

Cover sheet

Full version of the strategy - plain text version

The Hackney Community Strategy 2018–2028

Final for approval by Cabinet and Council in July 2018

Foreword

Hackney has undergone enormous changeover the past 15 years. The borough's public services and schools have gone from the worst in the country to amongst the best. Public transport has improved hugely and the borough has experienced more than 40% business growth since 2010, with particular emphasis on the tech, hospitality and creative sectors. We have some of the most stunning parks in London and a world- famous cultural offer with a range of festivals and events which get more popular every year. Because Hackney is such a great place to live and work, its population has grown by a third since 2001.

What hasn't changed is Hackney's strong community spirit, welcoming attitude and the wonderful diversity which makes the borough so special. However, we do face significant challenges as we look to the future and, while many residents are very positive about the improvements and changes, we still have unacceptably high levels of poverty and are seeing growing inequalities while average and underlying incomes in the borough remain relatively low.

House prices have more than doubled over the last 10 years, making buying a home unaffordable for most residents. A thirds of households now live in the private rented sector, where rents have risen dramatically. Many of our businesses are also struggling due to rising rents and the Government's hike in Business Rates. The Council has had its core funding cut by almost half since 2010, and given ongoing imposed austerity is expecting further cuts to come. Per person, Hackney has seen the biggest funding reduction of any London borough at £512, yet demand for our services continues to grow. Then there are the wider issues such as air pollution, climate change and the major uncertainties around Brexit.

We know from our year-long resident engagement exercise in 2015, Hackney: A Place for Everyone, and from the many other conversations we have had with residents and local organisations, that local people share these concerns, but at the same time see some of the opportunities the changes in Hackney bring for them and their families. In surveys, the vast majority of residents say they feel satisfied with their borough and that people get on well with each other. However, in community discussions some local people talk about a sense of disconnection from the changes they see happening around them, often as a result of the poverty and inequality they have experienced in their lives here.

Hackney has so much to be proud of, but what should our borough be like in ten years' time? At a time of unprecedented cuts to local government funding, how can we empower and better connect local people and their communities? How can we make sure that economic growth benefits everyone? How can we best target diminishing resources at our most vulnerable residents and offer them the right support so they can fulfil their potential? How can we help keep our borough safer for children, young people and vulnerable adults and reduce violent crime and the anxiety it creates in our community? How can we make our borough more child

friendly, more welcoming for older and disabled people and help people to stay active and to stay healthy, both physically and emotionally? How can we better prepare our environment for the impacts of climate change? And, crucially, how can we make Hackney fairer, reduce poverty and ensure that a wide range of people from different backgrounds can enjoy a decent standard of living, can continue to afford to live and work here, and feel that Hackney is a borough for them?

These are some of the questions Hackney's Community Strategy 2018-2028 seeks to answer. It has been developed with local people and organisations over the last three years. It is our collective response to the big changes we have experienced and the challenges we face; it sets out our vision for the kind of future we would like to see for our communities, and lays out the steps we're going to take to achieve this. It represents a renewal of our commitment to continue to build on the excellent local partnership work here in Hackney and to work collaboratively to tackle the big, seemingly intractable issues we face as well as make the most of the many opportunities that have arisen over the past decade.

Adopting this new vision and strategic direction for Hackney is only the starting point. Now the focus is on turning our collective vision into a reality. We will make sure that the vision and policy direction in the strategy are made as accessible and relevant as possible to local residents, organisations and to all the Council's staff. We will need to work with them all to deliver the commitments in the strategy, if we want it to have a real and meaningful impact in making Hackney a fairer, safer and more sustainable place for everyone and to protect its open, inclusive community spirit for future generations.

Phillip Glanville
Mayor of Hackney

Councillor Caroline Selman
Cabinet Member for Community Safety,
Policy and the Voluntary Sector

PLACE HOLDER FOR INFOGRAPHICS FOR FINAL STRATEGY

What is a community strategy?

This strategy sets out our overarching vision for Hackney over the next decade up to 2028. It will provide direction for all of the Council's decision making throughout this period and a focus for our work in partnership with residents, businesses, local organisations and community groups. It will also help focus the work we need to do to influence national Government, the Mayor of London and the Greater London Authority and other decision makers to take action on issues of local importance when we don't have the legal power or resources to act alone.

Although we are no longer required to have a strategy of this kind, we feel it is important for us to have a clear, shared vision of how we want our borough to develop over the next ten years. Going through the process of producing this strategy together with local people and organisations in our communities over the last three years, has created the time and space we needed to better recognise and respond to residents' lived experiences of the borough. It has helped us to identify the big issues affecting the community and the place and to collectively consider how we can act on these together. Having a shared strategy will also help us put the needs, perspectives and feelings of the whole community at the heart of what we do in the coming years, keeping us focused through a time of continued change and uncertainty.

We are not trying to predict the future, but we want to take stock of what residents, businesses and local organisations value about Hackney and the aspects of community life and the place that they want to see protected. We want to recognise the concerns local people share about life in Hackney and respond to their thoughts and aspirations about the future here. We also need to look more broadly at key trends, developments and influences likely to impact on society, the economy, and our environment across London, the UK and beyond and think about the potential opportunities and key risks these present for Hackney. Going through this process helps us identify the actions needed to enhance and protect what is great about living and working in Hackney. It is also a chance to renew our commitment to tackle the big intractable issues we face including how we make Hackney fairer through reducing poverty and inequality, how we can better address London's housing crisis and how we reduce violent crime and the anxiety it creates. We recognise these are complex, large-scale problems and that we will need to continue to make a collective effort and to look at these in new ways, to secure a better future for Hackney.

The Council also adopts, delivers and keeps under review a Corporate Plan for each new four year local electoral term. The Corporate Plan will be in line with the ten year Community Strategy, but it sets out how the Council will use its resources and its workforce to help achieve the Mayor's manifesto over the shorter elected period of office. Both the Community Strategy and the Corporate Plan and any related delivery plans or annual updates will be publically available.

How we developed the strategy together with the Community

This vision and the wider strategy for Hackney has been developed over a number of years and is based on what residents have told us about their experiences of living in Hackney as well as what community representatives, local business and other public sector partners and the voluntary and community have said are big issues for them. It draws on the evidence we have about how Hackney is likely to change over the coming years.

The process began with a year-long conversation with residents in 2015, 'Hackney: A Place for Everyone.' We heard from over 4,500 local residents and businesses on their views of how the borough has changed and the challenges and opportunities this presents to their day to day lives. We launched this with a Question Time style discussion in a local school, attended by more than 300 people. Nine questions from residents and school children were put before the panel of experts, who all live, work or grew up in the borough. The engagement phase then ran for a year. It included a questionnaire distributed to all households and business in the borough and promoted online through the Council's online consultation and engagement platform. We also took the questionnaire to places where we would be able to engage with our diverse community. This included over 50 community events, for example, estate fun days, Turkish, African and Orthodox Jewish events and the Hackney half marathon as well as going to street markets, supermarkets and squares. We fitted out an old Hackney black cab and installed a video booth in the back and asked people to hop in the back and give us their feedback verbally to camera.

We ran a series of focus groups with harder to reach groups to engage with more vulnerable residents and those least likely to engage in formal ways, including people in temporary accommodation, recent migrants, disabled people, young black men and LGBT residents. Councillors and senior managers hosted a deliberative discussion with around 150 members of the borough's online citizens' panel. We held events with residents on housing and community safety. We had discussions with Hackney's voluntary and community sector and they cascaded the consultation to their community networks. Councillors were briefed and helped promote engagement in their wards and led on further engagement sessions through Scrutiny Commissions. We promoted the campaign in libraries, leisure centres, housing offices, GP surgeries, schools, faith settings and community centres, housing estate notice boards, and in the media, on social media and to our staff using internal communications channels. The Council worked with a panel of well-regarded academics, some of whom live locally, who volunteered their time to help us ensure that our methodology and conclusions were sound, and that we had reached a representative sample of residents. After we had analysed the findings from all of this engagement, Mayor Philip Glanville wrote to all residents to explain how the Council was planning to respond and what we could all do to keep Hackney cohesive and resilient in response to the challenges the borough faces

The findings from this year long engagement were then used together with evidence papers on trends likely to impact on Hackney in future, to help us consider a range of

possible future scenarios for Hackney and from that to develop our vision for Hackney in ten years' time.

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

We are very grateful for all the diverse perspectives shared through this engagement work and for the input, challenge and ideas on how we could improve on the draft.

We have reviewed all this feedback on the consultation draft and analysed it to identify the main shared concerns about the draft strategy and the shared views on how we could best improve the strategy. The consultation and engagement report has more information on what people said, how we analysed all this and what the key changes suggested were.

The structure of the strategy

The strategy sets out a vision for Hackney in 2028 and then breaks this down into five key, cross-cutting themes. Each theme is explored in more detail in the five main sections of the strategy. Under each of the themes is a set of actions the Council will do, what we will ask local residents, organisations, businesses to get involved with, and what we will need to ask Government to do, to help move us toward our vision for Hackney 2028. Towards the end of the Strategy, there is more information on how we will work with local partners to make best use of Hackney's existing community networks and multi-agency partnerships.

Our vision for Hackney in 2028

We have protected and enhanced the unique, welcoming, inclusive spirit of Hackney throughout a period of intense local and national change and growth. There is greater prosperity and satisfaction in all parts of the community, because of concerted efforts to tackle poverty and ensure growth and regeneration benefits all residents. Young children are given a good start in life here. Schools and colleges continue to offer excellent provision, supporting children, young people and adults of all ages to fulfil their potential. These institutions are valued as local hubs for the whole community, helping communities to mix, hosting projects that promote healthier lives and as well as helping to protect and improve outcomes for the most vulnerable children and young people within our community.

Residents have access to decent, stable and genuinely affordable housing that meets their needs as these change through their lives. Local people are able to secure higher quality, stable employment and good quality work in a range of sectors here and across London. Hackney is a safer, more tolerant place, as the community, businesses and local services have worked together to reduce violent crime and youth violence and there is less anxiety in the community about this.

The borough is a place where it is easy to get business done and we have protected and created more affordable workspaces, so we are still home to a broad spectrum of businesses including small firms who provide local services to our diverse population, black and ethnic minority owned businesses, social enterprises and cooperatives as well as start-ups and large companies at the forefront of the tech sector. Local organisations actively contribute to community wealth generation, and there is a strong sense of community and of collaboration, with residents and businesses keen to share their time, knowledge and skills – and not just within their own local networks. The Council encourages volunteering and recognises the contribution local community networks and organisations make in building trust, understanding and connections between local people. As a result, local people can enjoy more neighbourhood events. There is an open approach to decision making, with the opportunity for local people to join conversations about the tough decisions that the public sector needs to make, in a world where public finances continue to be stretched, and core services must be delivered differently. Despite budgetary pressures, there is continued focus on helping to keep children, young people and vulnerable adults safer. Everyone in the community, local people, businesses and local organisations play their part, looking out for children, young people and vulnerable adults and raising the alarm if they see something of concern. Our creative, open community continues to be recognised for its diversity. We welcome everyone who chooses to live in Hackney, celebrating the breadth of cultural backgrounds, life experiences, skills and perspectives of our residents. Culture in its broadest sense brings our diverse communities together through shared experiences and activities, it also brings economic benefits to our neighbourhoods and thriving town centres. Hackney is an outward-looking and well-networked borough, working with businesses across London to contribute to

and benefit from the prosperity and innovation across the region. The Council has put environmental sustainability and quality of life at the heart of urban design. Local businesses and residents are careful to protect the environment, now and for future generations. Everyone takes responsibility for looking after their local area because they take pride in being a Hackney resident. We are better prepared to meet our climate change commitments and to deal with its impacts. Our streets, pathways and open spaces are greener and there are more renewable energy networks. We have joined up policy to create healthy, safer streets and neighbourhoods, which are pleasant places to spend time, play in, walk and cycle. Everyone feels that parks and green spaces are for them, including young people, disabled people and older people. People are living longer, healthier and more independent lives and they remain better connected to community life in their older age. We are better able to prevent ill health as people get older, with well used community based activities. People take responsibility for staying well throughout their lives, but when people do need support, they can get good help, which is joined up, appropriate and meets their needs in the round and builds on their strengths, aspirations and capabilities.

Achieving this vision

The context we are working in and the things that may limit our ability to act

Our vision for Hackney is ambitious – it is designed to underpin everything we do as a Council over the next decade and provide a framework to help shape the activity of other residents, businesses, the voluntary and community sector and public sector organisations. Achieving this vision will mean building on the excellent partnership working which is already in place in the borough. It will be challenging, given the financial constraints and pressures we are all facing and the complexity of some of these issues we want to tackle together.

There are some specific constraints on the Council which we need to set out because they present considerable risks to us being able to work with partners to achieve this vision. Most critically, the financial environment that we operate in remains extremely challenging as we are faced with rapidly diminishing income from the Government and at the same time rising costs and demands for services. In Hackney, our Government grant has shrunk from £310 million in 2010 to an expected £170 million by 2019/20– a cut of 45% – and there continues to be uncertainty surrounding our major funding streams over the next few years. We recognise that this challenging financial climate has also had a significant impact on other public services and community and voluntary organisations in the borough who have all had to work with more limited resources as a result of austerity.

The scale of the financial challenge the Council is facing is unprecedented and we have to be realistic and acknowledge that the current ways of providing services are not going to be sustainable over the next 10 years. In some cases this will mean that people who currently receive services from the Council will no longer be entitled to

the same levels of service, or in some cases, any service at all. However, the Council is committed to talking directly to people most affected by these cuts, and to stepping back and considering whether a new way of delivering a service could save money but still meet people's needs. When we think we need to, we will also campaign for and look for new resources. Managing cuts while protecting an excellent quality of life for people in Hackney and ensuring we also look after vulnerable children, disabled adults and our older residents has been very difficult. Our response is not to manage decline or cut universal services such as libraries or youth clubs. This strategy will help to target limited resources in a way that ensures the most vulnerable people in our communities are protected and supported in the coming years. The Council wants to continue to deliver high-quality services that are important to residents but we have to be realistic and acknowledge that this will mean working in different ways. This isn't just about redesigning services within the Council, it is also about making better use of community networks, community assets and new technology where it can help us. We will need to build on the very strong partnerships that already exist here, to help us do this so we can continue to support residents and businesses to thrive in Hackney.

We will also need to continue to try to find new ways of preventing people from needing to rely on public services over the long term, by looking at some of the underlying issues driving demand pressures in public services such as physical, mental and emotional ill health, poverty and debt, inaccessible or unsafe places, and discrimination. We will also continue to look at the systems or processes in local services that repeatedly fail to help people resolve their problems and look together at how we could offer better help to people, earlier. Successful local examples such as the Hackney Pause Project show that this can be done; over 5 years a small team identified 49 women who have had between them 205 children removed into care and then helped them to take control of their lives and develop new skills. We know that the Council and public services such as the NHS, the Police and schools cannot act alone to address these complex issues. We need to collaborate and draw on the insight, lived experiences, energy and resources of local people, local organisations and businesses to make more progress.

Where we don't have direct control over policies such as on the national welfare system, the Council will campaign and try to influence Government to make changes which will benefit local people. Where the global, national or regional economy is creating inequality such as insecure, low paid work we will lead by example and use our own spending power to create decent opportunities for local people as well as seeking to influence other organisations and businesses to take similar actions.

There are limits to the Council's ability to influence population increases – the Council cannot control the population growth, which is affecting all of London, and the planning system does not allow us to refuse new development proposals on the grounds that we feel Hackney is already very densely populated.. What we can do, is use planning policy and our new Local Plan 2033 to try to shape the nature and location of development and maximise its benefits for the whole community. There are not enough new homes being built in London to meet growing housing demand and need. Housing associations are struggling to build new homes in expensive

areas like Hackney and are receiving less financial support from the Government. The Council is committed to building on the success of its estate regeneration programme to directly deliver new homes of all tenures, cross-subsidising the provision of new social and intermediate housing through the sale of private market homes. However, the raft of recent reforms to housing and welfare, introduced by the Government, and the national prioritisation of homes for private sale are all likely to adversely impact on the supply of truly affordable housing in the borough over the next decade.

When it comes to large scale transport infrastructure projects, the Council is in a strong position to lobby for improvements but is not the ultimate decision maker. Instead, we need to work proactively with the Greater London Authority (GLA), central Government and neighbouring boroughs to secure investment in projects like Crossrail 2 which has the potential to radically improve connectivity and transport capacity in Hackney. In terms of social infrastructure, such as schools and health facilities, the Council faces a funding gap; it is difficult to fully fund such projects through public finances and developers' contributions alone. In terms of the environment, the Council is committed to leading by example in the way we manage our services and estates and invest our resources, however, we cannot deliver positive change alone. We need residents, local businesses and partner organisation to follow suit and choose sustainable transport, recycle more and minimise waste.

These are the things we know are most likely to limit the Council's ability to act on the commitments we have set out in this strategy. There are other limits and challenges which are specific to certain topics or themes and these are picked up throughout this document.

1. A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth

The challenge:

Hackney has experienced a huge amount of change over the last 15 years, Council services have improved and the population has increased by a third. House prices have also more than doubled over the last 10 years. Better schools, cleaner and greener open spaces and better transport links, mean Hackney is now a much more desirable place to live and the knock on effect of this has been a huge surge in demand for housing and spiralling house prices and rents. The issue of housing affordability is particularly severe in Hackney, where house prices and private rents are amongst the highest in London and the country and it is a top concern for local residents. As average incomes in the borough are relatively low, many households on moderate incomes are unable to take a first step on to the housing ladder within the borough.

Over recent years, the Government's social housing and welfare reforms have led to increased rent levels for social housing, at the same time as reduced welfare benefit levels for those who need help with paying the rent in both the social and private rented sectors. This has impacted many residents as over 40% of Hackney's housing stock is social housing, either managed by the Council or by housing associations, while around one third of Hackney residents now live in the private rented sector – double the level of ten years ago. Despite the Council's good track record in delivering 2,850 new homes for social housing and shared ownership with its partners over the past five years, increases in homelessness have led to high numbers of households on the Council's waiting list (over 12,000) and in temporary accommodation (2900). Residents have told us that they would support the building of as many Council and housing association homes as possible, that are genuinely affordable to those on low and medium incomes. As the Council's housing strategy sets out, we will continue to find ways to increase the number of new genuinely affordable homes being built in Hackney including new homes for rent and we will work together with Housing Associations and the Mayor of London on this.

However, we also need to secure more financial freedoms and other flexibilities from Government to help us fund the additional new homes needed.

As a result of the housing crisis, more residents are now living in the private rented sector. While a majority of private renters in Hackney are satisfied with their homes, there are too many properties which are in poor condition and are poorly managed. Renters also face insecurity, often with six-month tenancies and high or unpredictable rent rises. We need to continue to work with landlords to help raise standards. As the population of London increases, and housing affordability worsens, housing needs such as homelessness and overcrowding are also expected to intensify. Our homelessness work already aims to improve prevention and provide solutions for those threatened with losing their home. We already have in place a Homelessness Strategy and specific strategies relating to temporary accommodation and rough sleepers.

Residents value the positive improvements in Hackney in recent years but people remain concerned about housing affordability and the impact of house prices on local communities. Young people who have grown up here are particularly aware of the increasing unaffordability of housing in Hackney and say this has reduced their sense of belonging and leaves them feeling disempowered by the process of change happening around them. Older people, disabled people and growing families have raised similar concerns. London's business leaders are also concerned about the increasing unaffordability of the area and have highlighted the threat to the economy from a growing number of workers being deterred from coming to the capital or forced to leave because of the shortage of affordable housing. They have flagged that in future this might mean businesses won't be able to recruit or retain a diverse workforce here with the right mix of skills. This is also a key concern for local public services and local voluntary and community organisations.

Hackney has seen growth and change in the number and type of businesses in the borough in recent years, including significant increases in the numbers of businesses offering professional and technical services; this growth is most visible in the south of the borough around Shoreditch. Hackney has also seen growth in food services and business administration services that support these higher skilled professional services. In recent years residents have reported that they feel that some established local businesses have been priced out and the types of shops and services they need, such as launderettes, are starting to disappear from some areas. Some of the changes may have been fuelled by rising commercial property values, but there are other factors shaping what is happening in our local town centres, including the wider shift towards online retail and national rises in business rates as well as changing demands arising from a shifting demographic.

London is one of the most vibrant and exciting cities in the world and despite national uncertainty as the UK leaves the EU, the population of London is still projected to rise over the next 20 years as more people, from the UK and the rest of the world, seek to make the capital their home. However, we're aware that Brexit could lead to lower levels of migration of skilled workers from the EU, and that this could mean we see lower levels of growth than expected for London and Hackney. Local employers have said they are concerned about the potential loss of highly skilled EU workers in professional and technical services and that there is a shortage of these types of skills locally. In future, if significant numbers of highly skilled EU workers were to leave London and wider economic uncertainty were to have a negative effect on the national economy and jobs, we may see higher levels of migration from elsewhere in the UK to London as a result of Brexit. With population churn comes new industries, new technology and new opportunities all of which will ensure that London never stands still and remains at the heart of UK culture and opportunity. We will need to look at how we support local people of all ages to learn new skills and build their capabilities, so they are better placed to take up these future opportunities here.

Inner London boroughs such as Hackney expect to see a share of London's population growth locally: the population of Hackney is projected to rise by around 10% to 300,000 by 2027. Although there are some residents who feel Hackney is

already too densely populated, given London's projected growth, trying to reduce growth and stop development is not really an option and we are required to plan for growth by the Mayor of London and by Government. Our new Local Plan for Hackney 2033 is an opportunity to actively consider what growth means for Hackney and to find the best way of managing it. The Council's Area Action Plans, regeneration and local economic development plans will also help us address the challenges growth brings and maximise the benefits of growth in order to increase local prosperity. Local people have told us that we could do more to engage local communities in dialogue about how we shape growth and change and the benefits we seek to achieve.

Delivering new homes which local people can afford to rent or buy presents a major challenge. Ensuring there is the infrastructure i.e. the local community facilities in place to meet the needs of the growing population poses a further challenge, in terms of financing, delivering what is needed in time and finding suitable sites. However, it is an important challenge to meet - we need to protect the existing population from the negative impacts of growth and maximise the wider benefits that growth can bring for residents already living here. One of the ways we can do this is to ensure we properly plan for, invest in, maintain and develop our social infrastructure and community facilities such as our public and sustainable transport networks, local schools and local health services. We can also enhance the green space and public space here. By doing this we can create additional capacity as the borough grows and provide high quality, well designed local spaces and community facilities which can help protect and improve the quality of life of existing local residents.

Higher density, good quality development which is well designed has an important role in supporting London's growth. This approach can support mixed communities, enhance social capital and interaction, and reduce social isolation – as well as reducing development pressures on Hackney's valued open spaces. It can also support economic growth by delivering economies of scale in services and marketplaces and support reduced carbon footprints. Hackney's focus is on how we can encourage well designed, higher density mixed use schemes which provide the community facilities and the infrastructure needed to support our growing population and preserve our open spaces. Housing pressures and population growth are London wide issues and there are limits to how much the Council can influence this but we want to try and minimise any negative impacts on our communities. We recognise that some older and disabled residents and children and young people who have grown up on local estates have said there is a sense that the new spaces in Hackney are not for them, including the new cafes and shops. They would like to see public spaces and local centres that are inclusive, accessible and welcoming for them too, spaces that are not just for the benefit of residents and businesses moving in to Hackney. We need to engage all of Hackney's communities in shaping growth and change in their local areas, as well as ensuring this change delivers tangible benefits, to avoid people feeling marginalised or left behind.

Residents have told us that Hackney has felt safer over the last five years. Crime rates have gone down by over a third between 2002/3 and 2014/15, which is a

bigger decrease than London as a whole. During this time the Council has maintained its commitment to community and neighbourhood policing. Hackney also developed the first integrated gangs unit with the Metropolitan Police and the Department for Work and Pensions. However we are concerned about recent increases in the rate of crime, including violent crimes, and are committed to working across the Council in partnership with the community, the police and voluntary sector to divert people away from crime, prevent its underlying causes and to keep residents safe. Over the past three years the number of recorded hate crimes across London and in Hackney has also increased – while this may in part be linked to improvements in reporting, which is something we want to encourage, it demonstrates the need for us to work together to make sure Hackney remains a welcoming place.

In focused discussions with some younger residents there was a view that Hackney appeared safer than it used to be, but that gang crime which used to be more visible had ‘gone underground’ and that problems with violent and gang related crime remained. Following a recent spate of violent crime, young people, families and community leaders have also said that this is creating wider anxiety locally. There is a need to continue working together to help keep young people safer outside of the family when they are in different environments in and around Hackney. If Hackney becomes even more polarised, crime is likely to increase and the general perception that the borough is becoming more unsafe could grow. This could have a negative impact on everyone’s quality of life and could threaten the vibrancy and accessibility of our local neighbourhoods and town centres.

What is our vision for Hackney in 2028 in this area?

By 2028 in Hackney, we want to see the whole community benefitting from the growth and change we have experienced across the borough, with no sections of the community left behind and fewer local people living in poverty or in poor quality, insecure housing. We are a borough that has welcomed change and taken a long-term, managed approach to growth and planning, with a focus on developing mixed use neighbourhoods which cater to all ages and better accommodate people’s changing needs over time including young children or growing families, disabled people and older people. Residents have access to decent homes that are secure, high quality and genuinely affordable through a variety of different home ownership and rental schemes. The mix of homes is balanced with affordable family homes on offer as well as flats suitable for single people, older people and couples. Hackney remains an attractive place in high demand. The community accepts change as people choose to move in and out, longer term residents feel the new community places and spaces are for their benefit and new residents are encouraged to tap into the excellent, well-established community networks that exist across our borough. By being smart and creative with well-designed mixed use developments, we are able to deliver the community facilities, such as schools, childcare provision, leisure centres and health centres which the growing population needs, despite limited space and finances. Wherever people live or work, there is a good level of local amenity and public service and these are inclusive, welcoming and accessible, including for

residents on low incomes, children and young people, disabled people and older people.

Hackney is as well known for its small businesses and start-ups and its large companies at the forefront of the tech sector. Everybody recognises the value businesses bring to Hackney –including the small firms who provide inclusive local services to our diverse population which mean local people can buy the goods and services they need locally. We promote and support our diverse business community including Black and Ethnic Minority run businesses, entrepreneurs, cooperatives and social enterprises and ensure that opportunities created by Hackney’s dynamic economy are available to all. We also continue to support our vibrant town centres and work with local retailers and market traders to ensure Hackney’s shopping streets and markets, thrive and are known for their diversity, value and quality. We have protected Hackney’s pubs, shops and commercial spaces and we work alongside businesses involved in Hackney’s dynamic night time economy to manage any noise nuisance and anti-social behaviour, to make sure our town centres and high streets are successful, well managed and safe, day and night. The Council has put processes in place which make it easy for businesses to understand what they have to do to comply with local regulations, to meet other legal requirements and to take up other opportunities to develop and grow their business and support the local community.

We work with larger businesses based here, build positive, long-term relationships with them and encourage them to invest in Hackney’s future and to create real opportunities for local residents to access decent work, apprenticeships, training and career progression. Hackney is an outward looking and collaborative borough working with partners across industries in the capital to contribute to and benefit from London’s wider prosperity and innovation.

We also make the most of the income the Council generates from its commercial properties and land for wider social benefit. We will keep investing this in local frontline public services, including new mixed use developments with new genuinely affordable council homes and affordable space for the voluntary sector and local businesses, which helps improve local prosperity.

The Council has worked with residents, community groups, businesses, local organisations and public services to tackle the underlying causes of crime and to help prevent violent crime. Through continued community dialogue we have also found ways to build more trust; the local community is more resilient, there are good community networks in neighbourhoods across the borough and residents, businesses, local organisations are willing to help each other. As a result, local residents and visitors to the borough feel safer and more secure in Hackney and residents, are able to play an active role in shaping approaches to community safety.

Areas of focus:

We want Hackney to be a place where everyone can enjoy a good quality of life and the whole community can benefit from growth. To try and achieve this, we will focus on the following:

Transport, infrastructure and place based development

The Council will concentrate on providing well managed growth by delivering genuinely affordable new housing, and decent transport, health, childcare and education infrastructure and community facilities which will meet the needs of both our established communities and new residents, as the borough grows.

We will support the best options for increasing public transport capacity and connectedness in the borough, through working collaboratively in a multi-disciplinary way in partnership with key stakeholders such as Transport for London (TfL) and neighbouring boroughs. This will allow us to progress ambitious, innovative and forward thinking ideas that recognise that technological advances are likely to change the way people work, commute and travel in future and will include campaigning for Crossrail 2 to progress as quickly as possible with a route that minimises construction disruption and maximises benefits for the borough.

The Council will continue to find the means to invest in our schools and meet the demand for school places from our growing population. We will promote the building of schools through new mixed use private developments. To help us do this will work with partners who share our ambition to promote inclusive communities and who want to work together with local families, community leaders, local organisations and business to support our children and young people to fulfil their potential. We will also carry out a new programme of repair on our Victorian and Edwardian Primary schools so they are fit for 21st century use,

We will work with local residents, community organisations and businesses to prepare a new plan for Dalston Town Centre. We will make sure Dalston really benefits from the new Crossrail 2 station and work with the community, the Mayor of London and Crossrail 2 to achieve this. We will fight to keep the Eastern Curve garden, support a thriving Ridley Road street market, improve the public realm in Dalston and shape the plans for the future of the Kingsland Shopping Centre and the Dalston Cultural Quarter as places for creative, cultural and community uses.

We will also work with local residents, community organisations and businesses to develop local area plans for new homes, workspaces and community facilities in our other town centres and along the borough's main growth corridors which connect

them. These place based plans will guide development and investment in the centre of the borough around Hackney Central and Dalston, in the west of the borough along the A10 from Shoreditch through Stoke Newington and Green Lanes up to Woodberry Down and in the east of the borough from Stamford Hill, through to Clapton and Homerton. We will also work closely with the Mayor of London to push for improved accountability and the return of local planning powers for Hackney Wick and to create a new town centre there around the new Overground Station.

Housing

Using our Local Plan 2033 and our Housing Strategy the Council will seek to increase the supply of genuinely affordable homes available to local people for rent and sale in the borough. We will do this through the Council's own house building programmes, through working with other social housing providers and with private developers, through using our planning powers to ensure smaller sites contribute to affordable housing and through working with the Mayor of London to ensure development on public land maximises delivery of genuinely affordable housing. In the next five years through our Housing Strategy Delivery Plan we will aim to deliver over 3000 new homes across the borough, including 800 new council and social rent homes and 700 council shared ownership homes.

As part of our Housing Strategy Delivery Plans we will continue to consider innovative new models for delivering genuinely affordable new homes for local people.

- We will consider whether good quality, well-managed shared housing can help address affordability, especially for younger single people and couples.
- We will also look at how 'Build to Rent' could improve affordability and options for Hackney residents and will work with partners to deliver 500 homes at London Living Rent, where the rent levels are set at a third of the average household income and let on longer tenancies; we will establish a wholly owned and democratically accountable housing company to help achieve this.

We also want to help people who live and work in Hackney to have a chance to own their own home and to support people to stay in Hackney, especially those on low to middle incomes and those working in the public sector. To help achieve this we will continue to build new homes for low cost home ownership. We will also ensure all Council developments that involve the outright sale of homes have a 'Hackney first' sales and marketing strategy, rather than selling to property investors.

The Council will continue to ask the Government to give us the powers and financial freedoms we need to borrow money to invest in and build even more new council homes.

We will continue our work with landlords and our active campaign on better renting, to help improve the conditions for local people in private rented housing.

- We will increase our enforcement action to tackle the minority who break the law.
- We are introducing borough wide licensing of all houses in multiple occupation (HMOs) and a pilot scheme licensing all privately rented properties in three wards
- We will introduce new measures such as a database of rogue landlords and agents, landlord banning orders, and a ban on letting agent fees being charged to tenants.
- We will also continue to ask Government for further powers to regulate the private rented sector including three year tenancies and for the powers to control rents.

Local economic development and prosperity

The Council will develop a new local economic and community development strategy which focuses on securing inclusive economic growth and generating community wealth in Hackney. We will stimulate economic development when needed but focus on increasing local prosperity, reducing poverty and creating new opportunities and wider social and economic benefits for the local community.

The Council will better involve and engage local residents, community groups, local organisations and local business in open dialogue to help develop shared longer term visions for local places. We will work together to design and deliver plans to improve local prosperity in our town centres, local shopping streets and local neighbourhoods. We will also find new ways to work in local neighbourhoods with local people, grassroots community networks, local community centres and community anchor organisations such as schools, local health centres or opportunity hubs, including in local neighbourhoods and places where residents feel that they have been left behind and have not benefited from the recent growth Hackney has experienced.

Our approach will be outward facing; we will continue to try to understand the ways that global trends, national policy and regional developments across London and the South East can affect the borough, including to consider how we can best prepare for and deal with political events including Brexit and the devolution of adult skills to London, and to better understand how technology developments will create opportunities and risks for our local workforce and our economy. We will also look to influence and work with the Mayor of London, Government, other boroughs, businesses and regional economic development partnerships including the London Economic Action Partnership, Central London Forward on this agenda.

We will use our planning powers and work with developers, property owners and workspace providers to carry out a review of affordable rents and the types of workspace needed in the borough for community and voluntary sector organisations, start-up and micro businesses as well as cooperatives and social enterprises. As

part of this we will consider how we can promote fair and inclusive access to this resource.

The Council will create an environment in the borough in which local business are able to thrive. We will make it easier for businesses to interact and work with the Council, whatever the service they are trying to access, making it easier for them to navigate our processes, do business online and comply with statutory requirements. We will also continue to develop the Hackney Business network, put in place new local forums and signpost local businesses to expert support to make it easier to start up, grow and sustain businesses in Hackney. We will also promote opportunities for businesses and their employees to get involved in and make positive contributions to the neighbourhoods they are based in and to local community life.

The Council already uses its purchasing power, its procurement system, its service and goods contracts and property leases to create opportunities for jobs and training for local people, to support local businesses and to require that people are paid the London Living Wage. We will look at ways we can extend this using our new Sustainable Procurement and Social Value Strategy to maximise the social and environmental benefit of every pound the Council spends. We will invite and actively encourage other local organisations and the local business community to make similar commitments

The Council will also champion the borough's businesses and make sure they have a voice in Westminster and at City Hall. We will campaign for fairer Business Rates, for a soft Brexit and to remain in the single market and we will seek out business relationships in the UK and abroad to identify new markets and promote our local businesses

Employment and skills

Through the Council's employment and skills programme, we will continue to make links across our own services with the GLA and other government agencies and with other local public services, local organisations, businesses and local voluntary and community organisations to make sure that more local people can access good opportunities to improve their skills, take up training and apprenticeships and to find decent work in Hackney's growing economy. We will use the national Apprenticeship Levy to help us do this.

Community safety

The Council will continue to invest in community safety services and work across our services in partnership with the community, police and voluntary sector to divert people away from crime, create meaningful opportunities and keep residents safe.

We will continue to prioritise our community safety activities based on intelligence, and resident insight and to work on these through our Community Safety Partnership Plan. In particular we will renew our efforts to help reduce violent crime, look at ways we can better prevent it happening, and better protect the community from its negative impacts – recognising that this should be viewed as a cross-cutting priority not just for specialist teams, but for every aspect of the council and partnership – including housing, culture, public space and others. We will use intelligence and insight to help us better understand some of the underlying causes of crime and to work out ways we can tackle these and we will continue to try new ways to engage and work with local people, community leaders, local organisations and business on this.

2. A borough where residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity and contributes to community life

The challenge:

Hackney has a distinctive, inclusive identity and one that we know residents really value. Hackney is known as a borough with a well-established arts community and active local networks; its exciting nightlife, vibrant street markets, diverse range of local shops, social enterprises, micro businesses, black and minority ethnic owned businesses and an emerging tech and professional services sector all contribute to the sense of place here. A number of things are key to sustaining this identity over the next decade and to better support a wider range of local people to enjoy more of the benefits of Hackney's thriving economy. We will need to support our children and young people to make a good start in life and to do well in school, but also help them to understand the vocational and learning opportunities open to them on their doorstep, this is key to helping them fulfil their potential. As well as maintaining high levels of educational attainment, we also need to promote skills development and life learning for adults. We will also need to make it easier to run and develop a business in Hackney and encourage entrepreneurship and collaboration through Hackney's business and community networks.

Over the last decade our children's centres, early years services and community organisations have supported families with young children to have a good start in life, and Hackney has seen good improvements in 'school readiness', with the percentage of young children achieving a Good Level of Development increasing from 48% in 2010 to over 71% in 2017, which is just above the England average. Attainment in Hackney maintained schools is amongst the highest in the country. In 2016, Ofsted placed Hackney as the 6th highest performer out of 218 English Multi-Academy Trusts and Local Authorities in the country for GCSE performance and in 2015, we achieved the highest GCSE results in the country among looked after children. However, these excellent top line results do mask some variation – for example, black children have the poorest performance at GCSE in Hackney, and girls significantly outperform boys. We also have concerns that children and young people who are in unregistered education settings will not be best supported to fulfil their potential.

Our response in recent years has led to the Council, schools, the NHS, community leaders, parents and young black men working together to find new ways of creating a fairer and more supportive school environment for young black men and boys, although there is still more to do to prevent school exclusions and to support other groups of children and young people from falling behind. Parents, community leaders and local organisations have also said we all need to do more to help children from a young age to better understand the future options and opportunities open to them so they can make good choices about work and skills. Local organisations are also keen that we better develop and push high quality local vocational training routes as a good alternative to academic routes for young people in Hackney.

Families and local organisations have also said that we should better recognise the mental and emotional pressures that children and young people were under in schools including the impact of living in poverty and of serious violence. We will need to consider how public services can do more together to help address anxiety and promote mental wellbeing and emotional resilience from primary school, despite the cuts to student support services that schools and colleges have had to make as a result of government austerity.

Current government policy supports the academisation of all schools which means that there would be less local accountability for schools and the Council would play less of a role in supporting schools. There is a risk that any national policy change of this kind could threaten the excellent standards of Hackney schools. Without any central oversight for schools improvement and with each school having a different admissions policy there is a risk of greater educational inequalities for children and young people, especially for those from poorer backgrounds or with special educational needs. It is important to remember that schools play an important role in shaping local areas – they contribute to cohesion, protect vulnerable children and influence the health and wellbeing of our young people. They have a role to play in improving long term outcomes for children but in the short term, they bring different communities together and foster inclusion and cohesion and this needs to be maintained and valued. There is a sense amongst some residents and grassroots community groups that we need to continue efforts to make sure that Hackney schools remain inclusive and that children mix regardless of their families' income. Parents and local organisations would also like to do more to build trust between parents and schools, and opening schools up for community activities.

While educational attainment has risen, Hackney still has a markedly lower employment rate than London and a higher rate of economic inactivity (people looking after the home, retired or who want a job but are not actively looking but may want a job). Middle aged and older people are much more likely to have lower skills levels than young people in the borough and over 50s are disproportionately more likely to be claiming Job Seekers Allowance than other age groups and compared to London as a whole. We are also aware from discussions with residents who are unemployed or underemployed, that some middle aged and older people are struggling to get by in low paid, insecure employment. The employment rate for

disabled people in Hackney is lower than the London and the UK average and disabled adults living here are also twice as likely to have no formal qualifications as non-disabled adults. Successive national welfare reforms since 2010 have also reduced the financial resources of some households and put people who have been claiming welfare benefits under increasing pressure. Being in low quality insecure work, or out of work for some time impacts on people in many ways, economically and socially and also in terms of their health and wellbeing. We are concerned that as some of these residents grow older, those that are also inactive in their 40s and 50s may start to develop health problems.

Latest estimates from End Child Poverty rank Hackney 5th in London with 41% of children living in households in poverty, when housing costs are deducted from household income. Young people, families and local organisations have also told us they are very aware that a significant number of local families are struggling to make ends meet and of the pressures this can put on parents and their children. They are also concerned that the national roll out of Universal Credit could worsen this situation. We will need to maintain our focus on tackling and preventing child poverty, as set out in the Child Poverty Plan, particularly by addressing the barriers to parental employment and affordable childcare. While we know from our most recent Childcare Sufficiency Statement that overall, Hackney has sufficient capacity across the sector to meet childcare demand. However, from the survey with parents which was done for the sufficiency statement and from wider engagement work with parents as part of developing this strategy, we know that many feel that childcare is too expensive that there was a need to make it easier to access affordable childcare for all families in the borough. We will need to continue to promote the government's childcare support including the free childcare offer to local families and to work with a broad range of providers to increase capacity and to provide them with business support.

There is also pressure on graduates looking for work in London, with black male graduates nearly twice as likely to be unemployed as their white counterparts. More than 83,000 young men in London are from black and mixed black ethnic groups, making up about one in five of young men in the capital. As attainment has risen in Hackney schools more young people are going on to university than ever before but it is vital that they have the support to make the most of their qualifications on graduating to allow them to reach their employment potential.

Evidence shows that quality employment is good for people's long-term health and wellbeing, it provides access to better living standards and social connections and contributes to a greater sense of self-worth. We will need to focus on supporting a wider range of people to develop the skills that are required to find good quality and stable local employment, including parents returning to work, residents later in the career and disabled people. Assuming it will be more difficult for citizens from other EU countries to work in Britain after we leave the EU, we need to work with other local authorities to meet gaps in the labour market, by upskilling our residents to take up good work opportunities in future. For those people who are not able to work, we will also need to look at how we can support them to achieve a decent standard of

living and to achieve their potential in Hackney; section four of this strategy looks at how we will address poverty and promote social inclusion in more detail.

In section one of this strategy, we set out some of things we will do to help support a diverse range of businesses to do well in Hackney. Local employment opportunities and community wealth generation are founded on the success of local business and on a thriving local economy. Business growth in Hackney since the financial crisis has been marked and has significantly outstripped growth in business stock across London and we know that a lot of these businesses are start-ups and small businesses. In the short term, the Business Rates Review could have a significant impact on local businesses and we know there is concern about the affordability of rises in rates and a need for support to get business rate reliefs. Looking at the impact technology has had on our daily lives over the last decade, we have to be mindful that increasingly sophisticated technology is likely to significantly impact the way we live, work and travel over the next 10 years. It is difficult to predict how this will impact on the borough but mechanisation and technology leaps across all industries could have an impact on employment levels and the skills our residents require to compete in a changing jobs market; we will need to consider how we better prepare local people for the future world of work.

What is our vision for Hackney in 2028 in this area?

Our early years services continue to make sure young children growing up in Hackney have a good start in life, families are able to secure high quality affordable childcare which meets their needs and parents can access a range of good support from their peers, community groups and networks, and in our children's centres and our local services.

Hackney is a leading example of comprehensive education and we support our family of schools so they can provide a broad, inclusive experience for all children. The excellent standard of schools and colleges has been maintained and schools are well trusted by children and parents. They are also valued as local hubs for the whole community, helping communities to mix, hosting projects that promote healthier living as well as helping to protect and improve outcomes for the most vulnerable children and young people within our community.

Our children are more aware of the range of opportunities available to them on their doorstep from early on; they are better supported at school to maintain emotional wellbeing and good mental health and to develop personal resilience and a sense of control over their lives and this helps them to make good choices about their future. People who live here are able to benefit from excellent education (both at school age and as adult learners) which helps them to secure higher quality, more stable employment in a range of sectors across London and to enjoy a better quality of life. Locally there is a focus on maximising good quality employment opportunities in the borough as we develop business relationships and create more opportunities for local people with existing and new employers. Residents are keen to take these opportunities which may require them to develop new skills and different ways of working but which offer the potential for career development and increased job

security. Despite a period of change for the economy and labour market as Britain leaves the EU, attainment, aspiration and employment levels are improving for everyone including young black men, people with disabilities, older people and other groups of people that are more likely to be disadvantaged in the workforce, and the gap between the highest achievers and those needing more support is closing.

Areas of focus:

We want our residents and local businesses to fulfil their potential and everyone to enjoy the benefits of increased local prosperity and to contribute to community life

To try and achieve this, we will focus on the following:

Early years, children and affordable childcare

Local public services will continue to invest in early year's services for families to provide children with a good start in life.

- The Council will continue to support a comprehensive network of local Children Centres linked to other Council services. These will be opportunities hubs for children and their families to help them access the services they need for play and outdoor learning, training and employment.
- There will also be additional help, support and advice for families when they need it, from peer networks, community groups, local organisations and local public services to help them to achieve better outcomes and to help them to support their children to reach their full potential.

The Council will continue to invest in increasing the provision of childminders through the Mayor's Childminder bursary and we will also find more ways to improve availability of and access to affordable childcare for local families.

Education

The Council will continue to recognise and work to develop and strengthen the role of schools in our local communities, learning from the best schools in Hackney and using this to improve all schools in the borough. Our best schools will set the standard of expectation for all our schools.

We will set aspirational targets for progress at all Key Stages of our children and young people's education including GCSE and A-Level and we will continue to celebrate all types of achievement and progress that our children and young people make.

We will also renew our collective efforts to reduce exclusions and support children, young people and their families that face disadvantage, through projects like the Young Black Men's Programme. We will continue to engage in dialogue with our children, young people and families and also involve community leaders and

grassroots groups in this process. We will also keep working with our schools and colleges, our school partners, the local NHS, other local organisations and businesses on this agenda

The Council will use any levers we have to ensure that Hackney has an inclusive comprehensive schools offer which promotes excellent educational opportunities for all children and young people. To help do this we will:

- Continue to campaign to ask the Government for fair funding and inclusive education funding for our Hackney family of schools and all our young people.
- The Council will review our Special Educational Needs (SEND) strategy with a view to investing, where possible, in more Hackney based provision.
- Ask the Government for changes in legislation to tackle unregistered settings.

Building on the transformation of education in Hackney, we will work toward strengthening the links between mental health services and our schools, ensuring that all children and teachers have access to services that promote emotional wellbeing and prevent mental ill health, to help improve their wellbeing, reduce stress and support children and young people to increase their resilience.

As part of our new approach to local economic and community development, we will explore the potential contribution the boroughs' schools can make to improving local prosperity, including in their role as local employers and consumers of goods and services.

Employment and skills

We will work with the Mayor of London and the Greater London Authority and other local authorities to maximise the opportunities of the devolution of adult education from Government to London. We will work together to identify and address the skills gaps we have. This work will include considering the potential impact of Britain leaving the EU and how technology and mechanisation may impact on the labour market in the coming years. The Council will involve and engage other local organisations and business in this work to make sure that adults who live in Hackney can access quality training, and develop the skills they need, including residents with learning disabilities, autism and mental ill health.

We will work with education providers and the business community to close the Science, Technology, Engineering and Mathematics skills gap. From careers advice in schools to lifelong learning we will review all the boroughs careers and skills advice to ensure that our residents have the best possible support in pursuing their careers regardless of when they need it. We will also explore options for creating

and promoting high quality vocational training routes as a positive and accessible alternative for local people.

We will continue to encourage big businesses and Council contractors to partner with local schools and colleges and to offer mentoring and work experience opportunities for young people. The Council will also continue to provide high quality apprenticeships for young people through our apprenticeship scheme and pre-apprenticeship programme. We will also look at ways we can work with local employers to increase the number of apprenticeships in other local public services, local organisations and local businesses. This will include seeking to create digital apprenticeship opportunities with local employers to help Hackney's exceptional young people to benefit from our borough's digital economy.

The Council will continue to expand our new Hackney Works employment support and job brokerage service, including providing specialist support for residents with mental health conditions and learning difficulties, so that our residents have help to get good quality, sustainable jobs. We will work with local employers to continue the Council's successful Hackney 100 paid work placement scheme and expand it to adults who need work experience as they return to work or change career. We will also engage with other local organisations who are running volunteering and employment support programmes for residents in the community, so that we can better develop and broaden the range of opportunities on offer to local people and learn more about what works for people in different circumstances and for different groups of residents

The Council will maintain our commitment to the London Living Wage (LLW), paying it for all our staff, contractors and apprenticeships. We will campaign for the greater take up of London Living Wage, and continue to campaign against forced zero hours contracts and for better regulation of employment rights in Hackney.

We will continue to work with local organisations and community groups and networks to make sure that migrants with English language needs are able to access English for Speakers of Other Languages (ESOL) classes and quality programmes of study.

Affordable workspace for businesses and local organisations

The Council's new Local Plan 2033 will help us to deliver more affordable workspace in new developments across the borough.

We will also carry out a review of affordable rents and consider the types of workspace needed in the borough for the diverse range of local organisations and businesses located here, including community and voluntary sector organisations, start-up and micro businesses as well as coops and social enterprises.

3. A greener and environmentally sustainable community which is prepared for the future

The challenge:

Hackney is the third most densely populated local area in the country (after Islington and Kensington and Chelsea), and this can put pressure on the availability of green space that residents use for leisure, relaxation and sports, all of which contributes to good emotional and physical wellbeing and creates opportunities for social interaction. Open spaces provide a valuable antidote to the stresses of urban life, especially for the many residents without gardens. Our parks and open spaces also play an important role as green infrastructure in the borough, which helps to mitigate the effects of climate change. Tree planting, for example, provides shade which helps to counter the urban heat island effect that sees artificially lifted temperatures in built up areas. Trees also help to clean the air and improve drainage in urban areas. Ensuring Hackney is a cleaner and greener borough not only benefits residents but makes Hackney an attractive place to work, to do business and to visit.

Despite our population density, Hackney has a significant expanse of green space for an inner London borough and residents have told us that the high standards of our parks and open spaces are one of the top improvements that they have seen in Hackney over the last five years. Innovative approaches to managing flows of traffic, improving cycle paths and pedestrian routes and increasing the number of drop kerbs, for example, can all contribute to improved spaces for people to enjoy and have a great benefit on the health and wellbeing of residents, improving quality of life.

We have had clear feedback from residents that maintaining our green spaces as clean and accessible open spaces is very important but many people feel that it should fall to the community to take greater responsibility for actively looking after these spaces for use by all and also for taking a more environmentally sustainable approach to their lives e.g. recycling more. Similarly, residents have told us that they want to see all road, pavement and canal side pathway users taking greater personal responsibility to be considerate to others whether they drive, cycle, walk or take public transport.

As London's road network continues to experience high levels of congestion with poor air quality on key routes, the value of open and green spaces becomes even more important. The health impact of poor air quality is significant. It is estimated that long term exposure to particulate matter alone is attributable to 6.3% of mortality in the borough. This compares to only 4.7% in England and ranks as the 6th poorest in London and 6th poorest in England overall. Children are one of the groups most vulnerable to the effects of air pollution and it is estimated that 443 schools in the capital are in areas exceeding safe air quality levels. Given Hackney's location and the amount of traffic that passes through the borough, we cannot act on air quality on our own. Hackney will set a very high aspiration for improving air quality but recognising that policy powers also lie with others, we must work in close partnership with regional and local government to affect real improvements in the quality of London's air.

Since 2010, Hackney has enjoyed much improved transport connections, with the opening of the Overground, but still we continue to lobby for changes to enhance connectivity and promote sustainability, such as Crossrail 2 and to campaign to protect and enhance Hackney's bus network. Hackney is seen as the "cycling capital of London," with more than 15% of our residents commuting by bike compared to 12% using cars. However, there are still high levels of congestion and, although traffic levels have fallen in the borough over the last 20 years and there are low levels of car ownership, Hackney's location means there is a lot of traffic passing through. This results in the lowest average speed per km and the second longest journey delay per km in the East London sub-region. There are already substantial pressures linked to overcrowding on the Underground, Overground and rail networks. As the population continues to grow, additional capacity is needed, beyond that delivered by Crossrail 1 and the proposed, but potentially delayed Crossrail 2 and the uncertainties about the Eastern Branch. This is another area where close working with Transport for London, the Mayor of London and national government will be required to deliver the change required.

What is our vision for Hackney in 2028 in this area?

By 2028, we will have maintained and enhanced our long established parks and green spaces and have worked with residents, businesses and housing partners to enhance smaller open spaces and to make streets greener. The Council has reduced the environmental impact of all our activities from the use of more renewable energy and greener fuels in our Council fleet to the way we invest our pension fund. Everyone can enjoy the safer, cleaner, greener spaces of Hackney and people around the borough are involved in greening projects. As well as enhancing the environment and contributing to the green infrastructure of the borough that reduces the impact on climate change, these greening projects help participants stay healthy and happy.

The Council has put sustainability and quality of life at the heart of the way it helps shape places, and local businesses and residents are equally concerned and committed to being environmentally sustainable, with everyone taking pride in their local area and responsibility for taking care of it. We will lead the push across London to create people focused neighbourhoods. We have created safer, healthier, more inclusive streets and neighbourhoods and made sure that we have made the most of the public space, open space and green space across the borough, and worked with the community to make sure that these are accessible, welcoming and pleasant spaces to walk, play, cycle and spend time, including for local families, young people, older and disabled people.

The Council will have transformed the way we generate, consume, and purchase our energy and will be prepared to meet our obligations to using 100% renewable energy by 2050 that we signed up to under the UK100 Agreement. We will also have encouraged greater reuse of goods, materials and resources and better supported everyone to reduce waste and recycle more, including people living in flats and on estates.

The impact of growth and development in Hackney is considered in the round – taking account of the knock on effects of concentrated development on air quality, noise quality, recycling, cycling and walkways and general wellbeing. We are a borough whose reliance on car usage has fallen significantly and Hackney’s transport system is seen as an exemplar of sustainable urban living in London. It provides fair, safe, access to transport that works for residents of all ages, including disabled people, older people, and families with young children, as well as for local workers, businesses and visitors.

Areas of focus:

We want Hackney to be a greener and environmentally sustainable community which is prepared for the future. To try and achieve this, we will focus on the following:

Policy and strategy

The Council will develop a comprehensive Sustainability Strategy and take a whole systems approach to improving environmental sustainability across the borough. This will help us reduce the impacts of climate change, improve Hackney’s resilience to climate change-induced events such as floods and heatwaves and contribute towards fighting the borough’s poor air quality. It will also support us to further reduce waste and to reuse materials, goods and resources

As part of this process, the Council will provide focused leadership and work across our services to put environmental sustainability at the heart of policy, including all aspects of planning, transport, regeneration, public realm and public health policy. We will look at how we manage our estates and Council business, to how we invest as an organisation and how we work with residents and businesses to change behaviours.

Energy consumption

A key part of this strategy is to develop a considered approach to de-carbonise Council activities over the next decade, in the line with the Paris Climate Agreement and our commitment to the UK100. We will plan to transform the way we generate, consume and purchase our energy, and will show how we will move to using 100% renewable energy by 2050. We will develop a publicly-owned municipal energy company, to drive the development of renewable energy in and around Hackney.

This will aim to offer cheaper, cleaner energy to residents. We will also try to support local energy schemes brought forward by local organisations, small businesses and community groups.

Through our local planning policy we will cater for projected growth by securing high quality, lower carbon-intensive, sustainable urban design in new developments and in the Council’s own house building programme. This will ensure that high density developments offer sustainable, desirable accommodation and do not impact

negatively on quality of life, including air quality. We will also explore how to improve the energy efficiency of existing Council homes to reduce fuel poverty.

Parks and green spaces

The Council will protect the parks and green spaces we have and work with residents and grassroots groups to enhance these existing green spaces, improve their connection to the wider environment and make streets and other spaces greener through community greening projects and sustainable food growing which also encourage healthier lifestyles.

We will develop a public realm green infrastructure plan to link up our green spaces to build Hackney's resilience to climate change, improve local air quality and to create pleasant and safe walking and cycling routes which will also encourage greater physical activity amongst people who live and work in the borough.

Cleaner, greener, more accessible streets, public spaces and transport

We will continue to work with residents to encourage them to take greater responsibility for their waste - to reuse goods and materials, reduce waste, increase recycling and to stop littering the streets and fly tipping.

- The Council will improve recycling facilities and support on Hackney's estates and in all types of flats to help achieve this.
- We will work across the borough to reduce the use of plastic, including by expanding the number of public water fountains; we will also encourage business and local organisations to do the same.
- We will continue to work with community organisations and schools to engage and work with local people who are least likely to be recycling or engaging in other environmentally sustainable behaviours now.
- We will set up a local library of things which will help support the local sharing economy but also enable residents on low incomes to access useful and enjoyable things such as DIY tools or a gazebo for an event.

We will improve access to clean, safe and affordable sustainable transport for our residents and businesses as population's work and travel habits change, to reduce car dependency and improve the air quality and general health and wellbeing of our residents; we will work with Transport for London and other boroughs on this.

We will work with Transport for London, residents, local community organisations and business to make it safer to walk, spend time, play and cycle on our streets.

- We will focus on making improvements in our local shopping centres including on Seven Sisters Road, at Pembury Circus in Hackney Central and on Broadway Market.

- We will expand the cycle quietways and walking and cycling links to local green spaces.
- We will make it easier and more attractive to walk and cycle to school. We will continue our school travel plan programme, cycle training and schools' air quality monitoring and introduce at least 12 School Streets by 2022.
- We will also continue our efforts to improve the interaction between cyclists and pedestrians, and continue to ensure our pavements are accessible for disabled people, older people and families with young children.

The Council will work with children, young people and families and the wider community to make Hackney a 'Child Friendly Borough'. This means we will maximise the opportunities for safe play and outdoor activities across our streets, estates, parks, adventure playgrounds, new developments and open spaces so that children and their families can more easily explore and discover the world around them.

We will work across the Council to make sure we are designing, creating and maintaining public spaces that are, safer, more accessible and more inclusive. We will give special attention to engaging Hackney's young people, older people, disabled people and families with young children to gain an understanding of how different users perceive our shared public spaces. We will work to make Hackney more accessible and welcoming for people with different access needs.

Air quality

Recognising that the borough cannot improve air quality in Hackney alone, we will focus on campaigning for the highest possible standards in urban design, car free development, emissions related parking approaches and wider transport policy to manage the impact of motor vehicles on our streets that may well include roads pricing. We will work with the Mayor of London and the Greater London Assembly, other London boroughs, central government, businesses and residents to take a joined up approach on this to urgently tackle the issue of poor air quality throughout the borough and reduce the dominance of car usage in London.

4. An open, cohesive, safer and supportive community

The challenge:

Hackney continues to have very high levels of community cohesion – 9 in 10 residents surveyed agree that the local area is a place where people from different backgrounds get along well with each other. However, a smaller portion of residents (70%) say that residents mix with each other. Although the majority of people who were involved in the Hackney: A Place for Everyone engagement exercise, said they feel that Hackney's population mix had changed for the better over the last decade, there was also a strong view that the borough was becoming more socially polarised and widespread concern that there was greater inequality. Residents also sensed there was also some loss of understanding of and value of Hackney's rich cultural heritage, as the population has changed. This is a phenomenon that has been seen in other boroughs that have experienced rapid population change.

In community insight reports and focus groups, residents have said that more could be done to build connections and understanding between the younger, more affluent, highly skilled residents who have moved here in recent years and longer term residents, many of who have different lived experiences of Hackney. Residents and local organisations have also talked about the need to better recognise and celebrate the positive contribution to Hackney's culture, heritage and sense of place that has been made over a long period of time by the black and minority ethnic community, the LGBT community, working class residents, disabled people, older people and refugees and migrants. Amongst older residents, disabled residents, people living in poverty or on modest incomes and by young black men and other younger residents brought up here, there is a feeling that the new spaces in Hackney, including the cafes and bars, are inaccessible and unwelcoming for them.

Some of these residents have talked about a sense of disconnection from the change they have seen happen around them in Hackney and a heightened sense of disempowerment, because their lives have not changed. Recent rises in youth violence, violent crime and hate crimes in Hackney and London add to the sense of social anxiety in the community. Research with migrants and refugees has also found they have also experienced more hostility recently too.

More broadly, the UK is going through an unsettled time – political instability, uncertainty about the impacts of Brexit, terror attacks and the Grenfell tragedy have all raised social tensions and highlighted the need for a trusting relationship between central government, public services and residents. Maintaining Hackney as a borough that is open to all regardless of their background and ensuring the Council and community are ready to respond together to major events and wider social issues, is even more important in this context.

One of the key inequalities that we need to address, if we want to protect Hackney's inclusive community spirit, is the poverty and income inequality that has become more visible in recent years, Research shows that there are still significant pockets of poverty in the borough. We know that levels of child poverty and poverty amongst older people here are high compared to other local areas in England and that there are some neighbourhoods in the south of borough in Hoxton and north near Stoke Newington where you see small local areas which rank in the 10% most deprived in England, right alongside the 10% least deprived. It is this kind of stark and visible

difference in income, resources and opportunity that many residents find unsettling, and would like to see addressed. Evidence suggests that just over a fifth of local residents are struggling to keep up with bills and credit repayments. Changes to the way national welfare and housing benefits are paid when the Government starts rolling out Universal Credit in October 2018 also has the potential to put more residents at risk of debt.

Almost half of all residents surveyed think that Hackney has become a more unequal borough over the last decade and in particular people are concerned about widening income inequality. Research also shows that income inequality has continued to rise in the UK since the 1980s when the proportion of high earners grew and that this trend looks set to continue into the future. Government cuts to in-work benefits or out-of-work benefits have also made this worse. We also know from research studies, that societies where there are high levels of income inequality tend to have higher levels of health and social problems and that these problems can affect everyone in society and place additional costs and demands on public services.

National debates about the future of public services in the UK have also flagged that the way we have run public services in recent decades has failed to stop the rise in social, income and health inequalities; they have also warned that if existing trends in income inequality persist, this is likely to continue to have a range of negative impacts on society and put unsustainable demands on public services. We need to try and find new and better ways of reducing poverty and inequality to help prevent these problems arising for individuals, families and communities, but also to help avoid some of the costs and pressures these social problems put on public services. There are also wider questions being raised about the differences in wealth between age groups and the fairness of this; the younger generation now looks set to collectively own less wealth at each stage of life than earlier generations. Young people are also likely to experience an insecure job market.

In focus groups with residents and in discussions with local organisations, concerns were raised that too many local people are struggling to make ends meet and living in poverty in Hackney, including people who have seen their housing and welfare benefits payments reduced by Government, but also people in low paid work or on zero hours contracts. They have also talked of how some residents, younger residents in particular, feel greater mental and emotional pressure when they are living in poverty or struggling in low paid work, but living alongside increasing numbers of more affluent residents who are in well paid work and decent new housing. Local organisations and public services are also concerned that the pressures and strains that poverty and inequality put some local people and families under, can contribute to harm and abuse such as domestic violence and that we need to tackle poverty because this is one of the ways we can help prevent people needing to use social care, health and police services when they reach crisis. We should support people to resolve problems sooner before they reach crisis point and we should try and find better ways of offering good help.

In earlier sections of this strategy, we have already looked at how we will do more to create more genuinely affordable, stable housing, make the borough safer, provide

decent education and improve access to affordable childcare, and how we will also offer employment support work to older people in the workforce and disabled people to help more residents find good work; these are key ways we can help tackle poverty and improve prosperity locally. In addition to this, the Council and other local organisations have also continued to invest in advice and support services for residents who are struggling on low incomes or in debt, despite the period of national austerity since 2010. We also know from working with people in poverty and debt, that there are often complex reasons why people end up in this position, and that we need to continue to look at better ways of supporting people to take control for themselves and to help them resolve problems before they reach crisis point.

If we want Hackney to be a good place to live for everyone in future, we need to make sure that we help keep children and young people and vulnerable adults safer from harm. Children and young people in Hackney may be vulnerable as a result of their home life for example as a result of domestic violence or parental mental health; they may also be at risk when they are outside of the home in other local environments, such as if they are in unregistered education or care settings or affected by youth violence including sexual violence, or be at risk when using social media or when they are online. Adults may be vulnerable because of issues such as dementia, learning disability, mental ill-health or substance misuse, or they have care and support needs that may make them more vulnerable to abuse or neglect. Migrants may be at risk of harm or exploitation because they do not speak English or because they have lower levels of trust in public services, or because they are destitute.

Although in recent years we have worked hard to improve the way we respond to and help prevent harm, abuse, neglect and exploitation of local children, young people and vulnerable adults we know from our local safeguarding work that we all still need to do more to help keep people safer in Hackney. The Council, local public services and community organisations have been working together in multi-agency teams and with local people to prevent and stop both the risks and experience of abuse or neglect, and to promote the welfare and wellbeing of children, young people and vulnerable adults in the borough. We do this in a number of ways, including through sharing intelligence about risks of harm and learning from serious cases where a child, young person or vulnerable adult has died or come to serious harm as a result of abuse, neglect or exploitation and by continuing to find ways to prevent these things happening in future. We also look at how can better support children, young people and vulnerable adults so they can make their own informed decisions and have more choice and control over their lives. As part of our community leadership role we also identify local issues of broader concern and open up community dialogue about some of the major risks facing children, young people and vulnerable adults in Hackney. Anticipated changes in national legislation about arrangements for safeguarding children and young people, rising demand for local social care and support services and national funding cuts affecting local public services are creating uncertainty and pressure on this work and make it even more important that we keep up our commitment to work together in multi-agency teams. One of the key things we also need to do to help keep people safer, is to encourage everyone including residents, businesses, community groups, community leaders

and local organisations to take play their part; to look out for children and young people and vulnerable adults and to raise the alarm if something is going wrong for them.

Residents and local partners have said that there is appetite in the community to get involved in open dialogue about some of these big issues, including how we deal with and respond to cuts in social care services for older and disabled people and how we can change people's attitudes to disabled people and better address discrimination including stigma about mental ill health and low expectations that people with Learning Disabilities tend to experience. There is also an appetite from the local community to contribute to discussions about how we keep our young people safer from youth violence, do more to enable them to make more use of community spaces safely and help parents to feel more empowered to deal with this. Local people and organisations have also said we should put more emphasis on offering vulnerable people good quality help, where we listen to the individual, better understand their needs and personal circumstances, build on their strengths and assets and better consider what good help would look like for them, but also think more about how we empower people to make decisions and have more choice and control over their own lives, including people in crisis.

Another key inequality is the issue of social isolation – while around 3 in 4 Hackney residents said when asked in a survey that they have close bonds with other residents, 1 in 10 say they feel isolated and 1 in 4 know fewer people than before. Isolation is more likely to be experienced by people in semi-skilled, manual and very low income groups and by social tenants, Muslim and Asian residents. Being able to move around more easily and safely and improving access to public spaces and community facilities is also a big concern for older and disabled people. Recent projects between Council staff, local residents and businesses looking at ways to help make Hackney a more accessible place and a more welcoming place for people affected by dementia could all help with this. Advances in technology can help tackle inequalities, making it easier for residents to access opportunities, get to know their neighbours and tap into support networks. However, for those who are not able to keep up with or use the latest technology because of barriers like cost, confidence and skills, there is a risk of a growing digital divide, making people more isolated or unable to prosper and progress. However, there are also concerns held by young people and their families, about the negative impact technology and social media can have on people's emotional and mental wellbeing and the risks this poses to people's lives.

Overall, Hackney has a reputation as an open and inclusive borough and is often at the forefront of social movements to promote equality and tolerance. However, as the Hackney a Place for everyone engagement work and more recent community conversations have also found, over the last decade some residents in Hackney have experienced a growing sense of disconnection from the visible changes happening around them. This suggests Hackney's progressive and inclusive community spirit is under strain and it is something that we will all need to value and make continued efforts to protect. At the same time there seems to be a strong

desire in the community to take action which might help build connections between residents.

In community conversations residents have said they are keen to take greater responsibility for encouraging neighbourliness and tolerance and there is a keen interest among many people to give their time in their local community – for some this means helping out a neighbour and for others it means volunteering time at a local organisation. Volunteers are a really beneficial asset for a local community and help to promote cohesion and allow people to build wider social connections while boosting the self-esteem, physical and mental health, confidence and employability of the individual. We need to support those who wish to volunteer to do so and to maximise the benefits for the community and the individual. Residents are also keen to see more community events where different people can meet their neighbours and mix e.g. street parties, jumble sales, community festivals and larger borough wide events. However, we are aware that workspace is becoming increasingly unaffordable for the voluntary and community sector and it is also difficult for them to get access to inclusive community spaces and venues and recognise this could affect the level and type of community activity available.

What is our vision for Hackney in 2028 in this area?

Our creative, welcoming, community continues to be recognised for its diversity. Residents, local organisations, local businesses and the Council work together to protect the borough as an inclusive, tolerant community and Hackney is at the forefront of movements which value openness and diversity. We celebrate culture and the arts across the borough to bring our diverse communities together through shared experiences and activities and we welcome and celebrate everyone who chooses to live in Hackney.

Hackney is a fairer place where everyone has shared in the benefits of local prosperity and more local people live their lives free from poverty and inequality. The community, businesses and local services have worked hard together to reduce violent crime and youth violence and there is less anxiety in the community about this.

The Council encourages volunteering and recognises the contribution local community networks and organisations make in building trust, understanding and connections between local people. As a result local people can enjoy more shared experiences in their neighbourhood and there is greater willingness to take part in more open community dialogue about the big issues we face and more inclusive decision making. The council is honest and respectful with residents about the tough decisions that it has to take in a world where public finances continue to be stretched, and core services must be delivered differently. The Council continues to look for innovative ways to meet demand differently and manage the knock on impacts from national cuts to public sector budgets. We support residents to take

greater responsibility for their own economic, health and family wellbeing and to live independently wherever possible.

Despite public resources being limited, there is continued local leadership and multi-agency team work on helping to keep children, young people and vulnerable adults safer in our communities, and more local people, businesses and local organisations play their part to look out for children, young people and vulnerable adults and to raise the alarm if something is going wrong for them. We have improved the reach and support to vulnerable children, young people and adults and more isolated residents in the community and have focused our efforts in local areas where there are higher levels of poverty and disadvantage. We have taken a long term approach in these places, and have built a better understanding of the assets and needs in the community and now coordinate work across different organisations and networks working in these places; more residents who need support now get the support they need, when they need it. Local people who are struggling with complex problems such as physical, emotional and mental ill health, homelessness, substance misuse, family break-down, frailty, and low income are listened to and can get good help; more people are now able to make decisions and feel they have more choice and control over their lives.

Areas of focus:

We want Hackney to be an open, cohesive, safer and supportive community. To try and achieve this, we will focus on the following:

Promoting tolerance and cohesion

The Council will continue to show community leadership to celebrate the strength our varied and multinational communities bring to our borough.

- We will build on Hackney's existing Hate Crime Strategy to protect the open and inclusive community spirit in Hackney.
- We will continue to use intelligence and insight to understand the lines of community tension and difference, and carry out targeted, pro-active community engagement and campaigns work to address these.
- We will continue to do this with Hackney's existing Community Resilience Partnership to promote grass roots led Community Safety campaigns and activities with local residents, community leaders, community groups and voluntary and community organisations
- We will continue to defend the rights of EU nationals living and working in Hackney

Working together with the borough's artists, designers, writers, performers and organisations the Council will deliver an inclusive new Hackney Culture strategy. This will help us prioritise and celebrate culture and the arts across the borough to

bring our diverse communities together through shared experiences and activities; from the local to the borough wide; from Carnival to Theatre; from the Dalston Music Festival to Pride, from the Stoke Newington Literary Festival to our Black History Season and Discover Young Hackney. It will also help our town centres and neighbourhoods to thrive and ensure that events are safe and well managed

Hackney Libraries and Museum will also continue to deliver a strong community facing offer of activities, events and exhibitions which celebrate Hackney's diverse heritage and communities.

Reducing poverty and tackling inequalities

We will tackle poverty, including child poverty, as well as key inequalities in health, education and employment based on a solid understanding of the barriers and needs of our different communities.

We will develop a new Poverty Reduction Strategy to focus our efforts on improving prosperity and moving more local people out of poverty over next ten years.

We will build a shared understanding of what helps prevent different groups of people falling into poverty, and what good help looks like, The Council will invite local leaders and community networks represented on the Community Strategy Partnership to engage and involve local people, local organisations and businesses in this work.

The Council will roll out a new approach to debt and advice services working with independent advice providers to deliver a single service that focuses on resolving people's problems and improving support to residents by working with schools, local credit unions, housing associations, the voluntary sector and business.

We will continue to challenge the Government on cuts to national benefits and push for a return to proper national funding for benefits like Council Tax support and Housing Benefit.

We will listen to people's concerns, involve local residents, community representatives and community anchor organisations in co-designing solutions for local places or particular groups of residents most affected by poverty and inequality and look at new ways we can create more social value which will benefit local people living in poverty.

We will continue to deliver the long term partnership programme to improve outcomes for young black men in Hackney with a focus on improving life chances for black boys, empowering young black men and the wider community. We will also apply the learning from this programme to help tackle other inequalities.

We will publish information on the work we are doing to analysis and address the underlying issues that are creating disadvantage in the Council's Single Equalities Scheme.

Keeping vulnerable children, young people and adults safer, supporting older and vulnerable people and promoting social inclusion for isolated residents

The Council will continue to provide leadership and to work in multi-agency teams to help keep children and vulnerable adults safer in Hackney whether they are at home, in a care setting, when they moving around and spending time in different environments in the community and also when they are online . We will also work together with local leaders to encourage everyone including residents, businesses, community groups, community leaders and local organisations to play their part; to look out for children and young people and vulnerable adults and to raise the alarm if something is going wrong for them.

The Council wants to ensure that young people in care are supported to develop independent living skills, offered career advice, training and educational opportunities, supported to reach their full potential in all aspects of their life and that a range of housing options are available to meet their needs. This can make the difference between achieving independence and requiring long-term help.

The Council will also ensure there are effective mechanisms for listening to and responding to young people's concerns about community safety and will seek to work in partnership with young people, parents and the wider community to better respond to violent crime, but also to try and prevent children and young people being negatively affected by violence in and around the borough.

As Government cuts to housing benefit and continuing rising rents leave more and more households turning to the Council for emergency support, the Council will continue to invest in and develop our Temporary Accommodation provision in Hackney, including improving facilities, support and consulting with residents on their priorities.

The Council will work to ensure that no-one needs to sleep rough in Hackney by 2022, improving prevention, outreach and support services across the borough. We will open a No Second Night Out hub with the Mayor of London in Hackney and work with the community and voluntary sector to support people who are homeless.

We will provide an effective, coordinated and support focused response from across the Council and voluntary sector to those present on our streets and estates who engage in begging or are committing anti-social street drinking and prostitution.

We want to ensure that the voice of older people and their contribution to Hackney is heard, properly recognised and enhanced through the developing of new opportunities for older people in volunteering and employment or simply the opportunity to live well, be active and have fun. We will develop a new Older People's Strategy through a process led by older people, ensuring they have a

central place in shaping all council services and the wider priorities of the Council. We will use insight and learning from local community activities including Connect Hackney to help do this.

We will improve Hackney's digital inclusion; further improving online access through our libraries and other Council facilities and increasing the number of digital skills training courses available to support residents getting online for the first time. We will also work with local voluntary and community sector organisations to continue to promote digital inclusion, signposting residents to community support and training that helps them get online and allow them to collaborate and build networks but also to ensure they have access to new opportunities that changes in technology will bring and do not feel left behind.

New ways of working in our local public services

The Council will make the most of existing and future opportunities to devolve powers and funding to run public services from a national government level down either to London or to the local borough level. When we do this, we will make sure that these public services are designed and delivered locally to meet the needs of Hackney residents and that the Council maintains local accountability to residents, so local people can have a say in how well these services are designed and run.

The Council will continue to deliver high quality council services for our residents, we will review all outsourced services including in adult social care, with a view to bringing them in-house. We will also look at new forms of employee ownership and co-ops where this is not possible.

The Council will continue to find better ways of supporting communities using a Place Based Approach as we have done at the Pembury Children's Community; here the Council and Peabody the housing association running this estate in Hackney Central, have developed new ways of working together with the community. This is based on taking a long term approach, understanding the assets and needs in the community and coordinating work across different organisations and networks thereto better coordinate support "from cradle to career", so that every child and young person and their families have the support they need, when they need it, so they are able to thrive and get the best out of life.

The Council will continue its work being led by Public Health to 'Make every contact count' where we look at new ways we can work across public services to improve the reach and support we offer to vulnerable and more isolated residents in the community. For example, we have a public health staff working in the Council's Private Sector Housing Service supporting front line staff to identify vulnerable tenants and their health needs more easily and quickly and supporting them to help advise tenants at risk of poor health and to signpost them to local services.

The Council will work with our communities, voluntary sector and local entrepreneurs to improve our digital services by opening up our systems to help design and deliver new types of services.

Improved community engagement, wider community involvement and more inclusive leadership

The Council will develop a new approach to community engagement, which allows for more open dialogue with residents in local places in the community. We want to make sure local people feel they are able to make a genuine contribution to debates about the big issues facing the borough, the community and local public services. We also want to support greater involvement of local people, local organisations and local businesses, when we develop or review policies, plans and strategies for Hackney and when we are designing or making major changes to local services.

The Council will launch a Mayor of Hackney's Young Futures Commission into the experiences of young people in Hackney, how they view the borough, respond to its challenges and how they feel about Council services. We want to use this opportunity to make sure young people have greater voice in the decisions that shape their lives and that they can actively shape the opportunities available to them. We will involve other local organisations, business and the community in this too.

The Council will develop a new programme as part of its single equalities scheme to promote an inclusive leadership culture. This will aim to help us improve our own workforce diversity and in particular encourage better representation of disabled people across our workforce and representation of black and minority ethnic people in more senior roles; we will support staff at all levels of the organisation to understand what inclusive leadership looks like, support them to challenge and change behaviours and help them to understand why this is important for our organisation and for the local community.

The Council will develop a new Voluntary and Community Sector Strategy with local organisations groups and networks. As part of this we will:

- Recognise the contribution that local voluntary and community groups, organisations and networks make to community life, particularly through their work to engage and build trust amongst local people.
- Continue our commitment to invest in the local Voluntary and Community Sector, including through the Council's Community Grants Programme and through our leadership role, help support the sector to build new relationships with other potential funders; explore opportunities for bringing in investment and resources to the community to help deliver some of the actions set out in the Community Strategy.

- Work with the voluntary sector and local businesses to create a Hackney Space Bank to ensure that residents and community groups can access, for free or at low cost, the spaces they need to meet and develop, including using some Hackney Council spaces and facilities.
- Review the formal and informal community networks that exist across the borough to help better understand their value and contribution and consider how, working with partners and community organisations, we can strengthen their activity and look at ways we can make it easier for these community networks to work with the Council.
- Build on our Volunteering for Hackney programme, and support grassroots community groups and residents of all ages to volunteer and contribute to community life in the borough.

5. A borough with healthy, active and independent residents

The challenge:

Although life expectancy in Hackney has been increasing steadily over the past decade for both males and females, Hackney faces key challenges with regards to health inequalities. There are now higher numbers of younger, more prosperous, highly skilled residents than a decade ago, but Hackney like other areas of Inner London still has high levels of poverty too. National evidence on health inequalities shows that poverty has a major impact on people's health and wellbeing. We know that people who live in poorer neighbourhoods will experience more health problems, spend more of their lives disabled and die sooner than people living in richer neighbourhoods. Making sure that everyone is able to secure a decent standard of living and that people can access good quality and stable employment has significant health and wellbeing benefits and is a major contributor to reducing health inequality. We also know good housing and housing conditions play a key role in improving the health and wellbeing of residents and prevent ill-health. It can enable people to manage their health and care needs, allowing people to remain in their own home for as long as they choose and ensuring positive care experiences.

Evidence shows our health is also significantly affected by the lifestyle choices we make, from our eating habits and how much exercise we do to whether we smoke. However, these behaviours are often not free choices, but shaped by the local environment in which we live and work for example, access to affordable healthy food options or streets which are conducive to walking and cycling. The poverty and inequality that too many people still experience in Hackney and the wider environment they live in, creates real challenges in promoting healthier communities here. For example, an estimated 47,000 adults in Hackney smoke which is a comparably high proportion of people compared to London and England and most children and young people in Hackney are failing to exercise at levels recommended by government guidelines. In addition, over 50,000 adults across Hackney are doing less than 30 minutes of moderate exercise a week. Childhood obesity is also above the national average. Compared to England, Hackney has lower levels of GP recorded depression. However, we know that depression tends to be under-diagnosed in deprived areas, and that Hackney has seen higher levels of residents using local psychological services for depression and anxiety (IAPT services) than other local areas. The recorded levels of severe mental illness in Hackney are amongst the highest in London. Local surveys would suggest a quarter of Hackney residents are considered to be 'high risk' drinkers. This is a concern for us because of the links between excessive consumption of alcohol and certain diseases / mental health problems, anti-social behaviour and violent crime, all of which have a negative impact on the person and put additional pressure on public services.

Local government has key levers it can use to influence the wider, social determinants of health, for example, through education, decent housing services, and through shaping the built environment and local transport networks. These levers offer key opportunities to have an impact on people's lives starting from before we are born, through to old age. The Council has real opportunities to create

healthier places, encourage healthy behaviours and to help prevent ill-health, especially when it is responsible for the development and design of new housing and open spaces, for managing local streets and developing sustainable transport networks; for developing and managing community facilities, and for working with local businesses and supporting our town centres and shopping streets. These levers can also be used to better support older people, disabled people and children and young people in Hackney to live independent lives, where they experience fewer obstacles to taking an active part in the community and have more choice and control.

Population research suggests that over the coming decades older people will live longer, particularly people over 85 and that this group of 'older old' people may be living with a number of long term health conditions and be increasingly frail. This kind of growth is likely to put increased demands and cost pressures on our health and social care services, particularly from 2025. This is why it is important that we continue to take steps now to improve our community services and our housing offer and to think about how we might build evidence of what works for different groups of people, so that we can help support older local residents to stay active, connected to their community and independent for as long as possible.

What is our vision for Hackney in 2028 in this area?

People are living longer, healthier, happier and more independent lives and the gap between the richest and poorest has narrowed. We have reduced poverty and increased local prosperity and people's standard of living in Hackney and, as a result, have improved people's health and sense of wellbeing. There are fewer people out of work because of long-term health conditions thanks to initiatives which help the workforce to stay well and thanks to tailored employment support. We have worked with developers, landlords and housing providers to improve housing conditions in all tenures and disabled residents, vulnerable people and older people have decent housing options which meets their needs and this has improved their quality of life and wellbeing. Streets are calmer, safer, cleaner and greener and, as a result, more people are choosing to walk or cycle, and enjoying the health benefits from their choices. There are a wide range of opportunities to participate in community life, including through enjoying local cultural, sports and leisure activities and taking part in community groups or volunteering which keeps people active, connected and well. There are also a range of well used community spaces which serve as hubs for health, wellbeing and personal development and for developing skills and employability. These are accessible and used by all sections of the local community.

People are supported to take responsibility for maintaining their wellbeing throughout their lives. When they do need support, it is joined up and appropriate, takes a view of all their needs in the round, because health and social care services are integrated and shaped, designed and delivered locally; they are also linked to a wide range of activities in communities and local neighbourhoods which evidence shows

can help prevent physical and mental and emotional ill health. Fewer people need to use emergency health and care services such as A&E, as residents are well served by community based health and care services and are also using technology and peer networks to manage their health and care. More people are able and confident to self-manage their long term health conditions, and older and disabled people feel they have positive choices and control over the care support they need.

Areas of focus:

We want Hackney to be a healthy, active and independent community. To try and achieve this, we will focus on the following:

Joined up working

The Council will continue our ambitions plans to work with the City and Hackney Clinical Commissioning Group and local health and social care providers, public sector partners, local organisations and the community to integrate health and social care in Hackney. We will use the Integrated Commissioning Board arrangements to look together at how we can design and deliver services based in Hackney that meet local residents' needs, provide the best possible care and link in to wider place based preventative strategies and community activity.

Together we will continue work to improve care in the four broad areas as set out in our integrated commissioning plans:

- *Unplanned care* (this is emergency care and crisis response work and includes finding alternatives to admitting people to hospital or to long term placements in nursing homes)
- *Planned Care* (this is health and social care provided to adults in a planned way for e.g. in GP practices)
- *Prevention* (this includes Public Health services for example immunisations, health screening and prevention services for e.g. supporting self-management and self-care for people living with long term conditions)
- *Children and Families Services* (this includes all health and care services provided for 0-18 years and some specialist services for children and young people up to the age of 25 including – support for Mental Health, Learning Disability, Special Education Needs and Disability)

As part of this work local health and social care providers will continue to develop a new model of working in neighbourhoods, with residents and the local community.

This new way of working will focus on how we can work differently and better use data and the resources we have to provide the best model of care for people living in local areas around groups of GP practices.

The Council will continue to campaign for proper investment in the NHS, and will continue to advocate for local control and accountability of Hackney's health and social care service and will support Homerton Hospital to ensure we have a strong and safe local hospital now and in the future.

The Council will also continue to try out ways to bring residents and health and social care services together around the common goal of improving health and wellbeing in Hackney. This could be to generate ideas for how services could work better, how people could lead healthier lives and how people could contribute their time and skills to making Hackney a healthier community. We will look at how we better do this through existing work including:

- Through our involvement in Hackney's Health and Wellbeing Board
- By involving the community in the development of our local Joint Strategic Needs assessment and our investment in community health grants
- Through our support for Healthwatch and work with other community networks

The Council will use its leadership role to work across its own services and with other local organisations, businesses and local community networks, to look at the whole system of influences on health and engage people in a conversation about what could help them make healthier choices, rather than focusing only on delivering services to address health issues that have already emerge. We will:

- Continue the work of the Obesity Strategic Partnership to reduce high levels of childhood obesity including by
 - Using social marketing campaigns to encourage people to walk
 - Promoting the daily mile programme in Hackney Primary schools
 - Supporting social enterprises to promote healthy eating and explore other ways to make healthy profitable
 - Promoting healthy eating to our staff
 - Banning sponsorship by fizzy drinks companies at children's events
 - Including policies on limiting the numbers of fast food shops near schools in the Local Plan 2033
 - Improve connections across the borough to local green spaces
- We will use the learning from this in future work on promoting healthy living

The Council will work with housing providers health and social providers, and the community to deliver services to help support older or vulnerable people to stay in their own homes for longer, as well as new Supported Housing in Hackney that addresses the borough's highest unmet needs. We will also work with developers and housing providers to ensure that design and quality standards help deliver new homes that meet the needs of disabled people and older people, or can be easily adapted to do so.

The Council will build closer links between housing and health providers to:

- Improve services across the private and social housing sectors
- Promote health initiatives by working with social housing providers and wherever possible, help people in all tenures remain active, independent and healthy in their homes with flexible, affordable services
- Promote warm homes, specifically helping older and other vulnerable residents with support and advice.

The Council will work across our services and with partners to understand the links between health and wellbeing and community safety, for example understanding the links between alcohol and substance misuse and community safety and designing different interventions to deal with these issues.

The Council will continue to work with a wide range of partners including local services, residents and local business, to consider how we can better understand and act to address wider causes of health inequality including by improving access to employment and skills, supporting educational attainment, tackling some of the causes of crime and reducing the impacts of crime on residents and communities. We will continue do this through working together through Hackney's existing partnership networks and through working in multi-agency teams.

Place based approaches

The Council will continue to co-ordinate the work of public health, planning, housing, regeneration and public realm to help create healthy and safer streets and neighbourhoods, which are pedestrian and cyclist friendly, child friendly and ensure all our residents have fair and easy access to green spaces.

As part of this we will implement the 'Healthy Streets Approach' as an integral tenet of planning policy to create neighbourhoods that people of all ages and walks of life can enjoy – providing more space for walking and cycling, and better public spaces where people can come together, spend time and interact and where children can play to underpin a borough wide Obesity Strategy. This will also help contribute to community cohesion and collaboration and reduce social isolation as more people get out and about and build new networks.

We will also look at how through policies in our Local Plan 2033, or through our public health and enforcement services work we can use our powers, influence and resources to promote healthy communities in local neighbourhoods and town centres, for example by limiting the numbers of fast food outlets or betting shops in an area.

The Council will continue its work led by Public Health to identify opportunities to make more use of existing community spaces as hubs for health, wellbeing and

personal development and for developing skills and employability. We will continue to do this in collaboration with housing partners, residents, community organisations and our Hackney Works service. We will focus on local neighbourhoods where evidence shows there are higher levels of poverty and inequality.

The Council working with Sport England, the community and a wide range of partners, will pilot a new place based approach to increase physical activity and break down the barriers that stop people getting active such as poor transport, safety, cost and confidence, in three areas in the Kings Park ward in the east of Hackney.

Helping people to live independently

The Council will support people with long-term health conditions and disabled people to find, stay in and return to quality work as quickly as possible; through leading by example as public sector employers and by asking other local organisations and local businesses to do the same. More details on ways we will do this are set out in section two of this strategy.

The Council will continue its Hackney an Accessible Place for Everyone programme. This involves Council officers from planning, transport and public realm, working with groups of residents including disabled people, older people, people affected by dementia and families with children, to identify and remove the barriers that might limit mobility or deter people from getting out and about, in local places around the borough.

The Council will work with local people, local organisations including local businesses, transport and leisure to continue to make Hackney one of London's first Dementia Friendly Boroughs. Dementia Friendly Communities are inclusive, compassionate places where people affected by dementia are empowered and supported to live well and:

- Can travel to where they want to go safely
- Live somewhere they feel supported, understood and included in community life
- Receive the help they need to access quality health, care and support services when and where they require it
- Be able to participate in arts, culture and leisure
- Feel confident to visit local high streets and town centres.

The Council will continue its work to reduce stigma around mental and emotional ill health and look at how we can best extend to the wider community the work we have done with our own workforce on promoting emotional wellbeing and preventing mental ill health.

How we will deliver this strategy

This document has set out the high level vision for Hackney and some of the key commitments that are essential to delivering that vision. These are actions which the Council wants to work to deliver with residents, businesses, other public sector agencies and all of our voluntary and community sector organisations. We are confident that this collaboration will be possible because of the excellent partnership working that is already so embedded in Hackney's culture and the ambition that exists across the borough to protect and enhance Hackney as a place to live and work.

The detail of the work required to maintain Hackney as a great place to live will be shaped by the Community Strategy and set out in various, more detailed strategies over the coming months and years. The Council's new Corporate Plan 2018-2022 will set out the work the council will be doing across its services to achieve our priorities and this will be updated every year. We have a new Housing Strategy, we are currently refreshing our Local Plan and our Community Safety Plan, and we are in the process of developing a new Single Equalities Scheme, a new Local Economic and Community Development Strategy, a new Environmental Sustainability Strategy, a new Voluntary and Community Sector Strategy and a new Procurement Strategy. These will all provide more detail about how we will work towards delivering the aspirations for Hackney that are set out here in this document. We will also produce a Community Strategy Delivery Plan to make it easier to understand how the commitments in the Community Strategy will be picked up and delivered through these other strategies and programmes and will indicate which community networks are likely to be engaged and more involved in this work.

The Community Strategy itself will be monitored by a new partnership board which will be focused on setting the vision and direction for Hackney as a place over the coming years and agreeing collective goals that will help us achieve our ambitions. The Community Strategy Board will meet annually, it is chaired by the Mayor of Hackney and will bring key local councillors and officers together from local partnership boards as well as businesses and the voluntary and community sector. It will keep the Community Strategy under review, considering progress as well as new challenges and needs, and identifying new shared goals and how we can work collectively to deliver them.

You can find information about the Community Strategy at **hackney.gov.uk/community-strategy**

You can find out more about ways you can get involved in the local community at **hackney.gov.uk/get-involved**

For more information about the work of the Council, who your elected representatives are and how you can get involved in local democracy and decision making visit the Council's website or follow us on social media.

hackney.gov.uk/council-and-elections
[@hackneycouncil](https://twitter.com/hackneycouncil)

Information that underpins this document

You can find out more about the information we gathered during the Hackney: A Place for Everyone consultation, including a summary of the overall findings and a detailed report from Ipsos Mori, at www.hackney.gov.uk/hapfe

The Council maintains a detailed evidence base on our website – this includes information on how the population is changing, trends in the local economy and housing market and details of how outcomes vary for people depending on their gender, health or age.

To look into the evidence base in more detail, visit www.hackney.gov.uk/statistics-evidence-plans-and-strategies

Finally, the City and Hackney Wellbeing Profile provides a wealth of information on the health and wellbeing needs of the local population. It provides a ‘big picture’ of local needs, ranging from the social and environmental conditions which shape health and wellbeing through to the specific illnesses and conditions from which local people suffer. For more information, visit www.hackneyjsna.org.uk

If you have a query about the information that underpins this strategy, please contact [**research@hackney.gov.uk**](mailto:research@hackney.gov.uk)

Hackney: A Place for Everyone Infographic

What residents told us:

88% of Hackney residents are satisfied with the area as a place to live

People are concerned about growing inequality – almost half of residents (45%) think that Hackney has become a more unequal borough

When asked ‘what could we all do differently?’ one of the top responses from residents was for everyone to take responsibility and stop littering the streets and fly tipping.

High house prices and cost of living are overwhelmingly the biggest negative change noticed during the last 10 years or so

90% of people feel it’s important for people from different backgrounds to mix with each other

The majority of residents (**70%**) are satisfied with how well Hackney Council runs things overall, and only one in seven (**14%**) are actively dissatisfied

Much improved, especially in street and public space cleanliness and in primary and secondary education.

Families that have lived here for generations have left the borough to be replaced by middle income and professional classes.

The community spirit is on the up and there’s a lot to do around Hackney.

I think Hackney is a very diverse and fun place which has attracted a lot of young graduates and creatives in recent years.