

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.

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.