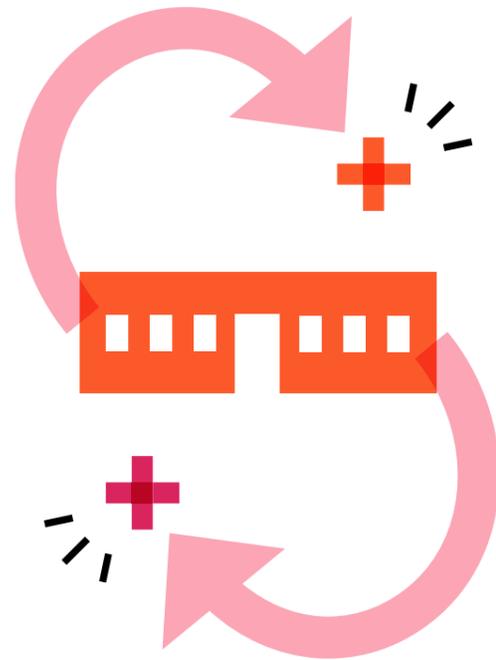
Community meeting



Connect Hackney senior media group

**AIM 4**

**Being a sustainable, responsible organisation driven by our values**



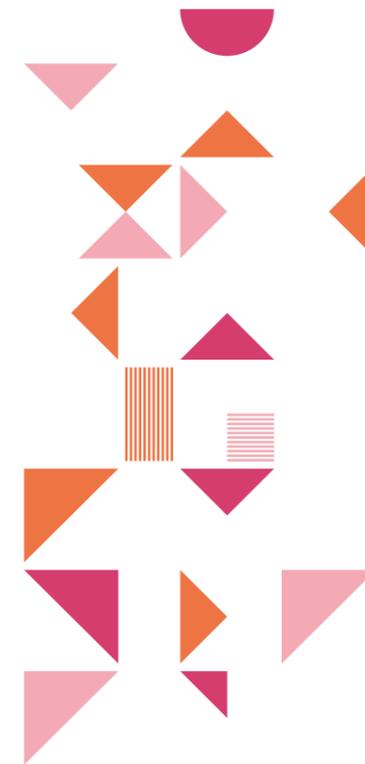
Like many charities, Hackney CVS struggles to secure enough investment to cover our core costs. Although we enjoy having lots of different funding streams - from local commissioners, national organisations and charitable trusts, we are reliant on a large proportion of this funding coming from a small number of specific funders, namely the National Lottery Community Fund, the Clinical Commissioning Group (CCG) and the Local Authority, Hackney Council. Recently we have focussed on being both proactive and reactive to opportunities – reacting to national, regional or local commissioning opportunities that require a partnership approach or, more recently, being proactive in building a body of evidence then taking this evidence as business cases to commissioners and funders which sets out how we, in partnership with our local VCS partners, can deliver solutions to identified problems.

Going forward, becoming more sustainable and ‘breaking even’ represents a major challenge for us, especially in the increasingly competitive funding environment facing all charities and the dwindling public sector purse. To add to this, very few charitable funders actually fund infrastructure in itself. Many organisations,

particularly those in the public sector, have traditionally expected us to provide a free service as the local umbrella infrastructure body which is not sustainable for us.

We don’t have a dedicated fundraiser in-house and rely on a small number of directors and project leads to fundraise for their respective areas. We have to respond quickly in many cases to funding opportunities that arise from government sources. Our role as an infrastructure body also precludes us from applying to some charitable funders so we need to find new ways of: a) being ready for opportunities to lead partnerships of local VCS organisations, b) scanning the horizon to know what is coming down the line and c) finding sources of funding that can invest in our core work, especially around communications and our admin/finance staff.

We know from our stakeholder survey that public bodies and charitable funders value our approach and impact. We always need to do more to explain what impact we make on the borough and to communicate this in simple and effective ways. We also need to be clearer about why we



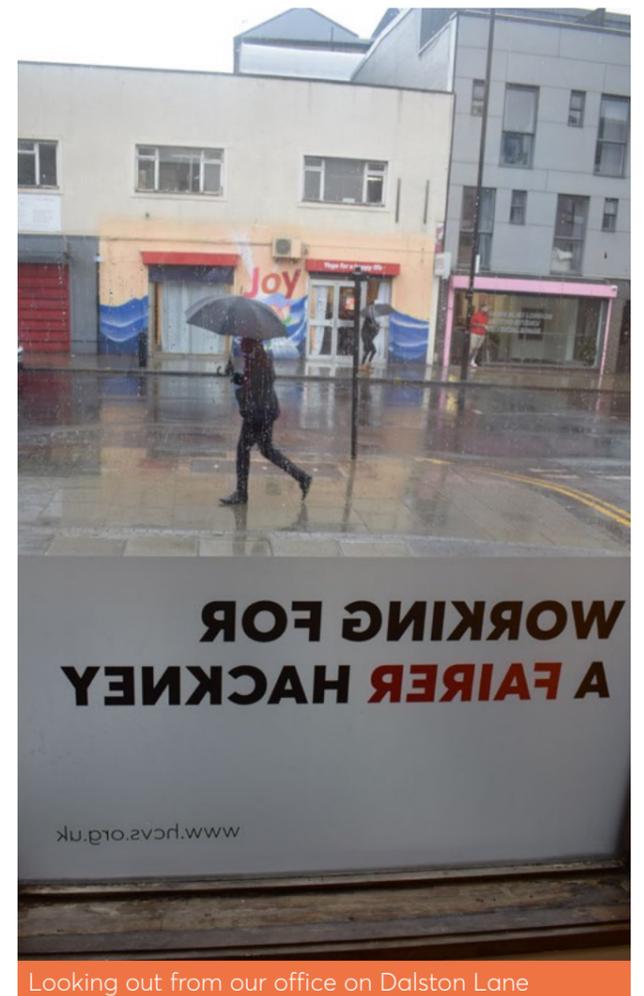
**GOAL**

By 2022 we will be a sustainable organisation and our stakeholders will increasingly value Hackney CVS’s role as an infrastructure body that is committed to tackling inequalities and working in partnership to benefit the local sector

undertake particularly projects and approaches – linking this back to our core strategic objectives. As an infrastructure organisation it is sometimes difficult to explain our global impact as we are involved in many different delivery areas on many levels and are not generally delivering direct services to residents which are easier to measure.

We don’t have a strong organisation wide evaluation and impact framework which describes our core KPIs or links our outputs and outcomes to our vision and objectives but we do have individual projects with strong evaluation frameworks in place - we just don’t utilise the information we gather beyond the confines of each respective project. This means there is a lost opportunity to promote our impact better.

We are supporting the VCS to improve their IT capabilities and importantly, be able to link their outputs with those of the public sector, hence creating a better evidence base linked to public sector metrics and outcome measures. We also need to consider our own use of IT to ensure we make the most of this to improve our productivity. An organisational wide review would help us determine key ways we can do this.



Looking out from our office on Dalston Lane

## 1. **Becoming more financially sustainable**

We will:

- Look to reduce our core costs without impacting on our performance and operations
- Be more proactive in taking business cases to local commissioners which set out the capabilities of the local VCS to deliver solutions 'further upstream' and utilising a public health approach
- Continue to build our reputation outside Hackney - Hackney CVS often punches above its weight and is involved in regional and London wide initiatives such as the new Violence Reduction Unit at City Hall. We need to use our strong brand and reputation to benefit our local sector and our own development as an organisation. This will involve working with regional and national bodies to increase the focus on investing in local VCS-led solutions to entrenched problems – such as serious violence and low level mental health
- Aim to generate more unrestricted income from our paid for services – office rental, conference room hire, consultancy work
- Diversify the types of funders and commissioners who invest in our work by developing new relationships (such as with probation, MOPAC and charitable funders)
- Ensure a coordinated approach to project legacy which means we need to get smarter at how we prepare for the ending of projects - seeking either continuation funding from the existing funder or alternatives sources. This means project legacy is crucial. Our Connect Hackney programme is currently looking at this but we should do this routinely across all larger programmes

- Discontinue delivering projects which do not fully recover their costs unless they are creating business cases for investment further down the line
- We will not provide free infrastructure services to public bodies unless it is part of our Council infrastructure grant

## 2. **Communicating our success and commitment to our values**

We will:

- Be clearer in our website and publicity materials about the impact we are making through our projects and programmes
- Explore the development of an organisation-wide impact framework that will allow us to better communicate our successes (and failures) with our stakeholders linked to our strategic aims
- Share more evaluation reports and learning from our existing projects
- Publish details of all the VCS organisations we invest in and/or provide support to so that people understand the level of resource we share with the sector
- Demonstrate how our approaches are true to our values and ethics as an organisation

## 3. **Improving our own infrastructure**

We will:

- Conduct an internal IT review so that we maximise the benefit of technology to make our internal operations more efficient



Rainbow Grow, LGBTQ+ community gardening group, at work in the Hackney CVS garden

# Who do we need to work with?

This section describes the organisations and institutions we will work with over the next 3 years to help us achieve our strategic aims.

We pride ourselves on building and maintaining positive relations with the organisations listed below and are committed to working in partnership to make Hackney a fairer place. (This is not an exhaustive list nor is it in priority order - there will of course be others not included in this list that we will be keen to work with as when and when opportunities arise).

<b>Integrated Commissioning Structures</b>	We will be working with the partners across the Integrated Commissioning Structures to embed the VCS in the transformation of health and social care and undertake the Well Street Neighbourhood Pilot.
<b>City &amp; Hackney Clinical Commissioning Group (CCG)</b>	We want to build on our excellent relationship to continue to leverage resources for the VCS to deliver health outcomes linked to local priorities. In particular, we are keen to utilise the community sector's role in helping those people furthest from services or who are experiencing low level mental health problems that need a community led <i>strengths and resilience</i> approach.
<b>East London Foundation Trust (ELFT)</b>	We will continue to develop approaches which increase access to mental health services for particular communities, such as black young men who currently do not readily take up available therapies. In doing so we will bring smaller VCS organisations to the attention of public bodies who can offer reach into communities and also provide trusted community locations for non-clinical interventions – the Community In Reach model
<b>Neighbourhood and Care Alliance</b>	A new partnership has been created by the main health providers (Homerton Hospital, ELFT and the GP Confederation) which aims to provide community services within the neighbourhood model. We need to work with them to ensure the VCS is embedded in this partnership going forward so that there is a comprehensive multi-agency offer at the local level which builds on our Well Street neighbourhood pilot.
<b>Community Resilience Partnership (CRP)</b>	We will work with the Council and the CRP to ensure the VCS is a key part of collective approaches to tackling serious violence. In doing so this will shine a spotlight on community organisations who are dealing with the impact of violence on people and communities and look to secure resources where possible to coordinate and invest in local provision.
<b>City Hall/ MOPAC</b>	We want to use our relationship with the London Deputy Mayors to help coordinate local activities around tackling serious violence and build communities' ability to respond and become more resilient

<b>Met Police</b>	We will use the Youth Independent Advisory Group we have set up to give young people a voice in how policing happens in Hackney. Part of this approach will help young people to act as community leaders for their peers and improve relations between the police and young people in the borough. We will also help frontline Met officers refer vulnerable adults to appropriate support in the local community.
<b>Local Schools</b>	We will build on the relationships we have with schools to engage VCS organisations who want to support parents who are struggling and to increase school understanding of the benefits of working with
<b>Young Hackney, Children and local Safeguarding Boards</b>	We will support the Young Futures Commission to give young people a greater say in the way services are designed for them. We will actively participate in the Young Black Men's Strategic Programme which we set up with the Council to ensure outcomes for young black people are the same as their non-black peers. We will use our expertise and reach to support youth leadership and to develop the role of parents as community champions, focussing on improving understanding around contextual safeguarding, mental health and trauma.
<b>Adult Social Care</b>	We will use our Connect Hackney programme to develop better, community sector led ways to tackle isolation and loneliness and work with the Council to develop a new Older People's Strategy. We will also work with Adult Social Care to improve the personalisation of care locally.
<b>Businesses</b>	We want to build more relationships with local businesses and corporate companies to leverage investment in local VCS-led projects using the Hackney Giving approach
<b>Council procurement</b>	We want to work with Council's procurement team to help standardise approaches to the VCS which builds on the principles of social value and gives competitive advantage to local organisations who can demonstrate added value. Part of this may involve a new way of generating funding for the sector from large scale procurement exercises
<b>Chief Executive's Unit</b>	We want to work with the Council to help embed the emerging VCS strategy so that it is well understood and that actions are developed which achieve its aims - particularly around an attitudinal shift towards better working between the Council and VCS around commissioning and investment.
<b>Probation</b>	We are keen to explore partnership with the London Community Rehabilitation Company (CRC) and the National Probation Service so that they can invest in local VCS organisations who can, in turn, support probation clients not to reoffend through the delivery of community based interventions.
<b>Other CVSs and infrastructure</b>	We will use our relationship with the London CVS Director's Network, London Plus, NAVCA and NCVO to raise the profile of the value of infrastructure in tackling London's social problems.
<b>Hackney Works and DWP</b>	We will build on our working relationship to secure investment in supported employment and youth employment approaches which ultimate requires local VCS providers to be part of solutions.

# What are the key issues in Hackney that the VCS has a role in helping tackle?

The VCS plays a key role in making Hackney fairer in many ways. By supporting and working with the local VCS, Hackney CVS can improve local people's lives across a whole range of areas.

We are interested in a number of important policy areas and social issues because we feel these will make the biggest difference in making Hackney a fairer place. We have grouped these into the following priorities and themes which link to key priorities for public bodies such as the NHS and local Council:

**1** Making sure all children and young people have a good start in life

**2** Reducing health inequalities

**3** Tackling the causes of poor health and wellbeing at an earlier stage, and putting in place measures to ensure better prevention

**4** Creating services that are more joined up and person centred

Within these themes there are inherent inequalities that we want to focus on by bringing all relevant agencies together to tackle them. We will use our existing projects and programmes to make a difference, developing evidence based approaches and trying new ways of working in partnership with the local VCS and public bodies to tackle these entrenched social issues.

**5** Improving the mental health and wellbeing of the local population, including ensuring better access to mental health care

**6** Helping local people to become resilient and empowered, increasing people's sense of control, autonomy and self-efficacy

**7** Reducing social isolation

**8** Increasing employment, particularly for those furthest from prosperity

**9** Creating a safe environment for everyone to live in

**10** Reducing the institutional barriers which can discriminate against particular groupings of local people or communities

# 1. Making sure all children and young people have a good start in life

## CHILDREN'S HEALTH & FAMILY WELL-BEING

Inequalities	Drivers	Progress	Approach
<ul style="list-style-type: none"> <li>High rate of infant mortality among babies of Black Caribbean and Black African women</li> <li>Our Child poverty assessment identifies black and minority ethnic groups in Hackney as at risk of poverty</li> <li>Black African and Black Caribbean communities are more prone to developing type 2 diabetes which also increases the risk of having high blood pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Cross-cutting issues: poverty, racism, hyper-masculinity</li> <li>Parental Difficulties</li> <li>Barrier to engagement with families</li> </ul>	<ul style="list-style-type: none"> <li>Bringing parents and the statutory sector together to explore issues of trust</li> <li>Tackling health inequalities – addressing gaps</li> <li>Strengthen links between the community networks established through the YBM programme and the safeguard work</li> <li>Engaging and empowering parents to design solutions that build capacity and resilience among their peers in the local community</li> </ul>	<p>Work with CYP and Maternity Worksteam of the integrated commissioning programme to identify the transformational priorities which we could adopt to help tackle inequalities for black boys and young black men:</p> <ul style="list-style-type: none"> <li>Looked after children</li> <li>SEND</li> <li>Youth Justice</li> <li>Maternity</li> </ul>

Hackney has the fourth highest rate of child poverty in London according to the official definition of child poverty<sup>1</sup>. The End Child Poverty Campaign uses a measure for estimating child poverty based on disposable income after housing costs have been deducted. The Hackney rate for children living in poverty stood at 41% in 2013. This is the second highest rate in the country and in London after Tower Hamlets (49%) and on a level with Newham (also 41%).

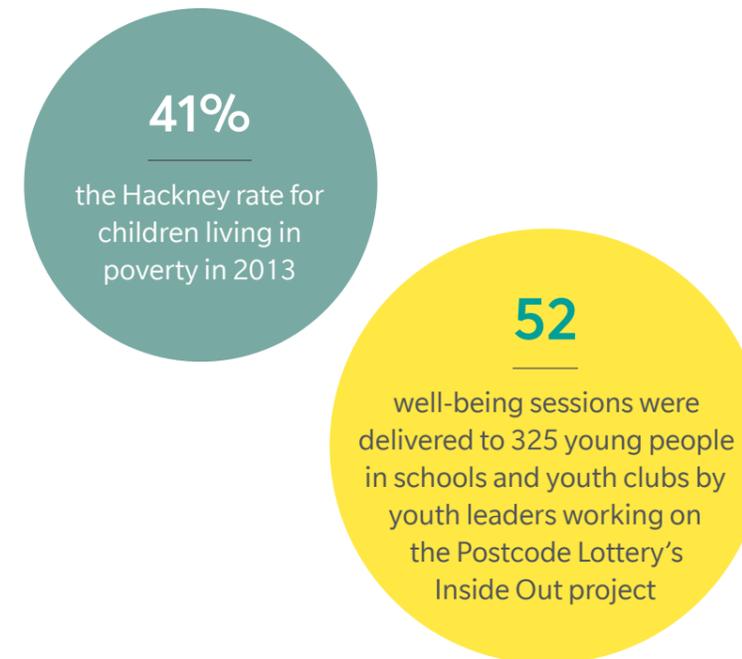
<sup>1</sup> <https://hackney.gov.uk/media/2732/Child-poverty-and-family-wellbeing-needs-assessment-update-November-2015/pdf/Child-poverty-and-family-wellbeing-needs-assessment-update-November-2015.pdf?m=635882979705130000>

Although education has improved in the borough, attainment outcomes at GCSE for pupils in Hackney remain the lowest for Turkish/Kurdish/Cypriot and Caribbean pupils.

Hackney has higher levels of NEETs than its statistical neighbours and London overall. In Hackney, a significant number of teenage parents and carers between the ages of 16 and 19 (more than 50%) are NEET and those of Mixed and White British ethnicity are more than twice as likely to be NEET as Africans and Bangladeshis, the ethnicities with the lowest NEET levels.

### Our solutions:

Some schools need culturally competent organisations to broker better relationships between schools and parents, especially around school exclusions. VCS organisations often find it very difficult to offer their services to local schools. Hackney CVS can use its trusted relationships with local community organisations who work with children and families to build better relationships between these organisations and local schools, building on the learning from our successful Families First programme.



Gary Francis young achiever's award winner Pembe Tokluhan @Petok\_Productions



## 2. Reducing health inequalities

The concept of health is defined by the World Health Organisation (WHO) as: “a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”.

Adults experience different levels of good and poor health throughout their lifetime. Some individuals are more prone to the onset of disease and disability than others. Locally, people of Black and Asian heritage are more likely to have a face-to-face consultation at a GP practice than people from other ethnic backgrounds which likely reflects relatively higher rates of common long-term conditions

(especially diabetes and cardiovascular disease) in these groups, which are largely managed in primary care.<sup>2</sup> Obesity rates in the borough are highest among Black Caribbean, Black African and Turkish-speaking residents (26%) compared to White residents (14%).<sup>3</sup>

<sup>2</sup> <https://hackneysna.org.uk/wp-content/uploads/2018/12/Use-of-Services-1.pdf>

<sup>3</sup> <https://hackneysna.org.uk/articles/children-young-people/physical-health/cyp-physical-health-inequalities/cyp-local-inequalities-data-on-physical-health-by-ethnicity/cyp-local-inequalities-data-on-obesity-by-ethnicity/>

Volunteers in Ridley Road market as part of our bowel cancer screening project supporting black African communities in Hackney



### Our solutions:

By 2022, the vision for a new accountable care system, is that there is a single health and care service across City & Hackney that delivers great results for residents and patients by:

- Providing care in the right place at the right time with more services delivered locally and in people's homes
- Focusing on helping people to stay well and independent for as long as possible
- Providing joined up care that meets people's physical, mental and social needs
- Working in ways that meet the specific needs of all of our communities
- Supporting staff to work in new ways and learn from each other
- Giving people a real say about the decisions we make and the quality of our services

The board which oversees this work is the Transformation Board which has agreed that the VCS play a vital role in the local health ecosystem and are therefore a key part of the local transformation of health and social care. Hackney CVS facilitates the VCS Transformation Leadership Group which brings together VCS representatives from across the transformation

structures to ensure that the VCS is integrated with the statutory sector provision to provide a seamless and patient centred journey for residents in need. Last year Hackney CVS, working through the City & Hackney Health and Social Care Forum, gathered detailed information about the VCS organisations currently part of the delivery of the 'Big Ticket' items and 'Asks' for the Prevention, Unplanned and Planned care Workstreams. Through this process we have detailed information on a number of organisations' service delivery models; quality marks; and data management as well as information about how they involve users in decision making and outcome measures. We also examined how the VCS is participating within the local Transformation conversations, making recommendations for improvements. Over the next few years we will be leading a neighbourhood pilot in the Well Street area which will bring together VCS organisations and health professionals to make community services more available to residents. With this pilot and also the work we have done around IT enablement in the VCS we will help to demonstrate the value of the VCS in tackling health inequalities which will lead to investment in the sector to deliver joined up solutions.

### 3. Tackling the causes of poor health and wellbeing at an earlier stage, and putting in place measures to ensure better prevention

Obesity-related conditions cause significant morbidity and mortality globally, nationally and locally. Certain groups are more affected by obesity-related conditions than others, which can perpetuate inequalities in society (for example people from more socio-economically deprived backgrounds). One in five local residents (19.7%) is obese and half (47.5%) are either overweight or obese, according to local GP records.

The black community is more likely to be in low income households in Hackney and experience other socio-economic inequalities. This socio-economic inequality is a structural inequality that can ultimately be linked back to racial disadvantage and discrimination<sup>4</sup>.

White residents are more likely to smoke during pregnancy and to be assessed as having poor mental health at birth, but less likely to have low birthweight babies. Within White groups, Turkish residents are particularly likely to smoke during pregnancy, reflecting a more general trend in the Turkish community<sup>5</sup>.

Community African Network bowel cancer volunteer



#### Our solutions:

Over the coming years we will be training up safeguarding champions who are people embedded in local communities who can encourage their peers to understand how to protect each other from harm and abuse. We will help VCS organisations connect to specialist organisations so that tailored services can be delivered in communities – particularly around domestic violence and mental health. Transitional safeguarding from primary to secondary school is a real priority in this regard.

We will be working with the Child Poverty Action Group about healthy weight and lifestyles, helping more VCS organisations to engage in the Council's Healthy Weight Partnership and strategies.

4. Improving Outcomes for Young Black Men in Hackney - Programme Summary 2018-22 (LB Hackney) – Jan 2019  
5. <https://hackneysna.org.uk/articles/children-young-people/the-best-start-in-life/inequalities/birth-rates-by-ethnicity/>

There are a number of areas of opportunity presented by the Transformation/Accountable Care system which can be summarised as follows:

**Unplanned Care:** Discharge to assess / Delayed Transfer of Care - there are a number of organisations who support: discharge as trusted assessors; re enablement; take home and settle services; benefits advice, and there are a range of other services that could be drawn on such as; legal advice; family mediation; hoarding support etc. reduction or maintenance of AandE attendance; Wellbeing network; Information and signposting; peer support groups; and drug and alcohol services.

**Planned Care:** Around cancer we are piloting a culturally specific community led awareness raising campaign re bowel cancer screening in African communities. There is the potential to expand this across other communities who have low take up. We are keen to support the local Improving Access to Psychological Therapies alliance to involve more BAMER

organisations. Around Housing First, there are a range of support services in the VCS that can support people once they are housed including advice; social inclusion and mental health and substance misuse support services. We also see VCS provision as an ideal host for some planned outpatient appointments (i.e. where there is other social inclusion activity going on that people can access.)

**Prevention:** Around Supported Employment the VCS has many externally funded programmes supporting this agenda. We are working to achieve better coordination and shared outcomes of these through the Supported Employment Network which we host. Around drugs and alcohol and around sexual health there are a number of specialist VCS organisations working in these fields. We need to use our Information and signposting programme to link local people to these specialist services. We are committed to developing a system wide approach to early intervention, increasing self-management and supporting self-care.

Community African Network meeting



## 4. Creating services that are more joined up and person centred

Lamide Olusegun, Hackney CVS youth leader



Around social isolation our Connect Hackney programme is producing really important learning. For instance the new Community Connectors approach we have commissioned through Shoreditch Trust will create new support pathways for lonely and isolated people over 50 and help them link to a rich range of community activities.

National evidence suggests that people with physical disabilities experience significantly higher unmet need in accessing healthcare and rehabilitation services. In addition, local social care data show that since March 2010 the number of adults with a learning disability receiving a care package has decreased by almost 30%<sup>6</sup>. People who live in more deprived areas use health care services slightly more than people living in more affluent areas. For instance, compared to similar local areas, Hackney and the City has one of the highest rates of emergency admissions.

6. <https://hackneyjsna.org.uk/wp-content/uploads/2018/12/Use-of-Services-1.pdf>

### Our solutions:

This is at the heart of current health and social care transformation and an area that Hackney CVS works within continually in terms of bringing organisations together from different sectors to review user journeys and how pathways to support can be improved by public bodies utilising the skills and experience of local VCS organisations.

By way of example:

- our involvement co-leading the YBM Strategic Programme with the Council reviews outcomes for young black men across the system
- our neighbourhood pilot will embed VCS organisations in the Well Street Neighbourhood health and care system
- our work with the CCG and ELFT is examining how the VCS can help residents get better access to therapy and mental health support

## 5. Improving the mental health and wellbeing of the local population, including ensuring better access to mental health care

Hackney has a higher than London average proportion of children with social, emotional and mental health needs, and rate of exclusions due to persistent disruptive behaviour. Young people from ethnic minority communities are over-represented in terms of child protection plans, looked after children and fixed-term exclusions (CAMHS Transformation Plan, 2019/20). Black Caribbean children, particularly are overrepresented in CAMHS cases. The total of CAHMS specialist cases for Black-Caribbean and Mixed White-Black Caribbean ethnicity is 10.3% compared to an under-18 GP population of 5.2%.

In Acute Mental Health Teams, children and young people of Black-African (17% vs 9.8%) and Black-any other ethnicity (14.9% vs 10.3%) are over-represented while Black-Caribbean children and young people are under-represented (2.1% vs 3.4%).

Black patients are also more likely to be receiving secondary mental health care than other ethnicities. Amongst patients with a Serious Mental Illness diagnosis Black patients are over four times as likely to be receiving care from East London Foundation Trust (ELFT) compared to White patients – 1.4% vs 0.3%.

In City & Hackney centre patients of Black ethnicity are over-represented amongst patients detained in mental health settings. In total, the Black population of Hackney represent 42% of all detentions and 23% of the total population. Black men are detained at a slightly higher rate than women.

### Our solutions:

The VCS does much already to support residents with mental health issues and the Wellbeing Network, led by MIND has been a really successful partnership which has provided interventions to those with depression and other mental problems. There is some dedicated ethnic specific mental health support for the Turkish speaking and Orthodox communities but more work is needed to support the African Heritage Community. There actually is a lot of therapeutic mental health provision in the borough but BAME communities are not taking the offer up as readily as others. Hackney CVS is working with the CCG and ELFT to change this by bringing together local VCS organisations with public bodies through the Reach and Resilience Programme as well as providing Non Violence Resistant Training to organisations and parents. There is a real opportunity going forward for the VCS to have an enhanced role in supporting the provision of mental health services in community settings where those who can sometimes mistrust the state can access services in settings where they feel comfortable. A Mental Health Workstream has been established comprising four user-led whole-family organisations (Black Parents Community Forum, Hackney Quest, African Community School and Father 2 Father), which has reviewed existing practice and has recommended a 'Community InReach' approach which will do just this. We will be working at a neighbourhood level to support families to access the right support in community settings to address stress, anxiety, poor emotional health and violence.

### Organisations in the Mental Health Workstream

Black  
Parents  
Community  
Forum

Hackney  
Quest

African  
Community  
School

Father 2  
Father

## 6. Helping local people to become resilient and empowered, increasing people's sense of control, autonomy and self-efficacy

In Hackney there are many community organisations based around the following groupings:

- Communities of interest i.e. parents groups; older people's informal groups;
- Communities of geography: Tenants and Residents Associations; estate based community gardens;
- Communities of ethnicity: BAMER led organisations: i.e. Turkish organisations; Vietnamese organisations;

These groups will be crucial in making the new health and social care neighbourhood model work and the VCS Transformation Leadership Group we have created which brings representatives together, has been scoping the way the voluntary and community sector could support the integrated care system and contribute to the neighbourhood vision which aims to:

- improve the overall health and wellbeing for the City & Hackney population
- reduce inequality of access to services and reduce inequalities in health and social outcomes for the City & Hackney population
- focus on the wider social and economic determinants of health for the whole population enhancing early intervention and prevention models
- coordinate and plan services with residents around their individual needs
- create empowered communities who are better able to support themselves, prevent ill-health and increase their ability to sustainably manage their own wellbeing
- listen to and act on what matters to residents
- improve the quality of care received and patient experience in a sustainable way

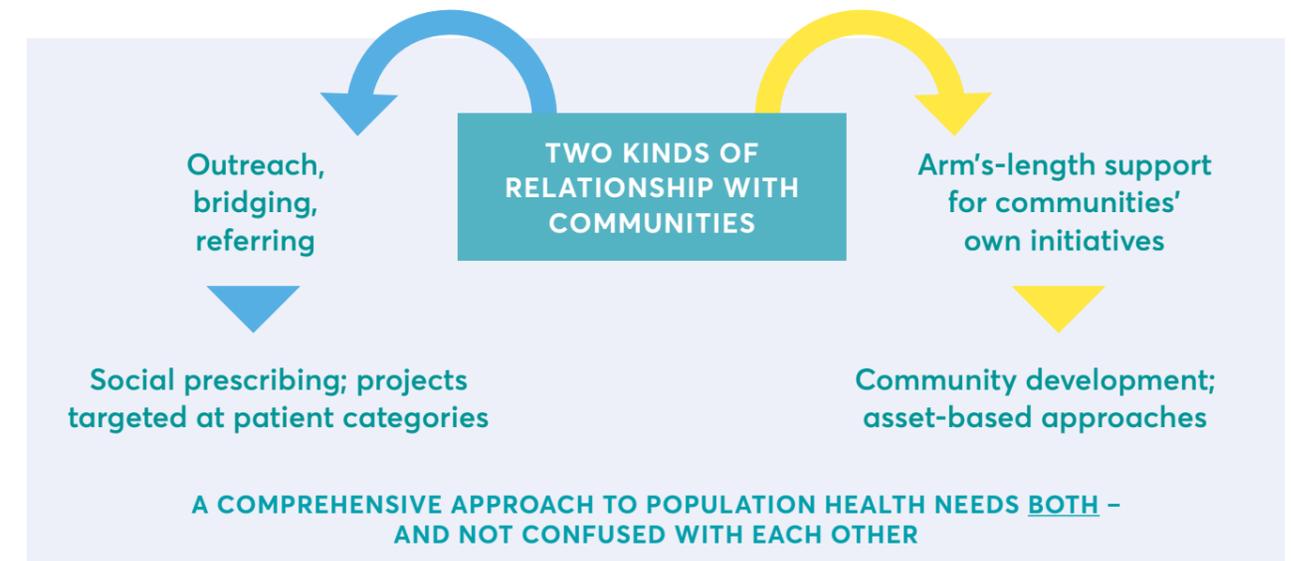
The role we see for the voluntary and community sector in this includes:

- Supporting people to connect with each other (low level ongoing maintenance)
- Supporting the self-care agenda' and healthy living
- Signposting and information (supporting people to utilise services appropriately)
- Appropriate and timely escalation of people to statutory services when needed.
- Facilitating peer support groups
- Providing literacy / language support (reading letters / basic low level advocacy)
- Promoting the uptake of screening programmes
- Offering community bases for some planned care outpatient appointments
- Hosting apprentice positions such as community interpreters / advocates – with career progression into mainstream services

As the NHS Five Forward View argues - the empowerment of people and communities is essential to tackling the causes of ill health.



Connect Hackney, Ageing Better



Source: Dr Brian Fisher Chair NHS alliance and Dr Gabriel Chanan – Health Empowerment Leverage project

### The Role of Hackney CVS

The Voluntary Sector Transformation Leadership Group sets the strategic direction which Hackney CVS works to implement. Hackney CVS supports community organisations through policy work; training; 1-1 advice; supporting organisations to apply to external and Local Authority grants and through communications on external funding opportunities, promoting the work of the community sector to enable organisations to link up.

### Bowel Cancer Screening Promotion

Funded via the Healthier Hackney and City fund this project is testing if community led culturally specific interventions, working in partnership with GP's, lead to an uptake in Bowel Cancer screenings. This work is reporting to the Cancer Collaborative sub group of the Planned Care Board in December. To date, through outreach at Ridley Road market and talks to community organisations has reached over 1000 people. We have one operating partnership with the Kingsmead surgery, and are working to set up a partnership with the Wick surgery.

### Information and Signposting

Funded by the CCG this project is working to support residents furthest from services to access them, through training and funding 6 BAMER

community organisations in partnership with Doctors of the World to give accurate signposting to people in need of health support and support those having difficulty registering with a GP or accessing healthcare due to immigration status. This programme reaches over 1000 people a year.

### Condom Distribution

Funded by Public Health – this project is a payment by activity contract to register Hackney's African residents aged 25 onto the Free Condom Project. This project has engaged and signed up over 850 people per year.

### Peer Support Grants

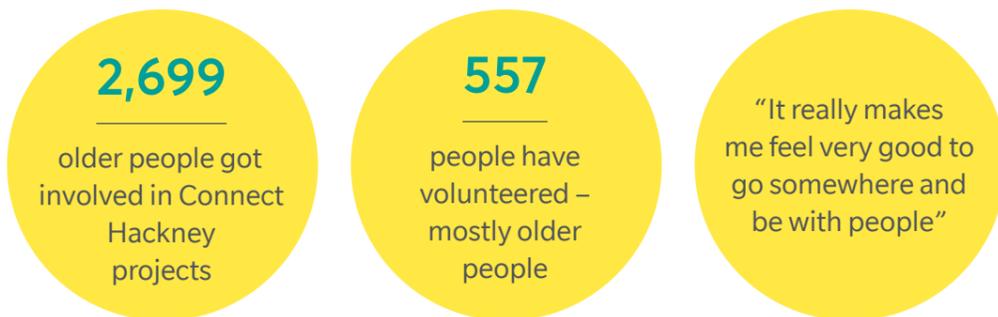
Funded by the CCG this project has funded 324 Hackney residents with long term health conditions to receive 12 weeks peer support through community organisations, in their own language or in an area near them. Hackney CVS has issued 45 grants of £4000 to 16 organisations 8 of which are BAMER led culturally specific groups. The 2015-2018 evaluation found

- 78% of all participants have seen an improvement in their overall wellbeing.
- 75% have seen an improvement in their worst symptom of their long-term condition.
- 65% saw a drop in BMI levels.
- 62% saw a drop in their weight.

Connect Hackney



The Connect Hackney project in 2015-18



## 7. Reducing social isolation

Anyone can become socially isolated and the risk increases with every year that someone ages. During major life events such as bereavement and retirement an individual’s risk of isolation increases. People from marginalised communities including people living in poverty, BME communities and the LGBT community are at increased risk of isolation.

Experiences of isolation vary between ethnic groups in Hackney – 16% of Asian survey respondents report feeling socially isolated, compared to 8% of White residents. Another report, using data from the same 2015 survey, identified one in five Muslim residents feeling isolated<sup>7</sup>.

The Campaign to End Loneliness found that those who live alone are more likely to be lonely<sup>8</sup>. A 2015 survey carried out by UK disability charity, Sense, found that almost one in four disabled adults said changes to welfare benefits have made their social lives more isolated. Some 29% reported only being able to meet up with friends once a month or less, while 6% said they had no friends at all<sup>9</sup>.

Staying active and sociable while experiencing ill health, being disabled or coping with bereavement requires not only adequate support systems but also a great deal of determination. The provision of high quality, well designed activities as well as the means to access these activities is key, but attitudinal factors such as a positive or negative cognitive bias (low expectations of ageing, pessimism regarding the future), mental health problems, generational attitudes (such as a tendency to ‘make do’) and an unwillingness to accept help are also factors which may need to be addressed.

Gender norms also play a role with men being at higher risk of isolation than women, though women more strongly identify as lonely. Being disabled, having a long term health condition and being a carer all increase the chance of someone becoming socially isolated.

A lack of information regarding available support is also a significant barrier to staying socially engaged which is compounded by older people’s digital exclusion.

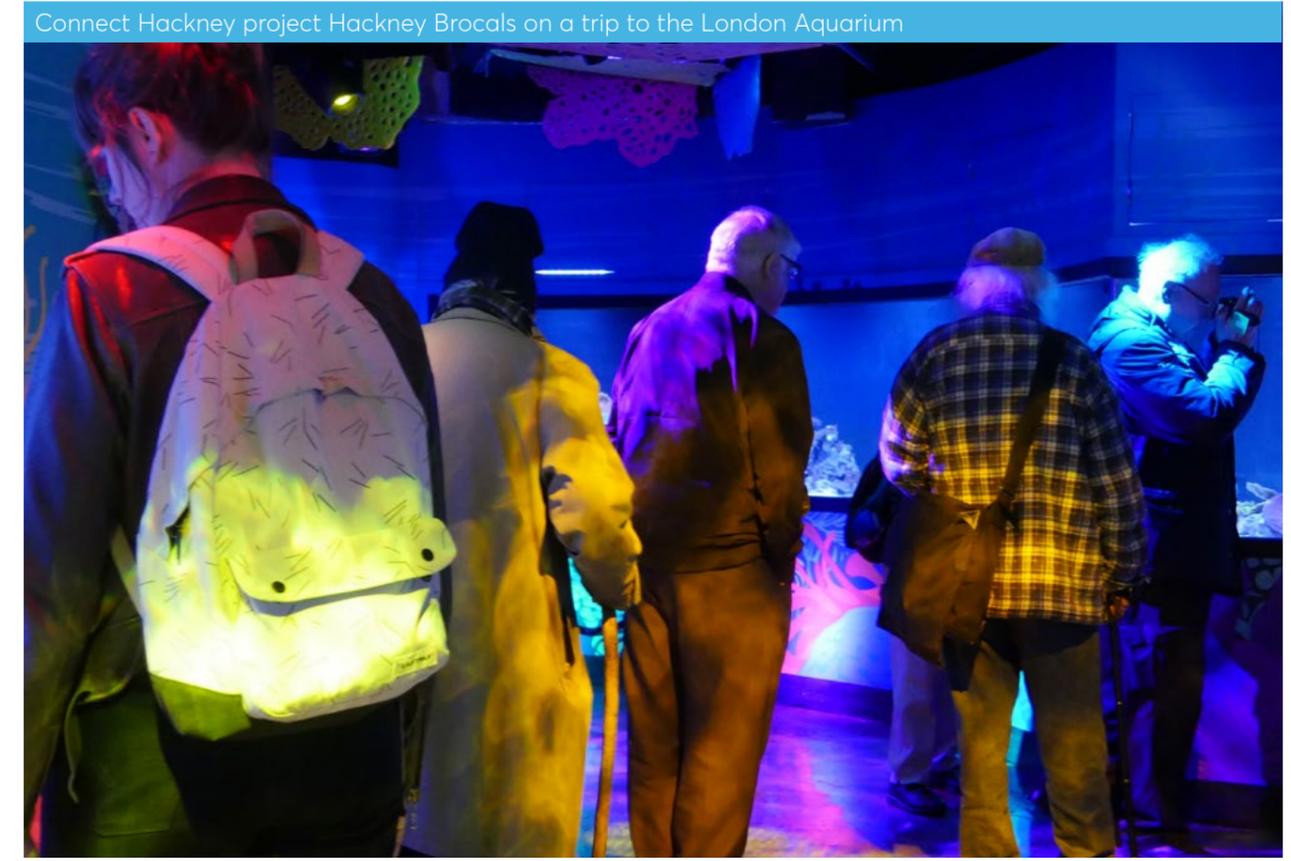
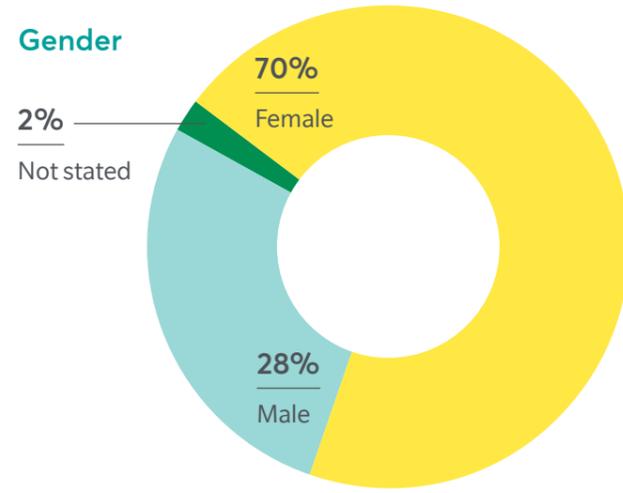
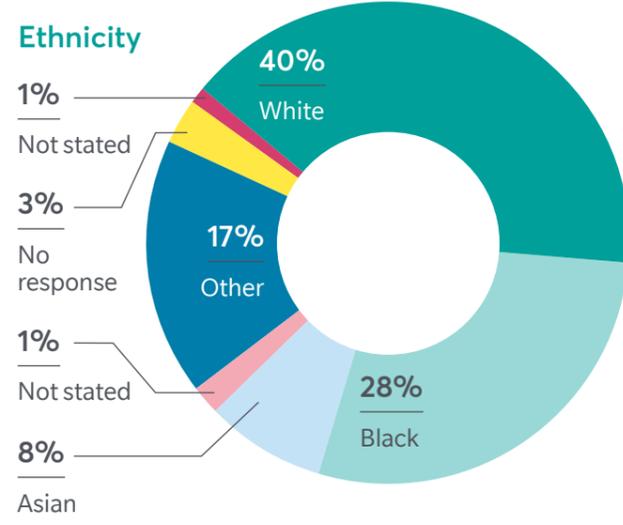
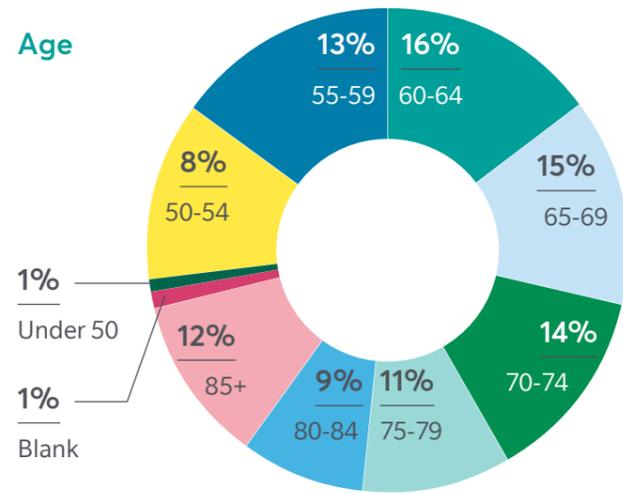
7. Hackney Council, “Hackney: a place for everyone (HAPFE) consultation report,” 2016  
 8. Loneliness: the state we’re in, p6  
 9. A Right to Friendship? (Sense, 2015)

**Our solutions:**

Connect Hackney is a £5.8m programme aimed at enabling Hackney residents aged 50 plus to improve their wellbeing by reducing or preventing isolation. The programme is managed by Hackney CVS and is one of fourteen programme areas in England funded through the six-year National Lottery Community Fund – Fulfilling Lives, Ageing Better programme. The ultimate aim of Ageing Better is to learn which kinds of projects and interventions work best to reduce and prevent the social isolation of older people. Local VCS organisations are being resourced through the Connect Hackney Ageing Better Programme to provide local projects and services which engage the over 50s. Residents who have taken part in these activities report that their quality of life has improved. We are currently developing a legacy action plan for Connect Hackney which will ensure that successful approaches by organisations we fund are mainstreamed by local commissioners.

In addition to our large scale Connect Hackney programme we have a contract to support local lunch clubs which will help these small organisations become more sustainable over the next few years so that they can continue to provide a great opportunity for older residents to come together and feel less isolated.

**Who got involved in Connect Hackney, 2015-18?**



Local park – Haggerston



## 8. Increasing employment, particularly those furthest from prosperity

In Hackney, between July 2015 and June 2016, 11,400 residents of working age were unemployed – an unemployment rate of 8%<sup>10</sup>. A further 57,000 (29% of working age residents) were economically inactive (see Introduction section for definitions). Just over a third (36%) of economically inactive residents were students, more than one fifth (22%) were looking after the family/home and just under a quarter (24%) were long-term sick.

Residents from Black and minority ethnic (BME) backgrounds in Hackney are more likely to feel as though they are excluded from new job opportunities in the local area than other groups<sup>11</sup>

Welfare reform is having, and is expected to continue to have, a significant impact in Hackney in particular, in the context of relatively high levels of deprivation with large numbers of residents affected by out of work and in work poverty<sup>12</sup>. In 2015, 81 per 1,000 working age residents in Hackney were claiming out-of-work benefits and 21 per 1,000 residents in the City of London.

### Our solutions:

The local VCS advice sector plays a hugely important role in supporting people on benefits and particularly those who have been impacted by continued austerity. Hackney CVS supports the Hackney Advice Forum and will be doing some work with local refugee and migrant organisations. Although traditionally an area dominated by private sector organisations, VCS organisations have good success rates in helping the long term unemployed back in to work. Our Talentmatch programme was a great example of VCS organisations working together to get over 260 young people into work. We are using the learning from this programme to secure new resources for local organisations to continue to provide employment support to young people. Also the new Supported Employment Network facilitated by Hackney CVS is attempting to address some of the issues by bringing all relevant agencies together to discuss better ways of joint working, embedding the social Model of Disability approach locally. The Supported Employment Network is working to take an equalities approach to develop:

- Accreditation;
- Employer Engagement;
- Joined up Communication Strategy;
- Attract more funding to deliver new services;
- and create a digital passport .



10. NOMIS. [Online]. <http://webarchive.nationalarchives.gov.uk/20160105160709/http://www.ons.gov.uk/ons/guide-method/classifications/current-standard-classifications/soc2010/soc2010-volume-3-ns-sec-rebased-on-soc2010-user-manual/index.html>

11. Hackney Council, "Hackney: a place for everyone (HAPFE) consultation report," 2016

12. Institute for Fiscal Studies, "The Impact of Proposed Tax, Benefit and Minimum Wage Reforms on Household Incomes and Work Incentives," Institute for Fiscal Studies, 2015

## 9. Creating a safe environment for everyone to live in

Hackney has seen a spike in serious violent crime and homicides over the last few years. According to the Metropolitan Police, murders on the street are nearly always gang or drug related, and young black men are overrepresented in these homicides. 69% of Londoners who are worried about knife crime say they based this opinion on 'what they had seen or heard in the media'<sup>13</sup>. Around a quarter of young people know someone who has carried a knife or who is in a gang. However, smaller proportions say they have personally carried a knife or been in a gang<sup>14</sup>.

Those living in the most vulnerable wards are more likely to feel violence issues are a problem. Those feeling there is low social cohesion in their area are also more likely to feel violence issues are a problem.

Young people of Black ethnicity are consistently the group most likely to be First Time Entrants to the Youth Justice System – making up between 40-50% of First Time entrants. Only a third of the population aged 10-17 years old are of Black ethnicity.

Young people from a BAME background tended to report more negative experiences of stop and search. 38% felt the police treated them with respect (compared with 62% of white young people). Those from a black background are also less likely to feel safe at school than those from a white background (76% vs 89%).

In Hackney there were 2,765 recorded domestic abuse offences in 2017-18. 229 rapes were reported in 2017/18. This was a 26.5% increase compared to 2016/17. 85.4% of victims were females. Hackney Council's Domestic Abuse Intervention Services (DAIS) has seen a year on year increase in referrals since the transformation of the service in 2015/16. In 2017/18 there were 1165 referrals, in comparison to the 822 referrals in 2015/16. This represents a 42% increase. At Homerton University Hospital, 245 women disclosed a history of FGM between January 2008 to December 2013.

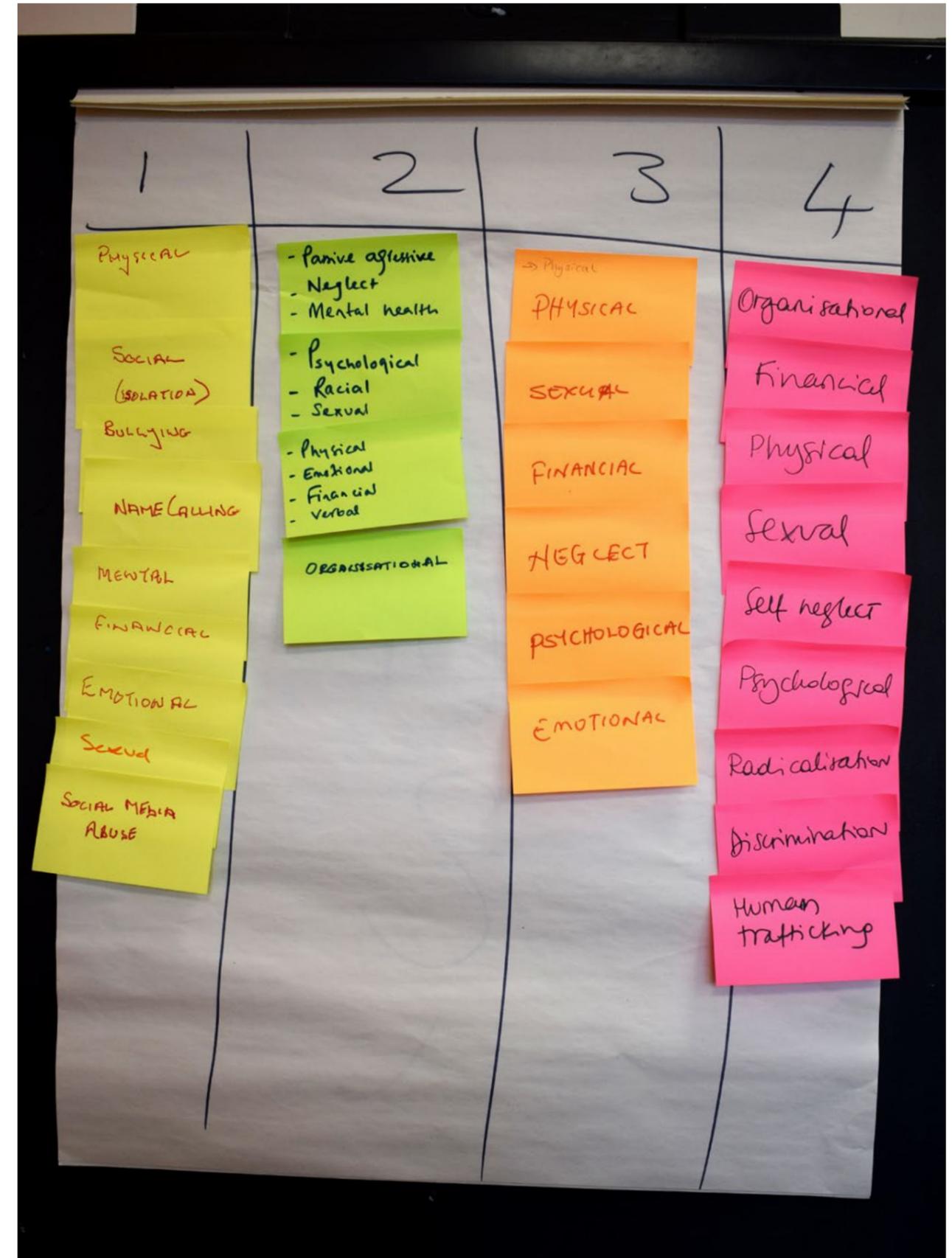
### Our solutions:

Local VCS youth organisations can play a particularly important role in helping young people make the right choices and steer away from risky behaviour, often because they work with young people over a long period of time as they approach adulthood. They also engender team working skills and support young people to achieve additional qualifications. They can act as a bridge between the police, public authorities and young people, helping all sides understand each other better and building mutual respect between everyone in local areas which is crucial in building positive community cohesion. We are embedded into the local Community Safety Partnership, Safeguarding Boards, Integrated Gangs Unit and Young Hackney and will use these relationships to promote the work of local VCS organisations in tackling serious violence. We will also use our new Youth Independent Advisory Group (IAG) to improve relations between the police and local young people.

There is also a need for more community based solutions to support those fleeing violence in the home, particularly women who do not have access to culturally suitable services. Hackney CVS is working with local VCS organisations who work with BAME communities around violence against women and girls to ensure these organisations are respected and utilised for their unique approaches in serving women of colour.

13. Data from the Public Attitude Survey Q2 18-19.

14. Data from the Public Attitude Survey Q2 18-19.



Planning meeting to tackle social issues

## 10. Reducing the institutional barriers which can discriminate against particular groupings of local people or communities

### Black children have a higher chance of being in care

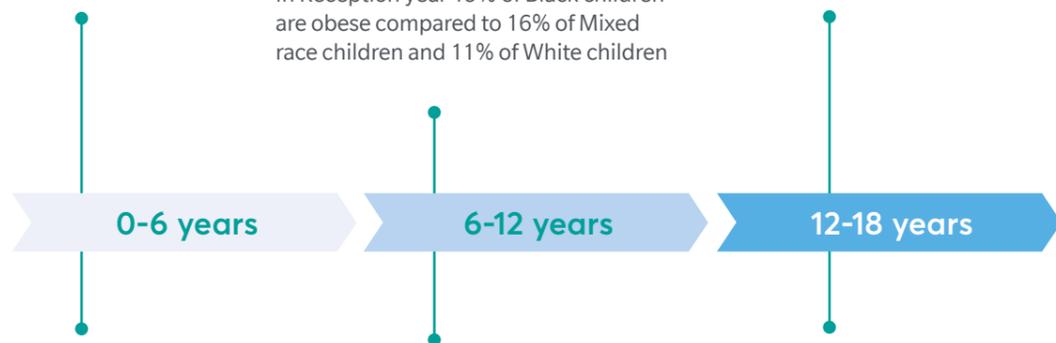
45% of looked after children are black despite only accounting for 29% of the population

### Black children are more likely to be obese than other ethnicities

In Reception year 19% of Black children are obese compared to 16% of Mixed race children and 11% of White children

### Black boys are more likely to be excluded from school

Between 2012-2017, 7-8% of pupils were excluded from Secondary School. For Black-Caribbean and Black-African boys this ranged from 13%-19%



### Rate of infant mortality in Hackney is the highest in London

There is a high rate of infant mortality among babies of Black Caribbean and Black African women compared to other ethnicities

### BAME groups in Hackney identified as at risk of poverty

This is especially the case for children from African/Caribbean backgrounds

### Households of YBM ethnicity are significantly overrepresented amongst lone parent households

49% of all lone parent households are of YBM ethnicity compared to 26% of all households

The diagram below shows the multiple disadvantage faced by young black men, some of which can be attributed to institutional barriers as well as broader societal factors affected their positive outcomes.

Overall, boys achieve a slightly lower level of educational attainment at all stages of education. Caribbean boys achieve a lower level of educational attainment than both the male average and average for African boys at all stage of education. Many communities face disadvantage but young black men face the biggest challenges as they are disadvantaged across many different policy areas.

At primary school Caribbean boys made up 22% of fixed term exclusions in 2014 compared to 5% of the school roll. At secondary school Caribbean boys made up 17% of fixed term exclusions in 2014. This compares to Caribbean boys making up 5-6% of the school roll.

Black children are overrepresented amongst looked after children. 45% of looked after children are Black compared to 29% of the population aged 0 to 19 years old.

Over 90% of the 150 people on the local Integrated Gangs Unit database are black or mixed race.

### YBM are more likely to be unemployed

The unemployment rate for men of Black and Black Mixed Heritage aged 18-24 years old is significantly higher than the male average – 42% compared to 28%. This is the highest unemployment rate for all male ethnic groups.

### Black boys achieve a slightly lower level of education attainment

In 2016 Caribbean boys received the lowest level of educational attainment of all male ethnicities at GCSE. African boys achieved a slightly lower level of educational attainment at GCSE than the male average

### Disproportionate number of young black men on probation

50% of those on probation were in the young black men 18-34 cohort despite only accounting for 19% of the population



### Pay gap between graduates

17% pay gap between white and black graduates when pay penalties are taken into account. This is equivalent to £3.90 an hour, or over £7,000 a year for a full-time employee

### Black residents are overrepresented in mental health settings

Patients of Black ethnicity are overrepresented amongst patients detained in mental health settings. The Black population of Hackney represent 42% of all detentions and 23% of the total population

### Our solutions:

Hackney CVS is working with the Council, young people, parents and local community organisations to improve outcomes for Young Black Men. This ambitious long term programme takes a whole system approach focused on a number of levels: Individuals and the community; Institutions; and Wider society. A great example of co-production, at the heart of the programme are a group of Inspirational Leaders, a group of young black men, who have been trained by Hackney CVS as community leaders to engage and inspire other young black men, and who help co-produce solutions. We now have a far more informed idea of the issues that are driving

inequalities for young black men and what solutions are needed going forward. Hackney CVS and a partnership of local community organisations will be seeking resources from the National Lottery Community Fund to expand the number of young black leaders and develop parent community champions who can work with local VCS and public bodies to support other parents and young people to become more resilient to the institutional barriers they face.

We will use our relationships with local schools to help reduce school exclusion bringing local family support organisations in the VCS into closer contact with schools needing help engaging parents.

# What and who have informed our thinking?

As an infrastructure organisation established to support local charities and community groups it is crucial we regularly listen to what our members and users say to us as well as those who fund or commission our work.

We run annual surveys and provide lots of opportunities for organisations to feedback to us what they think about our work. We also used the engagement work we did with the Council around the VCS Strategy to influence us too. Below is a summary of what you said that has helped us shape our new 3 year plan.

In drafting the strategy we established an internal project group made up of staff and trustees. This group undertook PESTLE and SWOT exercises, shaped a new vision, mission and theory of change as well as reviewed the available evidence from our stakeholder/user surveys.

## Our Annual user survey: What people said to us?

40 organisations responded to our annual user survey. The greatest concern local VCS groups have is a lack of funding going forward – 75% indicated this was their greatest fear with premises being their 2nd biggest concern.

In considering the role of Hackney CVS:

- 89% agreed we are committed to equalities and diversity
- 82% agreed that we are a good sector leader, advocating on behalf of local organisations and 81% agreed that we champion the needs of disadvantaged and marginalised communities
- 62% agree that Hackney CVS is good at negotiating with the public sector
- 82% agree that we are an organisation ‘you can turn to for help’.
- 100% of respondents felt our newsletter was helpful to them!

“Keep up the current work approaches”

“Great (web) content, easy to read, knowledge of local communities”

“Network meetings help me understand local issues and the diversity of needs in the borough, as well as meeting new contacts”

SECTION 8



There are number of key things we learnt:

- Many VCS organisations do not have the capacity to engage in our networks despite seeing them as valuable
- We need to better communicate the support we give to smaller organisations
- We need to provide health checks for organisations and more support with writing safeguarding policies
- We need to do more to support local VCS leaders
- We need to strengthen publicity about our network meetings to help people decide what is useful for them to attend

“We are a very small part time core team, it is very difficult to get to appropriate network meetings. We have difficult decisions on what we can attend”

“I work remotely and the team doesn’t have the time to go to such events”



## Our Annual Stakeholder survey: What people said to us

2018/19 saw us start a new stakeholder survey designed to gather the views of public bodies we work with and those that fund our work.

Respondents gave us the following thoughts about what we should be doing:

Providing small grants to learn more about vulnerable communities and organising speak up events and focus groups so that we can all work together to improve their conditions

Supporting the VCS on property strategies

Infrastructure support to the VCS on business processes like HR, ICT, marketing

Helping local organisations to continuously look ahead at opportunities to test and develop their business models and approach, as well as funding and influence

Helping residents to understand their rights and protect children and adults from abuse and harm

Raising the profile of the VCS as trusted providers and alternatives to statutory providers of services

Developing and promoting services based on coproduction and developing the evidence base to show the impact this has both economically, in terms of health and other outcomes i.e. social value

Really positioning yourself as a sector leader around issues like inequality and being seen as the place to gain real insight into local resident issues

Helping local charities to develop their voice as experts on the issues they work on and work to help charities place themselves on a sustainable footing.

"Hackney CVS are crucial in the development of the neighbourhood model - the voluntary sector are vital to really understanding and reaching our local communities, particularly those communities who do not necessarily engage in activities organized by the statutory sector. They also provide crucial local services for our residents. Hackney CVS are the crucial enabler for these voluntary services and should provide the framework for how smaller voluntary sector services can engage in strategic changes such as neighbourhoods."

Respondent to Hackney CVS Stakeholder survey, Dec 2018

## The local VCS Strategy

Over the last year Hackney CVS has been working with the Council to develop a new VCS Strategy that supports the sector to shape and deliver the Council's Community Strategy. Hackney has experienced radical and rapid change over recent years. There will inevitably be further changes in Hackney over the coming years, perhaps even faster in pace, which is why anticipating and planning for these changes, through the VCS Strategy, is necessary now. In hosting workshops a number of key issues arose for the local sector which can be summarised as follows:

1. Tightening squeeze on public funding has been accompanied by a dominant contracting culture
2. Transactional behaviours making it harder to take a 'whole person' approach or to do preventative work
3. Hackney is no longer regarded as the poorest London borough, and this is making it harder to attract funding from outside
4. While relationships among VCS organisations within Hackney are generally collaborative, there are anxieties about sharing ideas and opportunities, and a nervousness that others will 'parachute' in
5. There is mounting pressure on voluntary sector premises in Hackney, as private sector rents soar and the perception is that public sector landlords increasingly seek commercial returns
6. Many VCS organisations are struggling with technological change, both to harness its positive potential, and to guard against its potential for damage to people in Hackney
7. While there are many positive aspects of the partnerships between the council and the VCS, the system of referrals needs to be improved
8. Social investment is out of reach for most, and while many VCS agencies do generate some income through fees and other types of trading, the social enterprise model will only work for some
9. Generally, the VCS in Hackney has very poor access to communications and marketing expertise, which could extend its reach and engagement with all communities across the borough and build the recognition necessary to attract investment.

"We are more successful when we work with Hackney CVS' insight and trusted status, whether that is in our influencing work or trying to help voluntary organisations with our advice and support materials."

Respondent to Hackney CVS Stakeholder survey, Dec 2018

# Glossary of terms

## SECTION 9

<b>Asset based community development<sup>1</sup></b>	Asset-based community development (ABCD) is a methodology for the sustainable development of communities based on their strengths and potentials. It involves assessing the resources, skills, and experience available in a community; organizing the community around issues that move its members into action; and then determining and taking appropriate action.
<b>BAMER</b>	Black, Ethnic Minority and Refugee communities also known as BME
<b>CCG<sup>2</sup></b>	Clinical Commissioning Group for City & Hackney. A Clinical Commissioning Group (CCG) is the name for the new health commissioning organisation which replaced Primary Care Trusts (PCTs) in April 2013. Commissioning organisations are responsible for planning and buying of NHS healthcare across the City & Hackney to meet the needs of the local population.
<b>Commissioning</b>	Commissioning is the process of assessing needs, planning and prioritising, purchasing and monitoring local services, to get the best outcomes for residents.
<b>'Community in-Reach' model</b>	The Hackney CVS model which supports public sector professionals to deliver services in community settings
<b>Consortia</b>	Partnerships of local organisations working together to deliver joined up solutions to local problems
<b>Co-production<sup>3</sup></b>	Co-production is not consultation but a way of realizing the assets that local people and communities have in delivering solutions to London and the nation's problems. It's about delivering better public services by ensuring that there is an equal and reciprocal relationship between professionals, people using services, their families and their neighbours.
<b>CRC</b>	The London Community Rehabilitation Company which works with offenders to help them lead responsible and law abiding lives.
<b>ELFT</b>	East London Foundation Trust –the local mental health service provider
<b>GP Confederation</b>	City & Hackney GP Confederation was established in October 2014 as a Community Interest Company (CIC) with a membership of 42 GP practices in City & Hackney, with a growing registered patient list size of around 307,000
<b>ICB<sup>4</sup></b>	The Integrated Commissioning Board which oversees the transformation of health and social care services in City & Hackney
<b>NHS</b>	The National Health Service (NHS) is the publicly funded national healthcare system for England and includes the CCG, ELFT, Homerton Hospital and GPs

<b>Procurement</b>	The act of obtaining or buying goods and services. Is a crucial part of the commissioning cycle
<b>System change<sup>5</sup></b>	Systems change aims to bring about lasting change by altering underlying structures and supporting mechanisms which make the system operate in a particular way. These can include policies, routines, relationships, resources, power structures and values. It is a journey which can require a radical change in people's attitudes as well as in the ways people work.
<b>VCS</b>	Voluntary, Community Organisations and Social Enterprises

1 [https://en.wikipedia.org/wiki/Asset-based\\_community\\_development](https://en.wikipedia.org/wiki/Asset-based_community_development)

2 <http://www.cityandhackneyccg.nhs.uk/about-us/what-is-a-ccg.htm>

3 <https://www.nesta.org.uk/report/co-production-right-here-right-now/>

4 <http://www.cityandhackneyccg.nhs.uk/about-us/workstreams.htm>

5 <https://www.thinknpc.org/resource-hub/systems-change-a-guide-to-what-it-is-and-how-to-do-it/>

# Acknowledgements

Hackney CVS has many people and organisations to thank in helping us developing our new 3 year strategic plan

## Our members and service users

This includes all the VCS organisations on our database and particularly those people and organisations that responded to our annual surveys and focus groups

## Our public sector partners and commissioners

Hackney Council, City & Hackney CCG, ELFT, Met Police, Probation, Local Schools and those people who responded to our annual stakeholder survey

## Our Charitable Funders

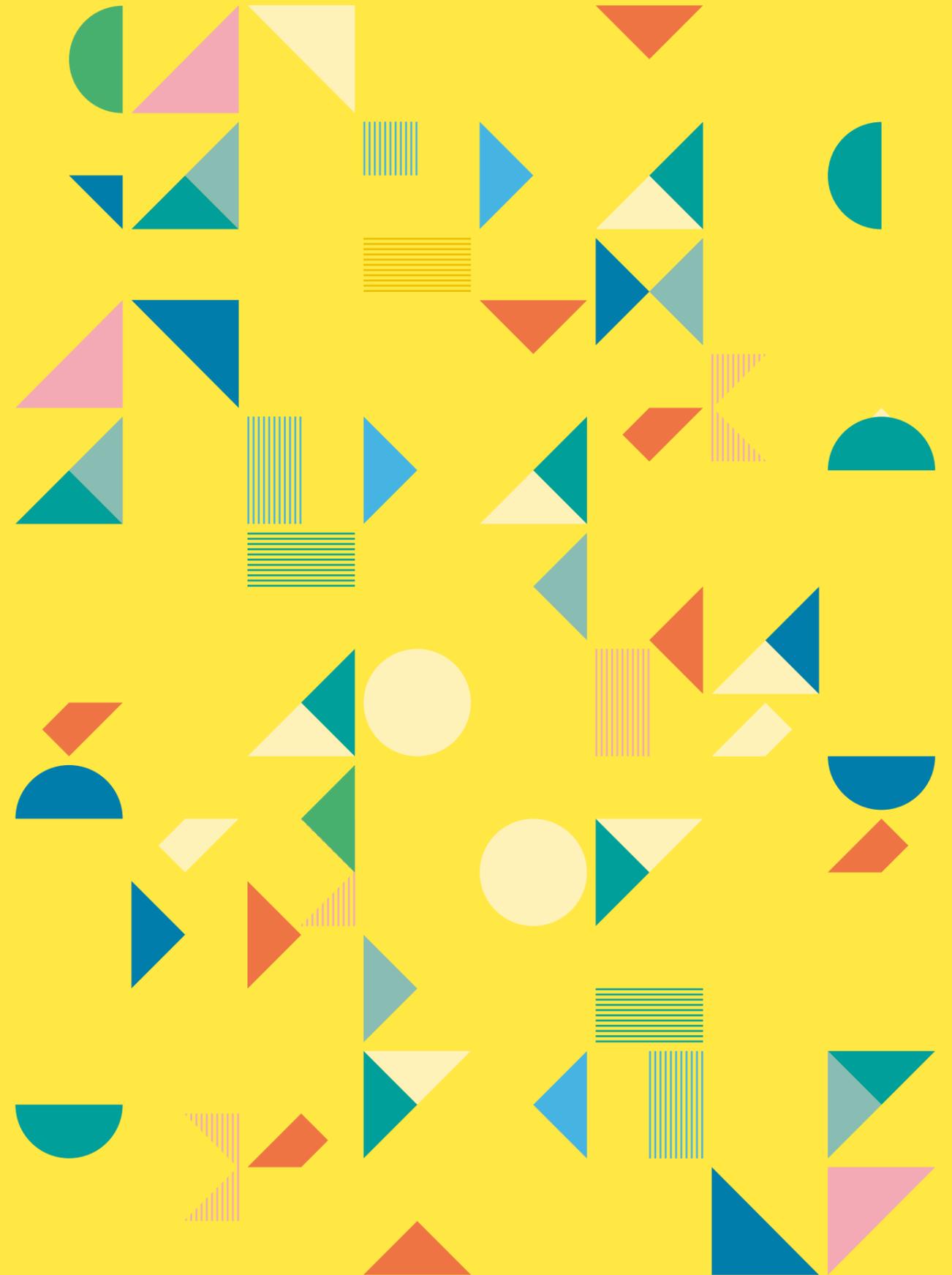
The National Lottery Community Fund, City Bridge Trust, Trust for London, Postcode Lottery

## Our Staff, Volunteers, Trustees and VCS representatives

Without whose continued support we would not be the organisation we are today!



SECTION 10





The Adiaha Antigha Centre  
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[www.hcvs.org.uk](http://www.hcvs.org.uk)

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