

## Hackney Strategic Plan - Working Together for a Better Hackney

### 1. Exec summary

#### Foreword

This Strategic Plan, 'Working Together for a Better Hackney', sets out the ambitions for the Council for the next four years, as well as the challenges we face, and how we will respond, working closely with residents and partners. The Plan describes how we need to change as an organisation and become more collaborative and outward looking to work across the system to meet these challenges.

The Strategic Plan is framed by the new priorities for my new term as elected Mayor of Hackney for 2022-2026 and reflects the Manifesto Commitments of the newly elected Labour administration. They are underpinned by the Council's corporate values and the priorities for change.

We are in one of the most difficult times in post war memory; the Covid-19 pandemic has exposed and exacerbated the deep inequalities in society, and in our borough. In the Council, we have been victim to a severe criminal cyberattack which threatened many of our services, as well as our financial position and impacted on residents. Staff responded to those twin challenges with creativity and resilience but they were stretched to their limits. At the same time we accelerated our efforts to work towards becoming not just more inclusive, but a proudly anti-racist organisation, as well as stepping up our response to the climate emergency.

Sound financial management has been the bedrock of the Council's approach for many years, and as the UK faces the most severe cost-of-living crisis in 40 years, financial stability remains key. The more our residents struggle, the greater the demand for council services and support, whilst the pressures of inflation and rising interest rates make those services more expensive to deliver.

The updated Mayoral priorities and our 2022 Manifesto, are stretching and ambitious for the Council and our borough. They are focused on changing the Council for the better to achieve the best outcomes for residents, changing the way we deliver services, collaborating with other organisations and changing our relationship with residents and businesses. We will need to work hand in hand with residents and communities, always putting them first, and shaping all our plans through effective engagement, co-design and co-production.

This will mean that we need a leadership and workforce that is ambitious, and pioneering, ready to learn new skills and new ways of working. We will invest in their skills to unlock their talent and deep commitment to Hackney, and make sure the corporate buildings and equipment they use are commensurate to this task We will

ensure we are ready to tackle the climate emergency and accelerate our use of data, technology, and new partnerships to deliver better services and reduce inequality.

We have a role to play in driving economic recovery in a way that builds community wealth and continues to make the borough greener and fairer. As a leading institution in Hackney we can use our assets, job opportunities and our buying power to benefit residents and the local community, and this plan encourages others to join us. By working together we can maximise the benefit of those combined resources and a truly sustainable, inclusive and circular economy.

Hackney has changed beyond measure over the past 20 years, and it continues to evolve as a place, as new Census data for 2021 shows us. No one is certain what the long term future for London, and for cities in general, looks like and whether the trends we are seeing now will continue. But Hackney is an incredible place with amazing people, and I am confident that however our borough changes, it will still be the heart of London; diverse, vibrant, creative, exciting, and economically adaptable. I want to ensure we make the most of that change, reduce inequality and remain focused on our ambition for the borough and for our residents, no matter what we face together.

## **Introduction**

Hackney adopted a corporate plan in 2018 which set out borough and corporate challenges. This was refreshed in the light of the pandemic in July 2020.

It is timely, at the beginning of a new political term, with new senior leaders joining the Council to refresh and reframe our core plan. At the time of writing, prospects for the economy are deteriorating and demand on services is becoming even greater and more acute. The more our residents struggle, the greater the demand for council services and support, whilst the financial pressures and potential for further Government cuts make those services more difficult to deliver.

This plan considers the role of the Council and what we can set out to achieve over the four years within this bigger picture. We have looked at Hackney's population and economy, needs in communities and what the trends are likely to be. We have also reviewed the published progress updates against the last plan. The Strategic Plan has also been developed with the Council's finances in mind. There is no certainty about future finances from Government and we are having to make a lot of assumptions. We currently estimate a budget gap for each of the years covered by this plan. The leadership team will aim to close these gaps but this will either mean cost reductions or income generation. The new commitments in this plan will have to be delivered by further innovation and prioritising what is within future service budgets.

We have considered the roles and plans for partner organisations, community organisations and residents. We have also reflected on how the Council is viewed, and what our values need to be to deliver better outcomes and build confidence where we have lost it. The Plan focuses as much on how we work as what we do, recognising that there will have to be change within the Council and across the whole system. We need to be financially sustainable, put residents first and transform both our services and the way we work to become a modern, innovative and creative organisation. The Strategic Plan describes what this means in greater detail, covering the way we use data, build our capability to change, create the right governance and decision making, measure and evaluate our work, involve residents and use technology.

The Strategic Plan identifies the main commitments, the ways the Council will change and work differently, the partnerships we need and the way we want to work more closely with residents. We know that we need to be prepared to adapt the plan as we face yet greater challenges, whilst keeping focused on the key outcomes we want to improve and the key commitments we want to deliver.

## **2. Context**

### **2.1 Hackney the place and people**

#### **Population trends**

- Hackney's population has increased by 5.3%, from around 246,300 in 2011 to 259,200 in 2021. This is lower than we expected and lower than the overall increase for England (6.6%), but comes after a previous decade of substantial growth.
- This is likely to be because the Census date was during the Covid-19 pandemic and Hackney's population may have been temporarily lower. We estimate Hackney's population to be closer to 280,941 which is the 2022 estimate based on population trend analysis.
- Based on the 2011 census (we don't have the 2021 estimates yet) Hackney is a relatively young borough. The 25-49 age group makes up almost half the borough at 48% of the total population with 30% being under 25. Hackney's older population will be the group who increases the most - we expect the group who are over 65 years old to increase from 21,105 to 32,249 by 2037.
- Hackney is the third most densely populated of London's 33 local authority areas

(Census data 2011 and 2021)

#### **Economy**

- Hackney has experienced rapid economic growth. Our business base has more than doubled since 2010, when we had 10,450 businesses, to 22,560 businesses in 2019. The vast majority of our businesses (99.8%) count as small and medium size businesses which means they have less than 250 employees (ONS Business Register 2019).
- Nationally 72% of businesses reported they had some form of concern for their business for October 2022 ([ONS Business Survey](#)).

### Resident views

- 85% percent of residents are either very satisfied or fairly satisfied with their local area as a place to live, which is slightly higher than in 2018 when it was 83% and higher than the local government benchmark of 81%
- 65% of residents are satisfied with Hackney Council, down from 68% in 2018 and 74% in 2013- this downward trend is in line with the local government benchmark
- 67% of residents say that they have trust in the Council compared with 73% in 2018 - this is above the local government benchmark of 58%
- Social renters and Black residents are significantly more likely to give negative responses to all these questions

(Hackney Residents Survey 2022)

## 2.2 The key opportunities and challenges for residents and risks to our long term strategy

In 2018, Hackney adopted a long term vision for the borough, [the Community Strategy](#), that has informed our plans and strategies including the [Local Plan 2033](#):

1. A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth
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
3. A greener and environmentally sustainable community which is prepared for the future
4. An open, cohesive, safer and supportive community
5. A borough with healthy, active and independent residents

This vision recognised that, over the last twenty years, Hackney had become a vibrant place that has enjoyed a new wave of small businesses, makers, technology firms, designers and hospitality industries, attracted by the cultural diversity and vibrancy that creates a unique sense of place. The Council has helped shape this dynamic economy and the opportunities that have been created for residents. The Community Strategy recognised that not all residents had benefited from the prosperity, nor did they feel that existing economic opportunities were available to them. The broad strategic aims set at that time, and strengthened in our Inclusive Economy Strategy were for the Council to focus on aspects of the economy we could influence to enable better access and a share of good economic growth and prosperity.

The cost of living crisis makes this far more challenging. Having this long term strategic vision, however, ensures that we stay focused on our long term goals which still focus on harnessing the opportunities that come from shaping a vibrant inclusive local economy.

Even in our pandemic response, we tried to keep this long term vision in mind in the way we delivered our response, for example, ensuring resources went into the local

economy, supporting local communities and businesses. A detailed account of progress in the first four years is provided in this [Corporate Plan update](#).

*The cumulative impacts of the pandemic, the cost of living crisis and global crises*

The biggest risk to our long term vision that we now face is the way that the pandemic and now the cost of living crisis has led to even greater inequality and poverty, impacting those who were already disadvantaged the most. This has also exposed even more greatly the deep rooted structural and systemic racism in Hackney and in wider society. Poverty is entrenching and more people are falling into difficulty. A cost of living crisis disproportionately impacts lower income groups, as more of their income goes on essential costs. In Hackney many residents are in very low paid and insecure employment or cannot access public funds and their lives are becoming more precarious. We are also now concerned about an even greater range of impacts on households, regardless of their income, including those with children or with high mortgages, people running businesses and freelancers. Nationally, there is no coherent policy relating to poverty or the cost living crisis.

There has already been a strong focus on tackling underlying causes, developing earlier help services, shaping an inclusive economy that benefits local residents and developing the skills of frontline staff to support residents. This becomes more difficult, however, in the face of the growing demands, costs and reduced resources. Daily life is becoming so much more of a struggle for individuals. This places a greater strain on communities and affects economic opportunity, health and wellbeing, how well children thrive, and educational outcomes. Added to this, some residents who were vulnerable during the pandemic, and remain vulnerable, including older and disabled people, have become more socially isolated.

As a consequence, we are seeing a growing complexity of need across all frontline services, health inequalities have got worse and we have seen a sharp increase in mental health needs. The pressures that the health and care system is under is intensifying and making this much more challenging, with rising waiting times, people not able to access the care they need and persistent workforce shortages. Adult Social Care continues to work well with health partners to improve hospital discharge pathways. More working age and older adults are, however, turning to the Council for care and support than before, and this is rising a lot faster than population growth. This includes a significant increase in those requiring support to leave hospital safely. All of this leads to a higher level of preventable long term health conditions, which creates more pressure on the health system, affects quality of life, takes people out of the labour market and makes it much more difficult to age well.

Across London, we are also seeing increased numbers of asylum seekers, refugees and migrants because of a number of global crises. The hostile immigration environment means that there is a great deal of vulnerability in these migrant communities. This is placing an additional pressure on already stretched services and housing. Taken together, this is seriously undermining our first aspiration that everyone can enjoy a good quality of life and that Hackney can be a safe supportive community.

### *Impacts on public sector finances*

This plan, built on the manifesto, sets the vision and priorities for the Council for the next four years. It is ambitious in what it sets out to achieve, but it is recognised that this needs to be delivered in the midst of economic uncertainty and within shrinking resources.

The economic context in which the Strategic Plan is prepared is very bleak. According to the Bank of England the UK is in recession (September 2022) with no growth forecast for next year. The cost of living crisis shows no sign of easing with inflation reaching 10.1% in September 2022 and forecast by the Bank of England to reach just over 13% in the last three months of 2022. Some food prices have risen particularly rapidly. The high level of inflation has led to real wages (wages adjusted to take account of inflation) falling in recent months by 3.0%, excluding bonuses, since this time last year, a record fall after a decade of very low inflation.

The wide repercussions of much of this permeates this plan as it impacts directly on the lives of our residents and therefore on our priorities. It also impacts on the resources we have to deliver against those priorities.

Like many other authorities our finances have been stretched by 12 years of austerity, the impact of Covid-19, increased demand on our statutory services and the current unfunded inflationary pressures. Uniquely we also continue to absorb the financial impact of the cyber attack.

Each year we refresh our medium term financial plan which takes account of both cost pressures and funding expectations. With the absence of multi-year funding settlements from the Government, for a large proportion of the Council's income there is a great deal of uncertainty and assumptions are made based on experience and policy analysis. Inevitably, we are estimating a budget gap for each of the years covered by the Strategic Plan. We will aim to close these gaps through budget proposals which are focussed on working innovatively and transforming our services but there will inevitably be some hard choices to be made.. For example, ew commitments in this plan will have to be prioritised within existing service budgets. Detailed financial assessments are therefore being undertaken of some of the most significant and costly commitments, for example those in the proposed Climate Action Plan.

It is of note that in 2010/11, our core funding was £304m. If we compare this to the 2022-23 total (adjusted to ensure as best as possible, a like for like comparison) we have a total of £162 m. This is a reduction of £142m or 47% from the 2010/11 total

This has been a seismic financial challenge which has been met through a combination of back office efficiencies, service transformation, rationalising our estate, insourcing and increases in income. Largely front-line services have been protected. Whilst we need to continue to challenge services to deliver more efficiently, this will not protect the frontline, we need to identify more radical solutions through the innovation and transformation referred to above and may need to invest in some areas to save money in the medium term.

What we mustn't lose sight of when articulating the financial challenges we face and the savings we make, is that year on year we continue to increase investment in our services, be that through pay awards for our staff that are not matched by increases in funding or funding cost pressures and demand in services (£12m estimated for 2023/24, for example), with most of this being invested in some of our most vulnerable residents in meeting increasing social care needs.

The Council has also faced difficulties for a number of years in fully funding social infrastructure, such as schools and health facilities through public finances and developers' contributions alone. We have had to use cross subsidy from our own development, although this may now be less viable because of the economic context.

In response, we need to use land and assets strategically and transformatively to deliver the homes, business space, infrastructure and other facilities that the communities need, whilst at the same time using Council land and assets to generate revenue and capital income that will support essential Council services in the long term. To help support this, we have agreed to implement a Corporate Landlord Operating Model and as part of that process we will ensure that governance is in place to look at assets and infrastructure delivery, strategic priorities and needs of local communities in the round. We are also undertaking a cross-cutting review of income generation. The aim is to maximise the council's income generation potential, to contribute to the ongoing sustainability of services.

When we adopted our long term vision, increasing local prosperity by harnessing the benefits of local growth seemed far more feasible than it does now. The high employment rates we see nationally and locally, mask growing inequality in the labour market. In this context, we need to unlock our own resources and to work more effectively with partners, who are "anchor institutions", to maximise use of all the resources across the whole system for the community's benefit - external funding, procurement, jobs, and physical assets. We also need to shape an economy that is greener and more circular to meet our net zero ambitions and to make sure it is future proofed and resilient.

### *Trust and confidence in the state*

[National trends show](#) that trust and confidence in the state is on the decline. Locally, residents still have a relatively high level of trust in the Council, although this is much lower for Black and Global majority residents and social housing tenants. This indicates a polarisation of views and we cannot just focus on the headline. This needs attention and a much more segmented and targeted approach if we are to get actions right to become a fairer borough. This can make it more difficult to reach and engage with residents and start to tackle inequality and meet complex needs. We have worked hard to respond to the Cyber attack in 2020, Black Lives Matter and the review into the treatment of Child Q in 2022, as these presented key risks to trust and confidence.

A key part of maintaining the current levels of trust and confidence and building trust where it is low, will be improving services, where needed, and this also recognises



that those most reliant on Council services will be most greatly impacted by poor services.

The progress that has been made towards the Council becoming more inclusive, humble and anti-racist, including future planned work such as implementing the Social Care Workforce Race Equality Standards, is also going to be critical to us rebuilding trust and confidence. The work done during the pandemic to develop more collaboration with the voluntary and community sector, and grassroots and hyper-local networks, who have the reach and trust of residents, is integral to the way we can reach and engage residents. This includes through the eight Primary Care Networks and local Neighbourhoods focused on preventing ill health, by joining up the work of Council, NHS and community partners.

### *Population uncertainty*

Another risk to all our ambitions relates to the uncertainty surrounding our population and growth, in the wake of Brexit and the pandemic. In the longer term growth is still forecast and we estimate that, at the time of writing, Hackney's population is likely to be higher than at the time of the 2021 census, when growth was slower than expected. We are less clear, however, about what our demographic makeup will be and whether, for example, we will see a continued decline in school roll numbers and increase in asylum seekers housed in "temporary" hostel/ hotel accommodation. This makes it more difficult to plan services and places for the future. This is in the context of a housing market which remains buoyant and makes buying or even now renting a house out of reach for most Londoners.

### *Housing crisis*

Hackney continues to build affordable homes and improve the private rented sector, including through licensing schemes and improving temporary accommodation. The high cost of housing and the greater complexity of need in communities, is, however, making meeting housing needs and finding temporary accommodation for homeless people virtually impossible. The Strategic Plan sets out what we will need to prioritise in this very difficult context.

### *Meeting net zero targets*

Hackney's aspirations to be a greener, more sustainable community have really galvanised in recent years in response to the global climate, pollution, and biodiversity emergencies. Extreme weather events like flooding and overheating are starting to have an impact locally. The UK has committed to net zero by 2050. In 2019, Hackney declared a climate emergency, recognising that if we act now we can impact on this crisis before it is too late, and mitigate impacts. The Council is committed to a 45% reduction in greenhouse gas emissions by 2030 and net zero greenhouse gas emissions by 2040. At the time of writing we are consulting on a Climate Action Plan which sets out how we might reach net zero by 2030. We are, however, limited in what we can do on our own, at a local level without national policy, funding and intervention.



Taking action to tackle climate change is also helping transform the public realm to make it easier to be physically active through improving parks and open spaces, award winning work to green our streets and bringing a 'child friendly' planning and design approach to road closures. The pandemic has impacted on residents health and wellbeing but also accelerated efforts to tackle health inequalities and encourage healthy active lifestyles and integrate health and social care.

### *Global and national crisis*

The work of a Council is very different now from a decade ago, or even 2018, when we set a new vision. Responding to unexpected crisis events is likely to be the "new normal" for many years. In recent years we have had to respond to increased risks from terrorism, the Grenfell Tower tragedy, climate events, refugee crises, a pandemic and now a cost of living crisis. National policy is also working against local aspirations - across education, housing, planning and economic development.

### *Workforce and leadership*

We need to support our workforce to keep responding to the needs of a community that is struggling. We need to ask more of our leadership and staff, as we need workforce that both understands what being inclusive and anti-racist means, that is trauma informed and aware of the impact of poverty and that reflects the diversity of Hackney, at all levels. Our workforce is also, however, struggling with burnout after so many crises, and now the cost of living is pushing Hackney's lower paid staff into poverty. Some areas of our workforce are also ageing and we need to respond to their changing needs and plan for the future workforce in these areas. We have to respond to their material needs as well as thinking about how we retain staff who may well be considering alternative less pressurised roles. It is already difficult to recruit to some roles, particularly after Brexit. This will become more widespread. We will need a new workforce strategy with creative solutions that can respond to these challenges.

## **3. Our response - Mayor's vision and priorities**

### **Vision for the next four years**

Working together with our communities, and our partners to tackle the unprecedented challenges that we face, we will make transformational change, we will co-produce and co-design solutions with residents, we will campaign for a better deal for Hackney; we will deliver outstanding public services; we will drive a fairer economic recovery; and we will make a better Hackney for everyone who lives and works here.

### **Mayoral Priorities**

#### **Working together...**

### **FOR A FAIRER, SAFER HACKNEY**

We will tackle inequality through poverty reduction, and anti-racism, providing at least 1000 more Council homes as we improve standards of our existing homes, and creating pathways into decent jobs. We will improve our customer services. We will

create safe, vibrant, and successful town centres and neighbourhoods and foster strong, cohesive communities and a more inclusive economy.

### **FOR A GREENER, HEALTHIER HACKNEY**

We will continue to lead the way in the fight against climate change, working towards a net zero Hackney, with cleaner air, less motor traffic, and more liveable neighbourhoods. We will transform adult and children's social care, tackle physical and mental health inequalities and continue to support, value, and give voice to our older and disabled residents.

### **FOR EVERY CHILD IN HACKNEY**

We will work to ensure every child and young person in Hackney has the best start in life; shaping a more inclusive and high performing education system, maintaining our early years and youth services, keeping children safe and investing in their mental health and well being, providing access to outstanding play, culture, and sport, and opportunities; tackling child poverty, and supporting those families who need us most.

### **Approach to tackling inequality - that is embedded throughout this plan**

1. Taking action to tackle structural and systemic discrimination - embedding an anti-racist approach and ensuring accountability
2. Protective, preventative and positive action, that tackles underlying issues, recognising there is proven bias in the system
3. Promote prosperity and wellbeing with targeted, positive action when needed
4. Building strong, cohesive communities that are part of the solution
5. Developing a workforce that is inclusive and anti-racist and reflects the diversity of Hackney, at all levels

### **Priorities**

### **FOR A FAIRER, SAFER HACKNEY**

### **Key Outcomes we will track**

<b>Income</b>	<b>Average pay in Hackney is lower than London and falling</b> whilst the average London wage goes up. For the first time in recent years, women's weekly full time average pay has dropped fairly sharply and is below the level of men's ( <a href="#">ONS annual survey</a> ).
<b>Employment</b>	<b>Employment rate is 78.3% which is higher than before the pandemic.</b> ( <a href="#">ONS annual survey</a> ).

<b>Satisfaction with the place</b>	<b>85% percent of residents are either very satisfied or fairly satisfied with their local area</b> as a place to live, which is slightly higher than in 2018 when it was 83%. (Hackney Residents' Survey 2022)
<b>Trust in the Council</b>	<p><b>65% of residents are satisfied with Hackney Council, down from 68% in 2018 and 74% in 2013.</b></p> <p><b>67% of residents say that they have trust in the Council compared with 73% in 2018</b></p> <p>Social renters and Black residents are significantly more likely to give negative responses to all these questions. (Hackney Residents' Survey 2022)</p>

### Key indicators

<b>Unemployment</b>	Hackney's <b>out of work claimant count has come down to 5.2%</b> (11,395 people) in July 2022 from just under 9.7% (20,000 people) in March 2021, <b>but this is still much higher than pre pandemic</b> - last time the rate was this high was 2012. This is also higher than London and 18-24 year olds and over 50s are particularly affected ( <a href="#">ONS annual survey</a> ).
Poverty	<b>36.3%</b> of Hackney households live in poverty after housing costs - Hackney is ranked the third highest out of all London boroughs for poverty after housing costs. ( <a href="#">ONS modelling</a> ) and 48% of children in Hackney were living in poverty after housing costs ( <a href="#">Modelling undertaken for the End Child Poverty Campaign</a> )
Refugees and asylum seekers	London has also seen <a href="#">an increase in asylum seekers</a> even before the current refugee crisis (from 700 to 5000 in 5 years) and Hackney has also welcomed over 70 refugees from Syria and Afghanistan and over 350 (to date) from Ukraine through formal schemes.
Housing	Hackney saw a <b>108% increase in housing prices in the ten years to 2021</b> , which is a faster rate than anywhere in London (UK Land Registry data)

	<p><b>One third of residents live in private rented housing.</b> A three bedroom property in Hackney is £2280 in rent which is £500 per month or more above the London average (ONS data used in this <a href="#">London Rents Map</a>)</p>
Crime	<p>During lockdown restrictions, crime went down. This data compares trends in 2019 before restrictions with the latest data: Knife crime and gun crime is lower in 2022 than it was in 2019. 'Theft from person' (including shoplifting) is up on the 2019/20 rolling 12 month figure and the hotspots are Shoreditch.</p> <p>Being worried about being a victim of a crime has decreased significantly since 2018 for all types of crimes (e.g. knife crime is down from 55% in 2018 to 36% in 2022, but women and Global Majority ethnicity residents remain more likely to be worried about some types of crime.</p>

### Tackling poverty and inequality

Hackney is a borough where **poverty and inequality** is becoming more entrenched after a decade of austerity measures and a pandemic. We need to take action in the short and long term to respond to this, creating the safety net needed to prevent people in need becoming more vulnerable and facing homelessness, whilst still dealing with the underlying causes of poverty and inequality. As well as coordinating support, we need to ensure that we work with empathy and compassion and support the whole person, not just their presenting issue. These are also times of global instability, we are proud of our work to support migrants and refugees and we plan to do all we can to remain a borough that welcomes refugees and asylum seekers, playing our part along with the rest of London.

We will:

- Improve the safety net for those in poverty, working across council services, partners and the voluntary and community sector to make the best use of scarce resources.
- Play our part in refugee crises, participating in formal schemes and valuing the community partnerships that are in place to deliver wider support.
- Maximise employment opportunities and support to ensure residents have immediate, practical help if they are struggling to find work.
- Address safeguarding risks with preventative actions
- Support those with complex needs- including those in housing need and who are homeless

- Develop new equality priorities that flow from the equality objectives set out earlier in this plan, and take account of refreshed analysis of need. These will incorporate existing priorities to:
  - Tackle the underlying causes of poverty and inequality that are set out in our [poverty reduction framework](#)
  - Embed anti-racism throughout the work of the Council and partners
  - Identify the proactive work that is needed to tackle structural and systemic inequality across the life course
  - Develop a LGBTQIA Strategic Framework

## **Responding to the Housing Crisis**

We will respond to the housing crisis that Hackney has been in for many years by:

- Campaigning to improve standards in the private rented sector including pushing for more protection for residents from landlords (including ending “no fault” evictions), and campaigning for full licensing of the private sector.
- Reviewing the impact of the [Lettings Strategy](#) adopted in October 2021 and Choice Based Lettings to ensure it is delivering on its objectives and leaving no one behind
- Offering advice to residents at risk of eviction to help them keep their tenancies and offering advice about housing options in the private rented sector, working in a relational and trauma informed way
- Prioritising decarbonisation and “net zero” targets for all housing in Hackney
- Supporting the health needs of residents - including helping to improve mental and physical wellbeing and meet the needs of disabled people.
- Maximising opportunities for developing genuinely affordable housing, with a focus on the provision of Council Social Rent units, as part of our overarching approach to finding innovative ways to increase housing supply including working with experienced developers and other landowners to maximise the supply and pace of new homes delivery. This will also include exploring delivery of Hackney Living Rent - where rent is set at an average of local income and with longer tenancies - and for shared ownership to help local people onto the housing ladder. We will do that by building new homes, refurbishing empty homes, and buying back council homes that were bought under Right-to-Buy
- We will prioritise the delivery of high quality homes and genuinely affordable housing in our growth areas and town centres, alongside other facilities and infrastructure to support inclusive and resilient communities, support our economy, and create great places.
- Continue our partnership working with Registered Providers to maximise genuinely affordable homes, including Hackney Living Rent units
- Developing an Ending Homelessness Strategy to build on the progress that we made with the “Everyone In” scheme during lockdowns.

We also look forward to receiving recommendations from Scrutiny exploring and advising on existing housing models and developing new ways to build affordable and accessible homes in Hackney.

## **Making Hackney Safer**

During lockdown restrictions, crime levels went down. Since coming out of restrictions, crime rates have increased but, overall, are lower than 2019/20. Being worried about being a victim of a crime has decreased significantly but women and Global Majority ethnicity residents remain more likely to be worried about some types of crime. To continue to make Hackney a safer place, we need to address the concerns of groups who feel or are less safe. We also need to address trust and confidence in policing which is low according to MOPAC confidence and satisfaction data. We are committed to work with the Police to build trust and confidence through shared actions between the Police, Council and community.

We will:

- Work in partnership to reduce crime and anti-social behaviour
- Progress actions to tackle hate crime, in partnership with communities and the newly formed Hate Crime Forum
- We will continue to prioritise building and fire safety recommendations for all housing in Hackney, ensuring that our homes are safe, sustainable and future proof. We will deliver a council-led Building Control service that will ensure new development in Hackney meets the highest fire safety standards.
- Progress the Council's Hackney Nights Strategy to provide clarity to residents and businesses on our approach, supporting growth while managing the impacts, in partnership with the Police
- Ensure there is a consistent understanding of the root causes of serious violence based on a public health approach
- Review our approach to gangs, ensuring that it focuses on prevention and victim support
- Work with community organisations to support people into drug treatment and recovery programmes, reducing harm arising from substance misuse for individuals and communities

**Building trust and confidence** in the Council and wider state needs to cut across all we do, without this we will struggle to reach the residents that need our support and to build good relations.

We will:

- Improve the way we manage Council housing and the overall condition of housing and set the same expectations of social housing landlords
- Work with the Police to build trust and confidence through shared actions between the Police, Council and community
- Take action at all levels to become more inclusive, humble and anti-racist
- Take a single council approach to enabling community regeneration in Hackney that requires all public services to combine resources to improve quality of place and services.

Hackney is a relatively **cohesive borough** but the community is under strain and tensions can rise quickly. We need to keep proactively building good community relations. There is a high level of civil society activity, and this can make us more resilient in challenging times, but local community organisations are under strain,

struggling to recruit volunteers, meet demand and stay afloat in the face of rising costs.

We will:

- Value and invest in volunteers and the voluntary and community sector and build ongoing partnerships, involving them in work across the areas of the strategic plan.
- Work with residents, artists, practitioners, creatives and performers to help them shape the cultural life of the borough, strengthen our communities, and enhance the quality of life for everyone.

### **Good growth: Jobs, businesses and regeneration**

Over the last twenty years Hackney has become a vibrant place that, despite the economic downturn in 2009, has enjoyed a new wave of small businesses, makers, technology firms, designers and hospitality industries, attracted by the cultural diversity and vibrancy that creates a unique sense of place. This builds on a long history of industrialism, innovation and creativity. The Council is proud of the part it has played in shaping this dynamic economy and in the opportunities that have been created for residents.

Our Inclusive Economy Strategy, published in 2019, recognised that many longer term residents had not benefited from the prosperity, nor did they feel that existing economic opportunities were available to them. The broad strategic aims set at that time were for the Council to focus on aspects of the economy we can influence with targeted interventions to enable better access and a share of good economic growth. Through the pandemic this activity was very much about immediate crisis support for our residents and business sectors most impacted by the various lockdowns.

#### *Maximising and shaping employment opportunities*

The high employment rates we see nationally and locally, mask growing inequality in the labour market, as demonstrated by the [Deaton Review](#) - with wages stagnating and less secure work. This is particularly affecting low earners and increasing in work poverty. The UK and London have also seen changes in the nature of employment, with a rise in both part-time employment and in insecure forms of employment including temporary and zero hours contracts. The London labour market is 'hollowing out', with an increasing concentration of highly skilled, well paid jobs and low-paid, low skilled service sector jobs but fewer progression opportunities in between.

We need to find ways to better support local people and our workforce to keep pace with these changes and to learn new skills across their working life. We also need to collaborate with the business community, education providers and local communities to widen participation and open up well paid and good quality job opportunities in newer industries.

We are particularly concerned about how all of this affects those who already face labour market inequality including those who have been unemployed for over a year,



black and global majority residents, disabled residents, women, parents with dependent children, residents over 50 and young people.

In Hackney one in six people of working age are self-employed but this is much more likely to be an indication of labour market inequality than a positive choice. Whilst Hackney's out of work claimant count has come down since the height of the pandemic in March 2021, it is still much higher than pre pandemic.

We have focused on attracting businesses and employers that can help us shape growth that benefits residents. We have also secured good quality local jobs and increased the number of London Living Wage employers with 150 businesses in Hackney now signed up, which represents a 15% rise from the previous year. We continue to proactively engage with and encourage the local businesses community to become London Living Wage employers, alongside a proactive response to poverty. We now need to go further to ensure residents are first in line for job opportunities.

We will:

- Continue to be a London Living Wage employer, ensure our suppliers do the same and make the case to local partners and businesses to follow our lead
- Make sure Council jobs and contracts benefit local people through linking our recruitment policy, organisational development, employment support, local training, supplier requirements and business support activity
- Build on the Council's employment pathways programme and lifelong learning programmes, adding volunteering to apprenticeships, advice, skills courses, and routes into good jobs
- Continue to invest in the Council's apprenticeship programme, which has no upper age limit, whilst also creating high-quality opportunities through the Council's supply chain and regeneration programmes
- Support young people with special educational needs to gain experience and employment.
- Take a targeted approach to understanding systemic barriers to employment opportunities then implement partnership approaches to change that involves and benefits our residents

### *Supporting local businesses*

During the Pandemic we proactively supported Hackney's businesses, awarding £100m of government grants to small businesses, retail, hospitality and leisure sector and £50m of business rate relief. Two discretionary grants programmes were developed to support the many businesses in the borough that are unable to access existing government grants as they do not pay business rates. These discretionary grant programmes have distributed £3.4m of Discretionary Grants and £8.1m of Additional Restriction Grants. For commercial tenants in Council owned properties, we offered rent free and rent deferral periods.

In most instances our businesses have survived the pandemic but have described how they are now in a weakened state due to using up their reserves or taking out loans through the various government schemes.

In the post-pandemic period we have seen the expectation of an economic bounceback dashed by inflation and fuel increases. Nationally, this is the main concern of the majority of businesses surveyed in the [fortnightly national survey of businesses](#). We are now in a new inflationary environment triggered by supply side challenges rather than the usual demand factors. This is a fresh challenge for the national economy: it is also one where there aren't any short term solutions; national and structural interventions are required.

In Hackney, just as across the country, businesses most at risk will be those with complex commodity supply chains, significant use of transportation or energy and those that need to run premises. This is expected to be a feature for at least two more years and the solutions sit at the national level.

We will:

- Stand side by side with local businesses in lobbying national government for the support and flexibility we need at the local level to survive the economic downturn
- Maintain continuous engagement with our small and micro businesses to understand the immediate and emerging challenges they face in different sectors and places
- Work with partners, funders and investors to create then deliver support packages to equip local businesses to meet the multiple challenges they face
- Develop and implement a more targeted approach to supporting local suppliers to be contract ready then win relevant public sector contracts
- Increase the capacity of our social sector infrastructure organisations to represent and develop businesses with a social ethos so they can form a larger proportion of our local economy
- Create more business-led area forums to collaborate on tackling local economic issues, offer peer support and partner with us to leverage funding and investment opportunities
- Understand the opportunities and threats to businesses and jobs of achieving net zero and growing the green economy based on evidence and the work of the Green Skills and Circular Economy Commission then take a targeted approach to delivery that leverages partnership and investment opportunities

We know that we cannot leave pure market forces to dictate the economy. We will take action to support business and residents through the economic challenges ahead and to shape a greener, fairer local economy. We want to take action to ensure that local businesses and residents are first in line to benefit from economic opportunity so that wealth stays in the borough.

We will:

- Double the size of our local green economy, helping existing local businesses to transition to become low-carbon businesses, creating more green jobs for local people and ensuring a just transition from carbon-intensive jobs and businesses.
- Understand the opportunities for innovation led economic growth and align our physical assets, business support, employment support and investment opportunities to maximise the benefit of the future economic recovery

- Work towards providing a fairer and more sustainable rate for our providers of adult social care services, starting with care homes and home care providers

### *Shaping places*

As well as our work with businesses and employers to support them through challenging times and create more opportunities for residents and the local economy, we will continue to work with our communities to shape our town centres and neighbourhoods. This builds on the approach taken in Dalston and Hackney Central that was based on open conversations with residents. This has helped us ensure that area and town centre plans are grounded on a deeper understanding of what residents value, and what improvements they would like to see.

We will engage and co-design future plans for neighbourhoods, sites and spaces with communities to create great places and thriving town centres that respond to what residents and businesses tell us are their priorities for their local area.

This includes developing area based planning documents to help guide future development in our town centres and key growth areas, engaging with residents and businesses to set out clear place making and regeneration plans for specific places and sites that include physical, social and economic interventions, and working in partnership to deliver these, ensuring that this work unlocks more high quality housing, including genuinely affordable housing to rent and buy and workspace in the borough.

We will:

- Continue to focus regeneration on identified area priorities for our town centres and growth areas including the delivery of physical, social and economic interventions and improvements to create better places, a more inclusive economy, and the facilities that local communities need. We will use our planning powers to protect our high streets, continue to work in partnership and use our own land and assets to achieve this.
- Finalise and adopt area based plans for Dalston (supplementary planning guidance), Stamford Hill and Shoreditch (Area Action Plans). These planning documents will guide and shape the future growth and regeneration of these areas.
- Produce a range of thematic supplementary planning guidance documents to ensure the developments in the borough deliver much needed new homes and commercial spaces, are of the highest design and architectural quality and incentivise carbon savings on site.
- Adopt the Hackney Central Town Centre Strategy and work to deliver the priority interventions and proposals set out in this document, as identified by the local community.
- Further develop supplementary planning guidance for Hackney Central which sets out a planning and regeneration framework for the town centre and guidance on key sites.
- Actively engage young people in the future place-shaping, design and development of the borough via our planning and regeneration and use this as an opportunity for skills and career development.

- Continue to work with the Greater London Authority, the London Legacy Development Corporation (LLDC) and the Growth Borough Partnership to collectively progress and shape the future of the Queen Elizabeth Olympic Park and surrounding areas. This includes the delivery of an inclusive economy strategy, transferring planning powers from LLDC back to the boroughs by 2024, and ensuring the long term success of the area through collaborative working.
- Start work on Clapton and Homerton place-making plans (supplementary planning documents), drawing on the evidence from the Local Plan
- Deliver a plan making programme that continues to support a post covid economic recovery, continues to respond to the climate emergency, and one which reflects any changes to legislation including the transfer of planning powers from the London Legacy Development Corporation to Hackney in 2024.

### *Using Council land and assets*

We will use our Council owned land and buildings creatively and strategically recognising that our assets, and the future use of these, plays a key role in the future economic position and success of the Council and the delivery of essential Council services and Council housing, as well as in enhancing places, boosting our economy and supporting business, and delivering more social value for our residents.

We will:

- Balance the use of our own properties to maximise impact and balance the need to generate income to fund essential services with providing economic support for local businesses and achieving wider social value
- Work with the community to engage, co-design and set out a clear vision and plans for Council owned land and assets in our town centres to maximise their potential and deliver new homes, jobs, business space and other uses needed in local areas.
- Proactively influence our local public, social and larger private sector organisations to use their spending power and assets in the same way as us and in a coordinated way

Key plans and strategies:

- Local Plan
- Corporate Asset Management Strategy (under development)
- Housing Strategy
- [Housing Asset Management Strategy](#)
- [Community Strategy](#)
- Inclusive Economy Strategy
- Economic Development Plan
- Poverty Reduction Framework
- Dalston Plan
- Hackney Central Town Centre Strategy
- Stamford Hill Area Action Plan
- Shoreditch Area Action Plan

### Supporting strategies

- VCS Strategy
- [Net Zero Energy Strategy](#)
- Culture, Heritage and Libraries Strategy
- [Draft Climate Action Plan](#)
- London Council's Low Carbon Development Action Plan

## FOR A GREENER, HEALTHIER HACKNEY

### Key Outcomes we will track

<b>Net Zero</b>	<ul style="list-style-type: none"> <li>• Fuel used in buildings and vehicles are the biggest part of Hackney's 'territorial emissions'. Since 2010, emissions from buildings and road transport in Hackney have fallen by about 27%.</li> <li>• The majority, 74%, of all emissions come from 'consumption emissions' relating to goods and services, the vast majority of which are not created within Hackney's borders.</li> </ul>
<b>Air quality</b>	<ul style="list-style-type: none"> <li>• 7% of deaths of people over 30 can be attributed to air pollution in Hackney. This is similar to neighbouring boroughs, Tower Hamlets and Islington but is slightly lower than London as a whole and is 2% higher than England.</li> </ul>
<b>Life Expectancy</b>	<ul style="list-style-type: none"> <li>• Life expectancy in Hackney from birth is estimated in 2018-2020 to be 84 for women and 79 for men. Women's life expectancy has increased from 2001 from 80 and men's from 74 so there's a slightly larger increase for men, although the trends have broadly similar trajectories (<a href="#">Public Health England</a>).</li> </ul>

### Key indicators

<b>Climate Change and Sustainability</b>	<ul style="list-style-type: none"> <li>• Climate Change is a cause of concern for over two thirds of residents (Residents' Survey 2022).</li> <li>• Over half of all trips starting in Hackney involve walking or cycling - the highest in London (London Travel Demand Survey 2014-2017).</li> <li>• 34% of Hackney's households own motor vehicles, compared with 57% across Greater London.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Hackney has 58 parks and green spaces and 247 open spaces on estates - 28 parks are Green Flag rated - providing vital “green infrastructure.”</li> <li>• Air pollution levels within Hackney are highest around main roads with hotspots mainly in the vicinity of the A10 which runs north to south of the borough, in close proximity to the A12 in the east of the borough at Hackney Wick, and in the very south of the borough within Shoreditch.</li> <li>• Overall borough recycling rate has risen to 31% from 27% in 2018. Estate recycling has increased from 15% in 2015, to just over 19%.</li> </ul>
<b>Health</b>	<p>Health conditions</p> <ul style="list-style-type: none"> <li>• Preventable death was coming down pre pandemic but has increased again (<a href="#">ONS avoidable mortality</a>).</li> <li>• City &amp; Hackney has the fifth highest rate of psychotic and bipolar disorders in England, with 4,500 on the Serious Mental Illness register and 11,000 people diagnosed with a personality disorder (linked to childhood abuse and neglect).</li> <li>• We have seen smoking rates half to 14% in the last decade.</li> <li>• Numbers who are not a healthy weight at reception age have declined to 10.9% (London average). Year 6 rates remain high (27.4%) and above London and national average.</li> <li>• Hackney and the City have recorded a significantly higher rate of newly diagnosed STIs than London and England, for the past nine years of available data (for all newly diagnosed STIs, Hackney recorded the third highest rate out of 148 UTAs in 2020).</li> <li>• Hackney and the City had 1450 people aged 65 and over living with Dementia in 2019. We expect the numbers to increase by 46% to over 2120 by 2030.</li> </ul> <p>Demands on adult social care</p> <ul style="list-style-type: none"> <li>• Demand for Adult Social Care support in Hackney is increasing. The growth in all age population between 2016 and 2020 was on average 1.13%, whilst the increase in those receiving care in the same period was 6.14%.</li> <li>• At the end of the 2021/22, 2700 residents received long term support from Adult Social Care, such as home care or residential care. Most residents in receipt of long term support received it in the community, for example by receiving care and support in their homes.</li> </ul>

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|--|--|
|  | <ul style="list-style-type: none"> <li>• During 2021/22 Adult Social Care facilitated 1700 discharges from hospital. 93% of patients returned to the community and 7% were placed in a care home on a short or long term basis.</li> </ul> |
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### **Maximising impact by seeing climate action as an opportunity to improve population health**

By bringing together actions to tackle the climate emergency with actions to reduce air pollution, improve population health and reduce health inequities, we will maximise our impact. This is why these actions are brought together under the Greener Healthier priority. As part of developing the Climate Action Plan, outlined below, Hackney's Health and Wellbeing Board have considered the rapid evidence review by the London Climate & Health Network undertaken in summer 2022 and have started to identify key opportunities for joint action.

### **Responding to the climate emergency**

In response to the climate emergency, Hackney is developing a **Climate Action Plan (CAP)**, alongside its existing Air Quality Action Plan. At the time of drafting this Strategic Plan the CAP is out to public consultation and includes a stronger target of reaching net zero for the Council's non-domestic housing emissions by 2030. The Council is committed to a 45% reduction in greenhouse gas emissions by 2030 and net zero greenhouse gas emissions by 2040. By 2026 we will also have an action plan to support all schools to achieve net zero by 2030. Rather than just focus on the Council's emissions, which represent 5% of the whole borough's emissions, the proposed Climate Action Plan will set out how, together, we reduce carbon emissions for the whole borough.

All of these changes are organised into five themes: Adaptation, Buildings, Transport, Consumption and Environmental Quality. Within each theme, we have identified a set of ambitious 2030 goals. Climate action is a complex and systems-wide challenge. To be effective, climate actions must be designed collaboratively, and with attention to who might be affected, and how. Proposals related to the green economy and social justice are integral to each of them and key issues have been identified that need to be addressed to help ensure that climate action in Hackney is just and equitable. The themes reflect the need to reduce emissions, protect the natural environment and build resilience to climate change alongside wider benefits to responding to climate change, such as the potential to improve public health.

We are working closely with other Councils in London through working groups convened by London Councils covering retrofit, low carbon development (which Hackney leads), low carbon transport, renewable power, reducing consumption, building the green economy and creating a resilient and green London. As the data above shows, Hackney can't control all of its territorial emissions, many car journeys, for example, will be through traffic and most emissions linked to consumption are not created in Hackney. We also all need to develop the same set of interventions and responses.



As part of the Council's existing programme of work to tackle the climate emergency, £25 million has been earmarked for climate related works from 2022/23 to 2024/25. In addition, private sector investment worth £11.5 million has been secured. Beyond this, the implementation plan will outline a clear set of actions and a case for investment and the next step is to identify sources of funding and capital investment. The Action Plan is for the whole borough and creates a clear case for a more coherent national policy and funding framework. For example, analysis shows that retrofitting all buildings in Hackney would require investment of approximately £3 billion in the building stock. To achieve this local areas will require significant public funding as well as access to affordable financial products.

### *Adaptation*

These actions will ensure that we are prepared for and resilient to the impacts of the climate emergency, protecting our most vulnerable residents.

We will work with residents to be prepared for the impacts of climate change and take action to tackle:

- Overheating: through support to communities and work to bring temperatures down in existing buildings, streets and public spaces
- Flooding: reduce flood risk in all critical drainage areas, manage the existing sewage system capacity better and expand the sustainable urban drainage network
- Ensure planting in Hackney is resilient to droughts and changing weather
- Work with residents to be prepared for extreme weather events and climate change

### *Buildings*

These actions will adapt existing buildings and set new guidance for new development.

We will:

- Replace all lights on Council estates and in buildings with energy-efficient LED bulbs
- All Council electricity is already from renewable sources, but we will use our purchasing power by expanding UK renewables through arranging to purchase 100% of electricity used by the Council directly from a renewable energy generator
- Shift to heat pumps and district heat networks, retrofit buildings and ensure Council buildings meet required energy efficiency standards by 2030
- Switch more of the Hackney Council fleet to electric vehicles
- Lead the development of a Low Carbon Development Action Plan for London to help inform future planning guidance and produce local supplementary planning guidance to help meet our climate change objectives

### *Transport*

We will continue our awarding winning work to support active travel and public transport. These actions will reduce greenhouse gas emissions from the transport network, improve air quality and help residents live active and healthy lifestyles.

We will:

- Develop a Main Roads Strategy to explore and plan new ways of reducing traffic and continue to roll out low-traffic neighbourhoods, after measuring the impact of existing schemes, and maximising their potential for safe cycling.
- Encourage all cyclists to cycle safely and considerately, and install 4000 additional secure bike storage spaces across our streets and estates by 2026.
- Develop safer pedestrian and cycling routes to enable all children to safely walk and cycle to every primary and secondary school in Hackney.
- Prioritise public transport - prioritising buses on future transport schemes and main roads, protecting and supporting the bus network.
- Take urgent action on Hackney's dangerous roads and junctions working towards Vision Zero with road safety a primary consideration on all schemes.

### *Consumption*

The actions will encourage residents to change what and how we buy, use and sell, creating a new green economy in Hackney.

We will:

- Build on the extensive measures already in place to encourage recycling including to continue replacing all single use bins with dual-use recycling bins in all parks and green spaces.
- Shape a Circular Economy, which will ultimately seek to reduce consumer waste by changing attitudes to how we create, consume and dispose of rubbish.

### *Environmental Quality*

These actions will maximise the potential for biodiversity in our green spaces, tackling climate change, reducing pollution and helping local ecosystems thrive.

We will:

- Take action to reduce air pollution from development and construction and by reducing solid fuel burning
- Progress our Green Infrastructure Strategy to increase the biodiversity of green space, and connectivity between green spaces and support community groups to manage land in a way that benefits people and nature
- Protect our blue corridors and water bodies from overdevelopment
- Reduce average water use

### *Working together*

Through Hackney Light and Power we have launched the Hackney Community Energy Fund, to support community led energy groups to power our schools with renewable energy was recently launched. We want the whole community and partners to get involved in more initiatives like this. This will be progressed through ideas like Hackney Green Bonds, enabling local residents to invest in local projects to decarbonise the borough and developing a Climate Action Curriculum.

We will also consider how best to convene partners and businesses to progress the 2030 goals identified in the draft Climate Action Plan so as to scale collective action and align with the aspiration to develop a Hackney Net Zero Partnership.

Key plans and strategies:

- Corporate Asset Management Strategy (under development)
- [Housing Asset Management Strategy](#)
- [Net Zero Energy Strategy](#)
- Green Infrastructure Plan
- [Draft Climate Action Plan](#)
- London Council's Low Carbon Development Action Plan
- [Hackney Parks & Green Spaces Strategy](#)

### **Improving health and wellbeing and tackling health inequality**

The pandemic and now the cost of living crisis together with entrenched poverty have negatively affected people's wellbeing. Health inequalities are even greater. Some residents, including older people and disabled people, have become more isolated and may still be cautious about going out. This isolation affects their wellbeing and makes it more difficult to offer early help when they need it. We need to work across the whole system to achieve equitable access, experience and outcomes. This means addressing all four "pillars" of the health system, as described by the King's Fund:

- Focus on wider determinants of ill health
- Developing an integrated health and care system
- Healthier ways to live
- Shape places and communities that are designed to make it easier to be healthier

We also need to co-produce solutions with residents and amplify the voice of service users through [inclusive approaches](#).

#### *Focusing on wider determinants*

The biggest drivers of health are linked to social, economic and environmental conditions (income, employment, education, housing, transport, climate etc). This means that the wider activities in this strategic plan have the potential to make the most significant contribution to health inequalities.

#### *Developing an integrated care system*

An integrated care system (ICS) is one that joins up community based, preventative and clinical support. Hackney is one of 7 Local Authority members of the North East London Integrated Care System (ICS). Local place based partnerships have been formed as part of the ICS. The City and Hackney Place Based Partnership has set local priorities and outcomes and below this. City and Hackney has eight primary care networks (PCN). Each one has up to seven surgeries. All 39 City and Hackney GP Confederation member practices also work closely together as members of their local PCN group. It gives residents access to a bigger group of healthcare professionals.

Each PCN is at the heart of one of the eight City and Hackney Neighbourhoods which serve the same geographic areas. Neighbourhoods are part of a national scheme which also brings together health and social care with local authorities and wider community and voluntary services. Working together in this integrated care approach means patients can access all the services available to them in a co-ordinated, consistent way. It means patients do not have to deal with multiple services to explain what they need and get support.

Over time, it is intended that services become more person-centred, working with residents to help manage their own health and care needs as well as supporting them to look at and access local support. Adults Services are doing more to embed an approach that supports individuals earlier, preventing, reducing or delaying care needs.

We will:

- Contribute to the work and aims of the North East London Integrated Care System (ICS- now known as “NHS NEL”) and support the priorities of the City and Hackney Health and Care Board (the local Place Based Partnership of the ICS) and its focus on children, mental wellbeing and long term conditions.
- Support the Health and Wellbeing strategy priorities that has been developed for 2022-2026 to improve the health of people who live and work in Hackney which has a specific focus on mental health, social connection and financial security.
- Ensure that the Population Health Hub (PHH) is a resource for all partners to draw on to improve population health and reduce health inequality.
- Co-produce a new Integrated Mental Health Network with local organisations complementing the work of the East London Mental Health Foundation Trust and establish a Black Thrive programme for Hackney that will tackle structural and systemic inequality in local mental health services
- Work with partners and people who use services to think creatively about how care and support services are delivered, how we can improve and innovate to better meet residents’ needs, and how we attract and retain a skilled workforce. An ambitious programme of Transformation is being planned and delivered over the coming years to meet these challenges.
- We will develop a new Carers Strategy

In addition, national reforms to social care are being planned. We will implement caps on how much individuals will pay towards the cost of the care over their lifetime, as well as ensuring we are paying a fair cost of care to providers.

### **Healthier ways to live**

We need to support individuals and communities to adopt healthy behaviours. We will take action to enable people to live healthier lives, recognising that smoking, obesity and alcohol consumption are the main reasons that people die early:

We will:

- Proactively encourage walking and physical activity, including continuing to deliver the Sport England funded Kings Park Moving Together project and apply these lessons more widely

- Deliver the ambitions of the Smokefree 2030 manifesto commitment through actions across the whole system that will be led by the recently re-launched Hackney Tobacco Control Alliance
- Continued partnership action to reduce obesity through Hackney Healthy Weight Strategic Partnership including an ambition that all children in all primary schools participate in the “Daily Mile” and by improving access to healthy, affordable food
- Refresh of our local strategic priorities to reduce alcohol-related harms
- Commit to ensuring there are no new HIV infections by the year 2030

### **Shaping Places**

By making places healthier we can support wellbeing and take climate action. Making places healthier means shaping the retail offer so that there is affordable, healthy food and creating clean, safe, green spaces, with good air quality. It is also about encouraging community support and connections, by creating good community networks, for example.

We will:

- Review our day services provision for residents who are eligible for care and support from the Council, to improve choice and personalisation.
- Improve how we track outcomes in adult social care, with a focus on strength based practice and an understanding of intersectionality (the multiple ways people can be discriminated or disadvantaged because of who they are- e.g. by gender, ethnicity and class)
- Promote the Healthy Streets Approach which improves air quality, reduces congestion and helps make areas greener, healthier and more attractive places, to encourage people to walk, cycle and use public transport
- Continue to support Play Streets and School Streets and the principles as set out in the Child Friendly Places planning document to encourage doorstep play, ‘play on the way’ and opportunities to connect with nature
- Encourage food growing, with a focus on estates
- Continue to improve leisure centres and parks and invest in a network of new, free, outdoor gym facilities in our parks and green spaces
- Build on Child Friendly Places design guidance to co-produce a new design guide with disabled and older people to ensure that our streets, parks, estates, public buildings, high streets and public spaces are inclusive and accessible for all
- Progress work to make Hackney a place where residents can age well, progressing Hackney’s Ageing Well Strategy, making the place and services more age friendly and dementia friendly valuing the contribution of older people to life in the borough.

Key Strategies:

- [Draft Climate Action Plan](#)
- Low Carbon Development Action Plan
- Sustainability SPD
- Health and Wellbeing Strategy
- [Ageing Well Strategy](#)

- Integrated Care System Place Based Plan
- [Air Quality Action Plan](#)
- [Parks and Green Spaces Strategy](#)
- [Learning Disabilities Strategy](#)
- [Autism Strategy](#)
- [Mental Health Strategy](#)
- [Draft Green Infrastructure Strategy](#)
- [Hackney Nature Recovery Plan](#)

Supporting strategies

- Culture, Heritage and Libraries Strategy

## FOR EVERY CHILD IN HACKNEY

### Key Outcomes we will track

Infant mortality	<p>The infant mortality rate is 3.6 per 1000 births which is slightly higher than London and lower than England (no trend data available).</p> <p><a href="#">Public Health Data</a> published by the Office for Health Improvement and Disparities.</p>
Early years	<p>69.6% of reception pupils in Hackney schools are achieving a good level of development by the end of their first school year. This has remained at around the same level for the last 5 years and is lower than London (74.1%) and England (71%).</p> <p>2019 data from the Department of Education (this is the latest published data, assessments were not carried out during the pandemic)</p>
Education	<p>Hackney's average "Attainment 8 Score" is 54 which is the same as London and higher than England (50.9). Although attainment has improved over the last 5 years, students on free school meals, Turkish Kurdish Cypriot pupils, Caribbean pupils (boys) and Orthodox Jewish pupils face inequalities in outcomes.</p> <p>(each pupil's score is calculated by adding up the points for their 8 subjects, with English and Maths counted twice)</p> <p>Department of Education data for 2021.</p>
Children's health	<p>27.4% of children in year 6 (at 10-11 years old) are overweight which is worse than London (23.7%) and England (21%).</p> <p>This rate has not changed in recent years.</p> <p><a href="#">Public Health Data</a> published by the Office for Health Improvement and Disparities.</p>

## Key indicators

Childhood immunisation	64% of C&H 5 year olds have had 2x MMR compared to 87% across England- children from deprived households are less likely to have all relevant childhood immunisations
Exclusions	In 2018/19, 44 young people from Hackney were permanently excluded from school which equated to a rate of 0.13 of the whole school population, which exceeded both national (0.1) and regional (0.07) Some children are significantly more likely to be excluded from school - boys, children from black and mixed heritage backgrounds, children from gypsy traveller backgrounds, children with special educational needs, children in receipt of free school meals, children from single parent families and looked after children.
Children's health	Waiting times for a CAMHS assessment are increasing The proportion of children with mental health conditions is going up.

The impacts of the pandemic on children and young people and their families are wide ranging and the worst impact is likely to fall on those who were most disadvantaged from the outset. Even before the pandemic, we found that 48% of children in Hackney live in poverty after housing costs are taken into account, and this is likely to increase because of the cost of living crisis and poverty entrenching. Research that shows how this can impact poor mental, emotional and physical health later in life and lead to complex needs. We were also already seeing increasing demand and complexity of need across every frontline service and including those that support children with the highest needs: special educational needs, high cost educational placements and care placements. We also have disproportionately worse outcomes for some groups of children.

An inclusive focus on the early years helps us to tackle poverty in the long-term by giving children the best start in life. Our approach starts with a focus on early years but we also need to identify and respond to key points in a child's life when they might experience disadvantage and offer early help.

The impacts of the pandemic on children and young people and their families are wide ranging and could fall on those who were most disadvantaged from the outset. The public policy context requires us to further develop how we support schools, keep the highest standards and encourage inclusion for all, meet need through help rather than safeguarding services and enable more children to thrive and achieve their full potential.



In response to this increasing level of demand, complexity and vulnerability, at a time that is even more financially challenging than austerity, the Council is seeking to transform the way we work across the Children and Education system. This is so we can improve outcomes for every child in Hackney, reduce costs and lead the way in showcasing seamless support for every child. We are adopting the following strategic outcomes:

- Every child is **safe**, emotionally and physically
- Every child is **healthy** - emotionally and physically well
- Every child's **needs** are identified and **responded to early**.
- Every child fulfils their potential in **education** from 0 to 18+ (to 25 for children with SEND)
- Every child develops positive and caring **relationships** and feels **seen and heard/self-belief/empowered**
- Every child has the right to be treated **fairly**

We will develop a shared “practice model” that equips all staff across the system supporting children and families to focus on these shared, crosscutting outcomes, with anti-racism at its core.

Ways of working are key:

- Embedding a systemic, anti-racist and trauma informed approach
- Working in collaboration
- Coproducing the approach with children, young people and families: we will continue to champion young voices from across Hackney, supporting the Hackney Youth Parliament and its work and implementing the recommendations of the Young Futures commission. We will go further to promote youth participation in our democratic functions by inviting young people to attend each of the Scrutiny Commissions, to help make sure council decisions and services work for young people.

### **Every child is safe**

In 2019 Hackney Children's Services was inspected under the OFSTED framework for inspecting local authority services for children (ILACS) and was judged as 'requires improvement' for overall effectiveness. Since then, we have been progressing a comprehensive [children's action plan](#).

In September 2022, OFSTED visited again and found that there had been key improvements to the front door services that help to ensure children receive the right support at the right time and that action for children at immediate risk is timely and effective. They concluded that senior leadership was driving necessary changes to improve practice and that staff felt supported through the implementation of a new practice framework, with a focus on an anti-racist, trauma-informed and systemic approach to practice. Caseloads in the access and assessment (A&A) teams, and for some newly qualified workers, remain too high and recording of supervision is inconsistent. They noted how the Council had sustained significant financial investment in youth services to address the risk of serious youth violence.

We will:

- Continue to progress the improvements identified in our plans and identified in the last OFSTED letter
- We will develop a Care Charter for all the children in our care which will set out our promises to them as corporate parents.
- We will develop the Edge of Care Strategy to focus on earlier intervention - provide support to the wider cohort of children at risk of entering the care system
- We are focusing on safeguarding children during adolescence including through contextual safeguarding

An investigation into the strip-search of Child Q, a Black teenage girl, by police officers in a Hackney secondary school was published earlier in 2022. The report found that racism and 'adultification bias' - where Black children are treated more harshly than their white peers - were likely factors in what happened. This independent review led by the City and Hackney Child Safeguarding Practice Review Panel made 14 recommendations to ensure children are protected in future - with a focus on Black and Global Majority children. While the Council is not named in any of the recommendations, it has been leading aspects of the response, and these will continue to be a focus over the next four years including:

- ensuring the work by police and others leads to real change; responding to the impact of the case on communities; making changes to how the Council thinks and works as a result of this community feedback; and putting pressure on the Government to make changes in the law to ensure children are better protected.

Specifically with regard to stop and search of a child, we will:

- See this as an indication of possible risk to the child rather than seeing the child as a perpetrator, and use this contact as a safeguarding opportunity to intervene and protect children from harm and to keep our community safe.

**Every child is healthy**, every child develops positive and caring **relationships** and feels **seen and heard**

The City and Hackney Place Based Partnership has a strong focus on giving children the best start in life with ambitions to reduce infant and neonatal mortality, increase immunisation, improve early childhood development, improve healthy weight, reduce mental health crisis and reduce unplanned pregnancy. Supporting children and young people's emotional wellbeing is key to early help and prevention and since the pandemic, we have seen an increased demand for support.

We will:

- Respond to the increasing demand for mental health support, underpinned by a new City and Hackney Integrated 0-25 (5 year) Emotional Health and Wellbeing Strategy.
- Continue the Wellbeing and Mental Health in Schools (WMHS) programme building schools' and professionals' capacity around identifying, addressing and referring children and young people for support.

- Develop a Healthy Schools Charter - a series of actions for local schools to sign up to that support the health and wellbeing of pupils

### **Every child's needs are identified and responded to early**

Our approach starts with a focus on early years but we also need to identify and respond to key points in a child's life when they might experience disadvantage and offer early help. Early help is not a service, it is an approach that relies on changes to practice, but also to the culture, systems, collaboration and leadership, as many of the resources will be in families, communities and community based organisations, so we need to ensure we value the strengths, assets and resources in communities that can support residents.

We are very concerned how the rising costs of childcare will affect families of all income and also that nurseries will no longer be viable and will close.

We will:

- Develop a new early help offer, including developing a number of strategic children's centres into new Children and Family Hubs for children and families to secure help and to offer support to families from conception up until 19 or (25 for young people with special educational needs and disabilities - SEND). These Hubs will involve a range of professionals from the Council, Health and community partners.
- Develop and deliver our [Autism Strategy](#) and SEND Strategy, ensuring they are fully integrated and recognise both areas of increased demand for support as well as the wider range of additional needs, from social, emotional and mental health, to visual and hearing impairment, and the children and young people who benefit from the Disabled Children's and Short Breaks services.
- We will bring together the core principles and priorities in SEND as shared with us by children, young people, parents and carers, recognising the importance of communication, co-production, access to information, accountability and excellent provision. We want to reshape our SEND services to wrap support around the settings and schools Hackney children attend, to ensure earlier identification of need, better preparation for adulthood, and a more compassionate and effective response.
- We will increase the number of places provided for children with SEND within the borough, both in our special schools and also in our mainstream schools, creating additional resource provision and opportunities for respite, as well as embedding a more 'graduated' response to special educational needs across Hackney Education.
- By increasing SEND places in the borough we will reduce travel time for Hackney children, parents and carers, and at the same time aim to increase support for independent travel, as well as maintain our in-house SEND Transport fleet.

### **Every child fulfils their potential**

We will give every child in Hackney the best start in life, and have set out how we will achieve this in our new [Early Years Strategy](#). The Strategy will be delivered to secure the right support for parents and carers, from pregnancy through immunisations, to choosing a playgroup, nursery or childminder.

We will also:

- Establish an Affordable Childcare Commission to map provision and access in the borough, support the growth of more public and private affordable child care options - including more social enterprise, third sector and co-op provision, and continue to invest in our network of local childminders.

Work to support schools falling into difficulty has had measurable success. Overall Hackney schools provision is in the top 20% of local authorities in the country, with 92% (35,529) of pupils attending Ofsted rated Good or Outstanding schools.

In line with the Council's work to tackle racial inequality, outlined earlier, we have developed and distributed guidance and tools for schools to develop a diverse and anti-racist curriculum and all Hackney schools have stated that they are reviewing/or have reviewed curriculum content to ensure it is reflective of all pupils. The Hackney Schools Group Board have continued to explore themes of belonging with Hackney Schools alongside workstreams exploring the curriculum and reading in schools.

The Children and Families Act, introduced in 2014, increased the age range of young people eligible for SEND support from 0-19 years to 0-25 years. In Hackney, this has contributed to a 34% increase in the number of children and young people we support. The extra support for young people is welcomed, however funding from Central Government has not been enough to enable councils to cover the extra costs, and funding for high needs Special Educational Needs and Disability (SEND support) has effectively been frozen since 2011. Significant work is planned in line with the [school estates strategy](#) and this will be a priority over the next few years.

We will:

- maintain Hackney's record of education success, and we will work together with our schools to tackle the attainment gap so great results do not depend on a child's background or where they live. To support this we will also deliver an extended hours study space offer for pupils and students who cannot rely on having space or time to study at home.
- liaise with schools, including Alternative Provision providers, to ensure a whole school commitment to the principles of inclusion, and highlight the Inclusion Quality Mark which demonstrates and celebrates the work that schools do to support diversity. We will further develop the role of the Parent Liaison Officer to work with parents, carers and schools to ensure that engaging with parents is effective and inclusive.
- continue to roll out a 'no need to exclude' policy across our schools. We will aim to see a consistent reduction in 'off-rolling' and excluded pupils in Hackney by 2026, and continue to tackle the disproportionality within exclusions of black children and children with SEND.
- We have lobbied central government for changes in legislation to tackle unregistered settings. We await their final response following consultation last year.

### Every child is equipped for adulthood and has choice over their future

- We will maintain and champion Young Hackney services, our four Hackney Youth Hubs and network of seven adventure playgrounds that provide a variety of activities and opportunities, recognising the value of play for creativity, health and wellbeing.
- We will create a 10 by 10 Programme to ensure by the time they are 10 years old, every child in Hackney has access to at least 10 different activities that help expand their horizons and equip them for the future
- We will also codesign a Leaving Care Plan with our children in care to ensure we provide the right support as our young people transition into adulthood.

#### Key strategies:

- Early Years Strategy
- [Hackney Young Futures Commission](#)
- [Schools Improvement Plan](#)
- Health and Wellbeing Strategy
- SEND Strategy
- Integrated Care System Place Based Plan

#### Supporting strategies:

- Culture, Heritage and Libraries Strategy

## 4. How we work

The more our residents struggle, the greater the demand for council services and support, whilst the pressures of inflation make those services more expensive to deliver. This also puts a greater strain on staff. This means we will need to fundamentally change the way we deliver some of those services, so we can safeguard them for the future. Without the changes set out below, we do not think we will be able to achieve the aspirations set out in this plan.

The way we work is going to be as important as what we do, because this is how we can be most impactful and create the right working relationships and conditions for work to be sustained. We want to be a Council that works for the people who live and work here- putting residents first. We need to be financially sustainable and invest in what matters to have a secure financial future. We want to be a Council that is modernised, flexible, collaborative, and skilled to meet our future challenges.

We will do this by:

- **Using data more effectively to help us understand problems in a more holistic way.** This will ensure we're able to use our resources most effectively to support residents in the best way possible and ensure we can make decisions that are well supported by evidence but not blocked by unnecessary bureaucracy.

- **Building capabilities across our services.** Bringing frontline staff directly into how we do change and creating development opportunities for all staff.
- **Enabling service areas to access a broad set of skills to support change.** Connecting knowledge and expertise within service areas with core design capacity and capability.
- **Implementing a Corporate Landlord Operating Model and creating the right governance frameworks.** The concept of a Corporate Landlord is that management around all property assets is carried out at a corporate and strategic level, rather than at a service level. Under this model the responsibility and accountability for both the strategic and day to day decision making around land and property assets that services occupy or use is centralised. This will ensure the most efficient use of property assets and ensure alignment with corporate priorities, strategies and standards.
- **Measuring and evaluating our work** so we know what to do more of and what we need to do less of in the future.
- **Working in the open by creating opportunities for residents to participate in our work** so that we can ensure our services and decisions are co-designed and informed by the communities we serve.
- **We will work to close the digital divide and make better use of digital technology to modernise and innovate** where we can to create better experiences for our residents and staff.

The following ways of working were developed over the last four years and put into practice during the pandemic and we are now seeking to embed this further through working at all levels to support staff and partners with the right skills and tools:

#### **4.1 Communities as assets and putting residents first**

- To do this successfully, we will need to work hand in hand with residents and communities, always putting them first and focusing on building trust and confidence where it is low and shaping all our plans through effective engagement, co-design and co-production.
- We also need to value and invest in volunteers and the voluntary and community sector and build ongoing partnerships, involving them in work across the areas of the strategic plan.
- This approach is at the heart of the Neighbourhoods work, focused on preventing ill health, by joining up the work of Council, NHS and community partners.

#### **4.2 Inclusive, open and humble and anti-racist**

- This also means being more inclusive, open and humble and tackling institutional racism and work towards being truly anti-racist
- To be equipped to meet the challenges we face, we need a workforce that both understands what being inclusive and anti-racist means and that reflects the diversity of Hackney, at all levels

#### **4.3 Collaborative working**

- Partnerships matter more than ever- so we can maximise the resources we have for community benefit - procurement, jobs, physical assets as anchor institutions
- As a partnership we need to be more outward facing and collaborative, working across the whole system to find the right sustainable solutions. This will require leaders to work across boundaries with a greater degree of openness than ever.

#### **4.4 Place shaping and community wealth building**

- We need to continue to be a place shaper and do more to shape inclusive economies and build community wealth
- We need to develop a consistent approach to hyper local and place based working, drawing on the good practice from existing pilot work
- We will look at co-operative solutions to challenge market failure in areas like social care, affordable child care, and community energy. This also fits with wider commitments to place making and wealth building and priorities for change as a Council to put residents first, to be financially sustainable and to be a modern and innovative Council.

#### **4.5 Priorities for strategic partnership working**

Systems leadership, or place-based leadership, is the coming together of organisations to collectively solve problems which no single body can do on its own. As a partnership we need to be more outward facing and collaborative, working across the whole system to find the right sustainable solutions. This will require leaders to work across boundaries with a greater degree of flexibility and openness to change than they have perhaps been used to.

Working with universities can help us respond to many of the challenges in this strategic plan, developing the way we work and tackle the most intractable issues, in an evidence based way, as well as shaping a more inclusive economy by working with local institutions to design learning for local people and businesses. The Council is proactively developing local partnerships, as well as assessing all the partnerships already in place across the Council, so we can maximise and strengthen these links in support of this Strategic Plan.

We have discussed the strategic plan priorities with partners. The following are emerging shared priorities for how we work and what we focus on together, which will be developed further:

#### **Rebuilding trust and confidence with communities**

Community confidence in authority has been stretched more than ever in recent times. We need to work in a way which acknowledges and understands how things are for residents through the lived experience of communities and individuals rather than working with a focus on services, plans and numbers. We need to work in a way that acknowledges and celebrates the value of our diverse communities, that understands the need for a change in how we work with different communities and



cultures, and which recognises the strengths and the positive impact communities can have on the lives of families within them.

### **Tackling inequality**

Complex inequalities cannot be addressed by any institution working in isolation. More consistent curiosity, inclusive thinking and humility is needed in understanding the multiple drivers of inequality and the solutions needed across the system. This needs to be followed by a clearer commitment to owning and responding to the multiple drivers of inequality and working towards a single set of outcomes. This would, critically, include a partnership wide commitment to anti-racism.

### **Net Zero Commitment**

The Council has significant work to do in relation to the Climate Emergency as an ongoing and increasing priority. At the time of writing we are consulting on a Climate Action Plan. Rather than just focus on the Council's emissions, which represent 5% of the whole borough's emissions, the proposed Climate Action Plan will set out how, together, we reduce carbon emissions for the whole borough. The Plan also sets out how we might reach net zero by 2030, which is more stretching than our current target of a 45% reduction in carbon dioxide equivalent emissions (against 2010 levels) by 2030, and net zero emissions by 2040. Working purposefully with partners will be key to the Council achieving its targets and those for the whole borough.

### **Shared challenges for our workforce**

The challenges identified for the Council are also ones identified by Councils and we need to work together to look at:

- Supporting a workforce who are burnt out and now dealing with the cost of living crisis in their work with residents and in their own lives
- Developing an inclusive and anti-racist workforce that is trauma informed and aware of the impact of poverty and that reflects the diversity of Hackney, at all levels
- Supporting an ageing workforce and succession planning in these areas
- Responding to specific shared sectoral challenges, exacerbated by Brexit and the cost of living challenge