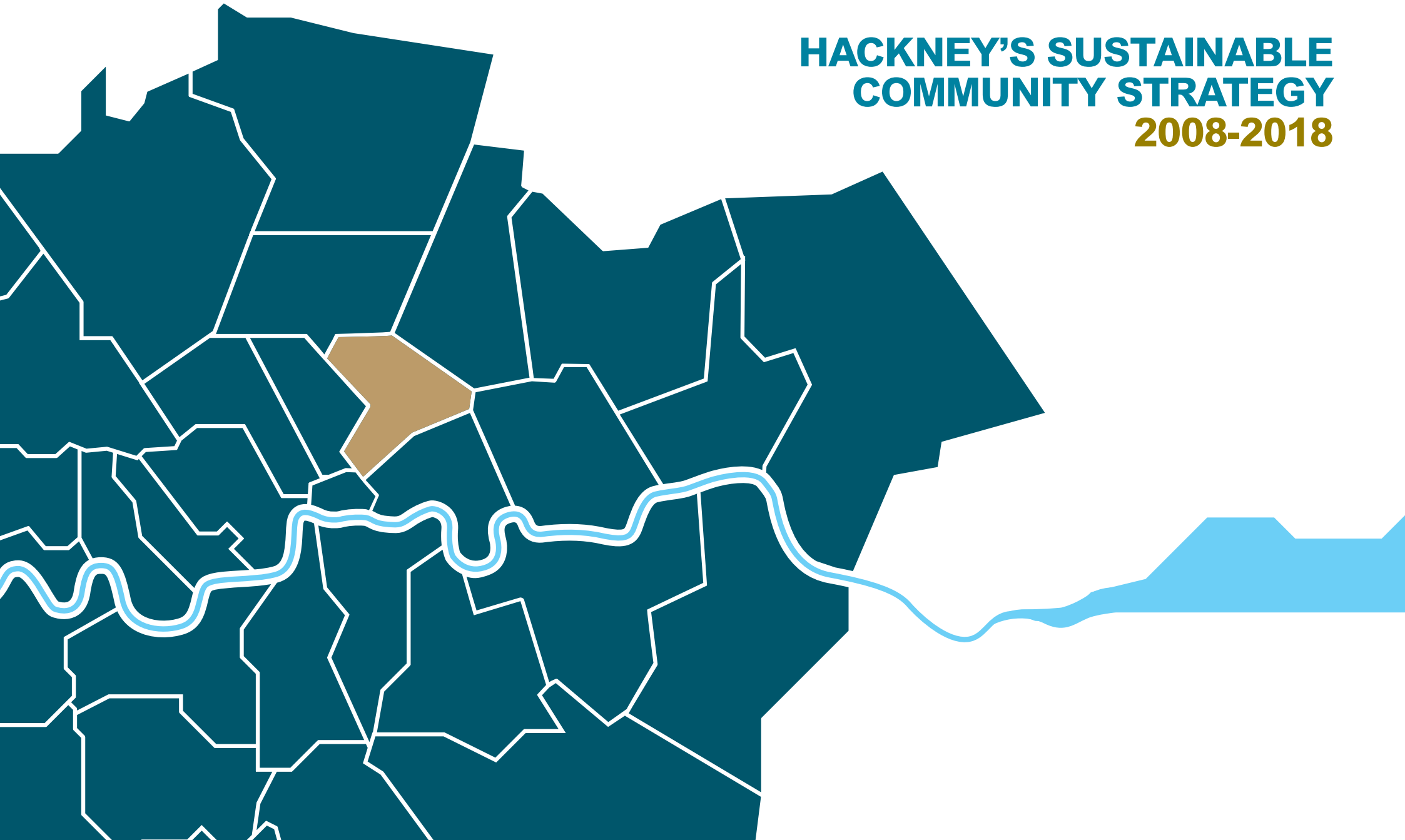


# HACKNEY'S SUSTAINABLE COMMUNITY STRATEGY 2008-2018



# Contents

<b>Foreword</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
Our vision for a sustainable Hackney in 2018	5
Hackney Timeline	6
The Story of Hackney	9
Priorities	15
Outcomes	16
What makes people proud, and not proud, of Hackney	22
<b>Chapter 1</b>	<b>24</b>
Reducing poverty by supporting residents into sustainable employment, and promoting employment opportunities	
<b>Chapter 2</b>	<b>34</b>
Helping residents to become better qualified and raising educational aspirations	
<b>Chapter 3</b>	<b>40</b>
Promoting health and wellbeing for all, supporting independent living and reducing health inequalities	
<b>Chapter 4</b>	<b>46</b>
Making the borough safer, and helping people to feel safe in Hackney	
<b>Chapter 5</b>	<b>52</b>
Promoting mixed communities in well-designed neighbourhoods, where people can access high quality, affordable housing	
<b>Chapter 6</b>	<b>58</b>
A sustainable community, where all citizens take pride in, and take care of Hackney and its environment, for future generations	
<b>Statement of involvement and engagement</b>	<b>64</b>

# Foreword



## By Mayor Jules Pipe

The next few years will see the people of Hackney reap the benefits of unprecedented investment in Hackney: the extension of the East London Line that connects Hackney to the tube network; new schools and homes; better health services and neighbourhood policing, and development in our town centres and at the Olympic site. This is a once in a generation opportunity that is transforming the quality of our public services and our environment.

But this period of investment will come to an end. We need to look now at how we do things differently with the same or fewer resources; at where we can make the most impact with how we spend public money in Hackney.

The strategy contains ambitious targets to reduce inequalities and the number of people living in poverty in our borough. I am confident these are achievable. This strategy is not about the extra activities we want to do on top of what we are already doing – it's how we do things differently, and why

we're doing them in the first place. The Council will take the lead, but needs the support of partners from the public, private, community and voluntary sectors to pool their efforts to make it happen.

We can't predict all the changes likely to have an impact on people in Hackney over the next ten years, but we are better placed to respond positively and help residents deal with change by having a shared vision and common plans to which we work. This is what we set out to achieve through this strategy.

# Introduction



## About this Sustainable Community Strategy

This community strategy is our shared 10 year vision. The priorities set out in it are a framework for local public services and partners from business, community and voluntary sectors to guide our work over the next decade to improve the quality of life in the borough.

All councils set out their long-term plans, to take into account the unique characteristics of each place and shape the locality they govern. Here you will find Hackney's approach. It is unique to Hackney, playing to its strengths and addressing its needs.

## Mind the Gap

We have already achieved much of what we set out to do in our first community strategy of 2005, Mind the Gap, including securing Hackney's first proper link to the tube and a substantial reduction in crime. There have been major successes in reducing infant mortality and the rate of teenage pregnancy. Many more Hackney residents are in jobs. Nearly two thirds of council homes meet the "decent" standard, compared to only a quarter five years ago, our streets are cleaner, and seven of our parks are judged to be "green flag" standard, or excellent. The quality of life in Hackney has improved.

However, all of Hackney's wards stubbornly remain in the top 10 percent most deprived wards nationally. The greatest risk to community cohesion in Hackney is economic polarisation. Closing the gap between our wealthy residents and our most deprived remains the strategic focus for the borough. As a partnership our priorities are tackling poverty and inequality through raising the aspirations of our residents, especially Hackney's children and young people, to interrupt the cycle of deprivation, and supporting people to improve their life chances and to achieve their ambitions.

## **Our vision for a sustainable Hackney in 2018:**

an aspirational, working borough, a vibrant part of this world city, renowned for its innovative and creative economy; a place that values the diversity of its neighbourhoods, and makes the most of their links across the globe to enrich the economic and social life of everyone who lives in the borough;

a borough with greater opportunity and prosperity for everyone, whatever their background, and narrowing economic, environmental and health inequality. We will have secured the benefits arising from hosting the 2012 Olympic and Paralympic Games; a green, cosmopolitan part of London with safe, strong and cohesive communities, and a shared sense of fairness, citizenship, and social responsibility.

# Timeline

## Roman and medieval

Roman Road from London to Cambridge (now the A10) and 'Pilgrim's way' running north through Lower and Upper Clapton built

## 1600s

Brickmaking is the main industry in Hackney with 170 acres of brick fields

## 1801

**Population snapshot:**

**Shoreditch**  
34,766

**Hackney**  
12,730

**Stoke Newington**  
1,462

## 1850s

The North London line – now London Overground – is built and the Great Eastern railway is extended through Hackney to Tottenham and Chingford

## 1870

North Metropolitan Tramways Company builds tramlines on Hackney's main highways. These are electrified between 1907-1913

## 1901

Population high point: 389,000

## 1908

London Olympics

## 1576

Shakespeare's first theatre built in Hoxton

## Early 1700s

Hackney develops a reputation for fun with several important theatres opening in the borough

## Early 1800s

City growth spills over into Shoreditch but the parishes of Hackney and Stoke Newington remain largely pastures and woodland

## 1820

Regent's Canal opens, linking Paddington and Limehouse

## 1800s

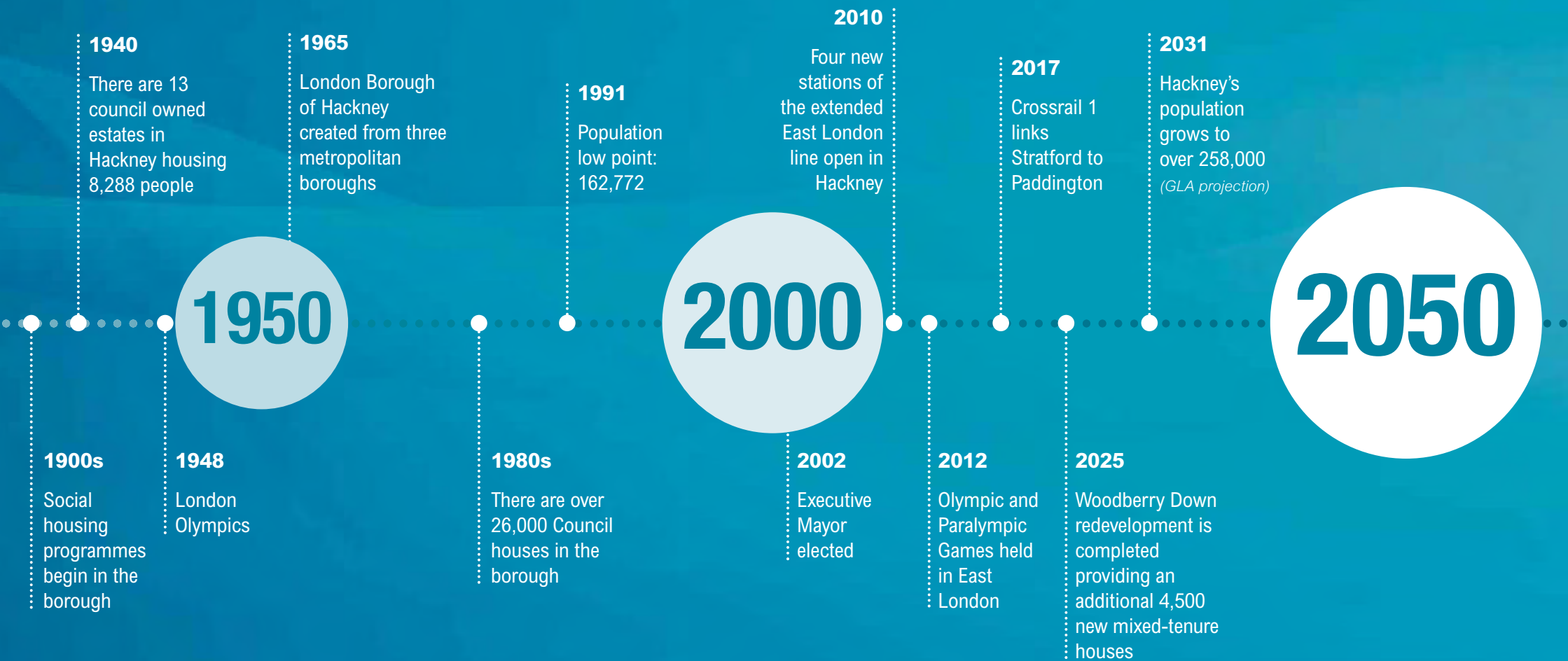
Hackney is the home of London's furniture, fashion and design industries

## 1899

Metropolitan boroughs of Shoreditch, Hackney and Stoke Newington created

## 1900

First Council housing – Boundary Estate – in Hackney opens on the border between Shoreditch and Tower Hamlets







### So why a new strategy?

Since our first community strategy was adopted there have been some major decisions about Hackney that will literally change the landscape over the coming decade: the Olympic and Paralympic Games that we will be co-hosting in 2012, and properly linking Hackney to the tube with an improved North London line and four new stations on the East London line opening in 2010. Changes to how we're funded, through Local Area Agreements that tie funding to agreed targets for the local area, mean that the interests of Hackney's Council, police and health services are bound together much more closely.

### How we developed the vision

In the autumn of 2007 Hackney's Mayor and Cabinet, together with the Council's senior management and members of the Team Hackney Board (including the police, the primary care trust, voluntary sector, businesses and housing providers) looked at evidence about the place now, analysis of changes likely to take place, and factors likely to affect local people and the local area. These include a growing population, economic growth over the decade and climate change. These discussions led to the vision for the place that we want Hackney to be in 10 years' time – in 2018.

The discussions that have led to the adoption of this strategy began

in a very different economic context. Following a decade of steady growth, the UK is in a period of slower growth or possible recession. The immediate economic climate may require flexibility around short term targets, but the longer term goals outlined in this strategy remain the compass-bearings for the outcomes we seek.



# The Story of Hackney

## Growth

Hackney is in the heart of London, one of the world's most successful global cities, and on the fringe of one of the world's most important financial districts, the City of London, and close to Canary Wharf and Docklands. Hackney is on the threshold of significant transformation, the likes of which we are unlikely to experience again in this generation. The next Olympic and Paralympic Games will happen in Hackney, offering unrivalled prospects for sport, culture, employment and business growth for our residents and firms.

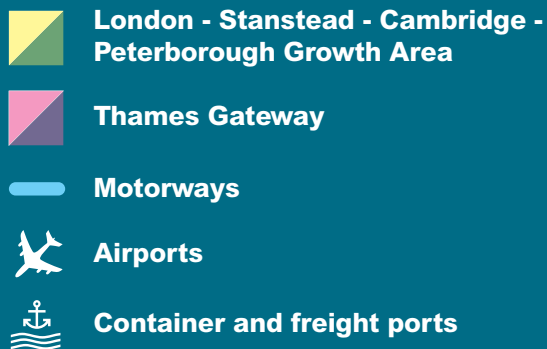
The regeneration brought about by the 2012 Games shifts London's centre of gravity to the east, and

linking the tube to Hackney will genuinely transform the local economy, bringing new jobs, housing and public facilities to the borough.

There is massive investment in decent social housing. The investment in new academies, and the rebuild or refurbishment of all our existing secondary schools, is changing the face of education for our young people. We are determined to harness the benefits of economic regeneration to improve the life chances of local people, and ensure that all our residents can share in the borough's steadily growing prosperity.

Hackney's last period of population growth came in the second half of the nineteenth century, with the arrival of the





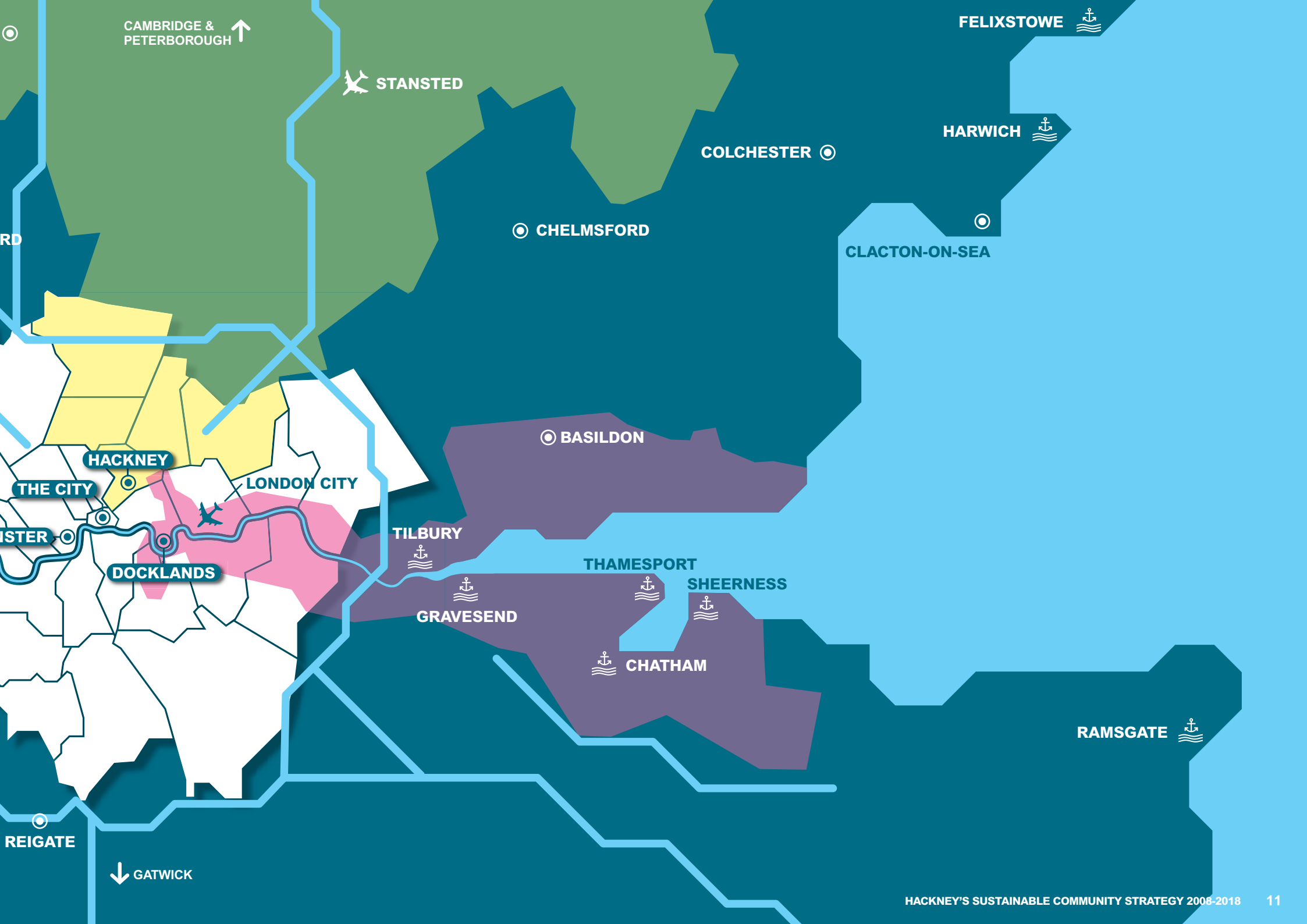
railways. By the end of the 19th century Hackney was a borough of nearly 400,000 people and a centre for manufacturing.

The population started to fall after the First World War, Hackney's clothing, furniture and textile industries suffered severe decline in the 1970s and 1980s, and the population reached its lowest point in the early 1990s at just over 160,000.

London's population has been growing over the last 15 years, but Hackney's rate of growth is faster. We are already one of London's most densely populated boroughs, and demand for housing in Hackney continues to grow. A combination of this growing demand and an improving local area have meant house prices have risen faster than

in many other parts of east London, and property prices appear to be holding up in the face of a national downturn. Many of our residents have been priced out of the market, and this presents a threat to a sustainable community. Our response is to provide a mix of housing including homes to rent and buy for people on middle incomes, more family homes, and to support creative financing solutions to help local people get onto the property ladder.





CAMBRIDGE & PETERBOROUGH

STANSTED

FELIXSTOWE

COLCHESTER

HARWICH

CHELMSFORD

CLACTON-ON-SEA

HACKNEY

THE CITY

LONDON CITY

DOCKLANDS

BASILDON

TILBURY

THAMESPORT

SHEERNESS

GRAVESEND

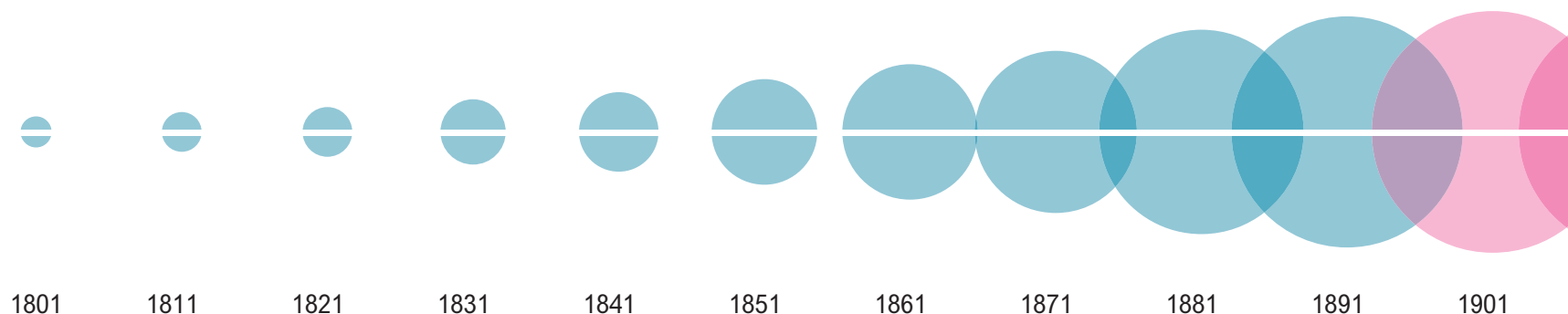
CHATHAM

RAMSGATE

REIGATE

GATWICK

## Borough profile - Population trends 1800-2021



### Cohesion

Hackney's community is one of the most richly diverse in the UK. Different ethnic communities are confident and respectful of one another. A recent MORI survey of residents found that 76% of residents believe that people from different backgrounds get on well together in their area, a higher proportion than in neighbouring boroughs, and close to the national average even though areas like Hackney with the high levels of deprivation tend to have the lowest score on this question. It is notable that all groups of residents feel that this is the case. We want this figure to increase.

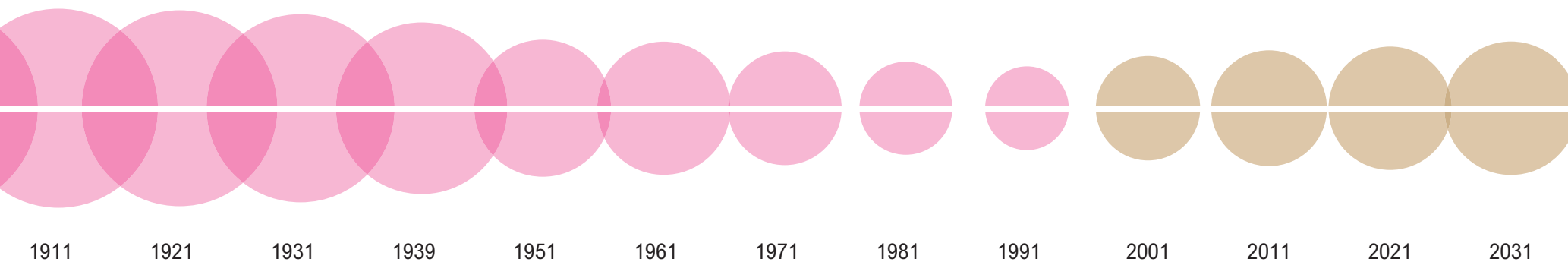
Hackney has historically been a borough that welcomes people from

all walks of life and all parts of the globe. Over half of Hackney residents come from ethnic minority groups, and local residents and businesses have strong links to places around the world. The rich diversity of the local population is common to other parts of central London, but what sets Hackney apart is the fine granularity of the mix. In all Hackney's neighbourhoods you will find a wide range of people with different ethnic backgrounds, people with very different income levels, people from different faiths, lesbian, gay, bisexual and transgender people, disabled people, young and older people all living in close proximity together and making a contribution to the culture and vitality of the local area.

Segregation is low in Hackney – ethnic and religious groups are widely dispersed across the borough, with the exception of our distinctive Orthodox Jewish (Charedi) community in the north east. Unlike many other London boroughs, there isn't one part of Hackney that is home to the most deprived residents, or the very well-off.

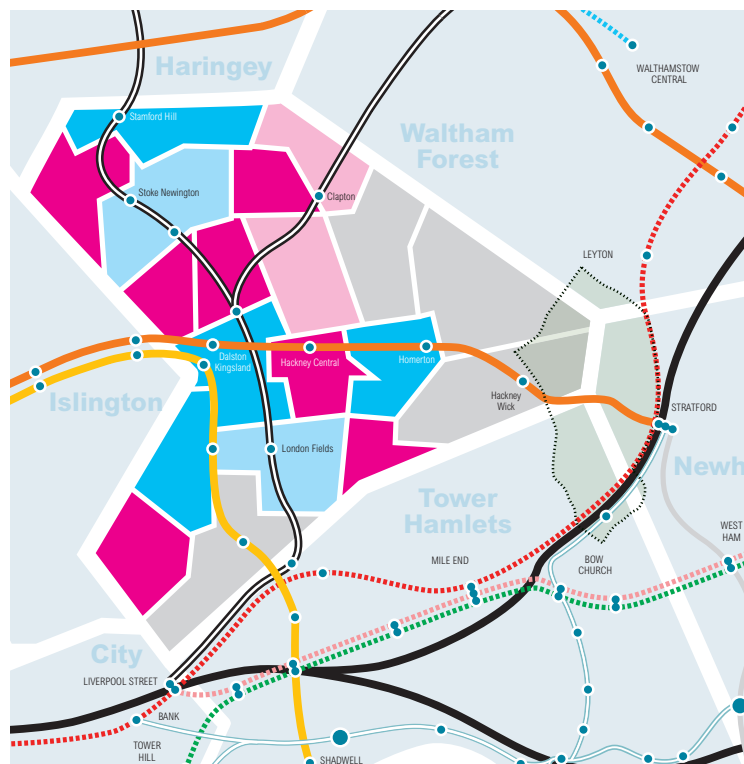
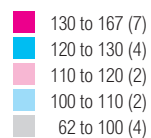
It has been the Mayor of Hackney's ambition since his election in 2002 "to achieve balanced, sustainable communities and neighbourhoods, which celebrate our diversity and share in London's growing prosperity and enable a good quality of life for all." We recognise that ensuring that diversity continues to be a strength in the context of growth is a challenge,

but also that the borough's diversity is one of its greatest strengths. The six priorities set out on page 15 are all framed to address this challenge, and ensure that our existing communities and residents can share in the benefits of a growing local economy.



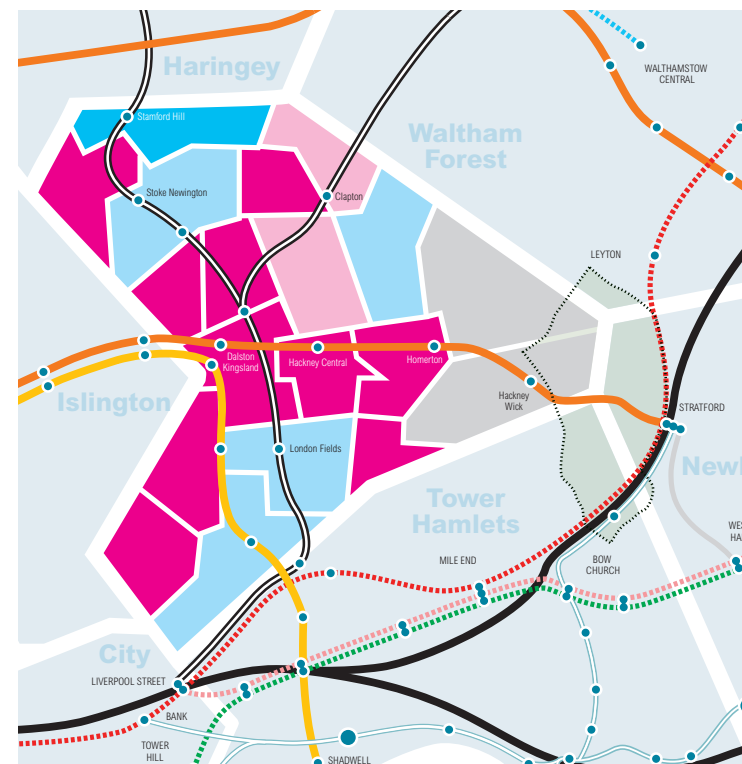
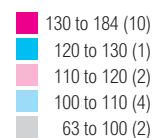
## Population density in Hackney 2008

2008 Population per hectare



## Population density in Hackney 2020

2020 Population per hectare







# Priorities

## How we will work to achieve this vision for Hackney

**Having looked at the best available evidence about Hackney now, and the challenges and opportunities the borough and its people face, we have agreed six priorities for the next ten years. These are to:**

1. Reduce poverty by supporting residents into sustainable employment, and promoting employment opportunities.
2. Help residents to become better qualified and raise educational aspirations.
3. Promote health and wellbeing for all, and support independent living.
4. Make the borough safer, and help people to feel safe in Hackney.
5. Promote mixed communities in well-designed neighbourhoods, where people can access high quality, affordable housing.
6. Be a sustainable community, where all citizens take pride in and take care of Hackney and its environment, for future generations.



# Outcomes

**A set of 18 outcomes provide partners with a focus for their own long-term planning, and the agenda for collective discussion. This is what will have happened in 10 years if we are to realise our vision.**

1. Substantially narrow the gap between Hackney's employment rate and the London average.
2. Increase employment for people in Hackney who are disabled or have a long-term health condition or mental health problems.
3. Improve the earnings of people in Hackney to lift them out of poverty.
4. Close the gap between the percentage of people in Hackney with no qualifications at all and the London average and increase the percentage of people of working age in Hackney who hold qualifications fit for the job market.
5. Ensure the educational improvement of Hackney's children and young people is excellent and that educational performance by school leaving age is consistently above the national average.
6. Ensure parents, families and carers are effectively supported to inspire their children to achieve wellbeing and reach their full potential in life, particularly families living in poverty.
7. Promote and maintain mixed, sustainable communities in all our neighbourhoods by securing a tenure and dwelling mix, including affordable homes and homes adaptable for people's changing needs.
8. Reduce the overall mortality rate in Hackney for all.
9. Reduce health inequalities in Hackney by promoting fair access to health advice, support, programmes and local amenities so everyone is able to enjoy good health.
10. To reduce the rate of mental illness in Hackney and close the gap in mental wellbeing between people from different backgrounds and between people living in the most and least deprived areas in the borough.

11. To enable independent living and offer personalised support for people with support needs living in Hackney, including older people, disabled people and carers.
12. Use excellent, sustainable urban design across the borough in our streets, on our estates, in our town centres and in other public spaces and local amenities; design which encourages and enables people to walk, cycle, play and spend time together safely in the community.
13. To make the borough safer, and make sure people living in, working in, studying in and visiting Hackney can feel safe in our borough.
14. To ensure that our town centres in Dalston and Hackney Central and our areas of growth in Shoreditch, Woodberry Down and Hackney Wick are vibrant places where local people and visitors choose to shop and spend leisure time, and make sure these centres remain attractive places to do business and invest in.
15. To enable and empower all our citizens to take an active role in local community, civic and democratic life in the borough.
16. To achieve a reduction in CO<sub>2</sub> emissions from the local area in line with national and internationally set standards from domestic, commercial, industrial and transport emissions.
17. To minimise the waste produced by local public services and enable local citizens, businesses and public services to minimise waste and to use resources including energy, water and waste in a sustainable way.
18. To provide fair access to first class public services in Hackney, and provide value for money for local residents and businesses.









## Statement of renewal

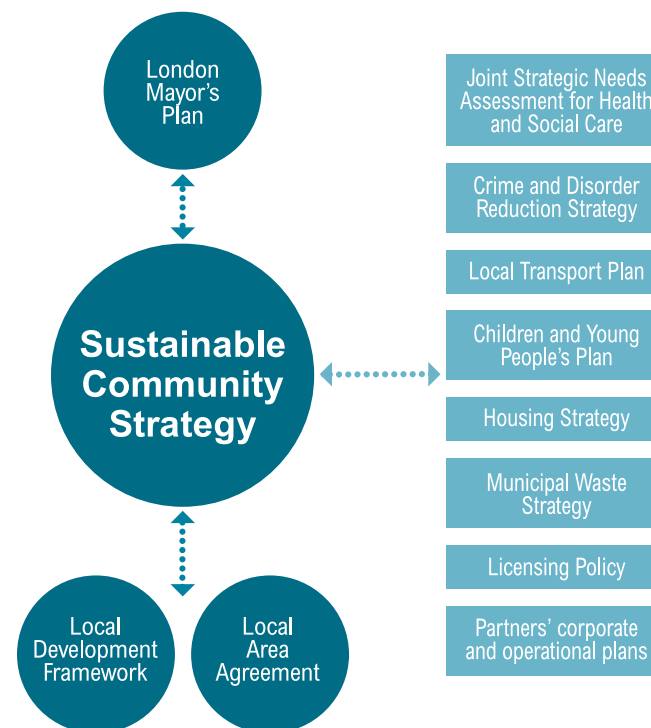
### How we will work towards achieving this vision for the area

This Sustainable Community Strategy is Hackney's 10 year policy framework. Everyone in the Team Hackney Local Strategic Partnership, from the public sector, local business, and voluntary and community agencies, commits to working towards the vision and priorities set out in it. These priorities, and the outcomes that set out where we want to get to, will be at the centre of our thinking when local organisations develop business plans and budgets, when we review and commission services and when we evaluate projects and programmes.

This document sets out the high level goals for the local area and our

community. Much of the detail on how we achieve these goals will be set out in other existing or future strategies and plans for the local area, including our Local Development Framework, Children and Young People's Plan, Crime and Disorder Reduction Plan and Housing Strategy. The diagram shows how all these plans fit together.

Partners recognise that to achieve some of these challenging goals we will have to work closely with other agencies and with local people, and try new and innovative approaches. We will also need to look more closely at the impact projects and work programmes have on local people and the local area and evaluate whether we are making good use of our resources and achieving the outcomes we have set for ourselves.





## Our Local Area Agreement

Our Local Area Agreement with Government includes specific three year targets that we commit to work towards and resource. The 35 targets we have selected to include in our 2008-11 Local Area Agreement from the Government's set of national performance indicators reflect our local priorities in Hackney. Hackney's targets focus on areas where we recognise we need to make strong progress in the next three years, to help us achieve our longer term goals. Future Local Area Agreements will be negotiated within the framework of Hackney's Sustainable Community Strategy.

## Strategic commissioning

Team Hackney partnership boards will continue to commission innovative approaches to tackle local priorities, using the area based grant. The partnership will evaluate the impact of new work programmes and projects and use what we learn from these pilot projects to improve and develop our mainstream services.

Strategic commissioning is not solely contracting or procurement, although this is an important element of the process, but more importantly, rather than competing for funding, it enables partners to work together to invest in public resources where they can make the most impact. For more details on

the projects commissioned take a look at Team Hackney's website and projects database:  
[www.teamhackney.org/commissioning](http://www.teamhackney.org/commissioning)

## Monitoring and reviewing progress

Hackney Council's elected members and Team Hackney's Partnership Board will work together to regularly monitor and track our progress towards achieving the vision and outcomes set out in this strategy.

## Sustainable Community Strategy Action Plans

To help drive progress on the Sustainable Community Strategy the Council and the partnership will lead on producing an annual Sustainable Community Strategy Action Plan. This will report on activity related to progress against the outcomes we're aiming for in the Sustainable Community Strategy, and the targets in the Local Area Agreement, and include action plans for the year ahead. Partnership agencies will be accountable for progress made against these plans. Transparency about our work and plans will make partnership working easier and will help us to target resources better.

### Policy reviews on big issues

From time to time the Council and the Team Hackney partnership will run policy development reviews, to help us devise more effective approaches to the big, complex, cross-cutting issues facing the local area like worklessness. We will also review how we will mitigate against any contradictions in what we're setting out to achieve between different priorities in the Strategy, e.g. supporting more women into paid employment as opposed to focusing on parenting as a means of raising educational attainment.

A small steering group of elected members, senior managers from local agencies and external experts, including academics, will lead these

reviews. Each cross-cutting review will produce a report and recommendations for the Council and Team Hackney to respond to. These reviews will also be a means of engaging and involving local people and community groups in finding solutions to the biggest issues facing the borough.

### More information

To find out more about the reviews contact the Strategic Policy & Research Team visit [www.hackney.gov.uk/plans](http://www.hackney.gov.uk/plans)



We believe that to achieve our shared vision for Hackney we need to continue to involve the whole borough in what we do.

# What makes people proud, and not proud, of Hackney

## Quotes from our first e-panel survey

Hackney has a distinct identity and a feeling that it is improving. People are proud of Hackney.

It's in London but feels like a community/town.

I like the fact that you get to recognise people as you walk about and for the most part they are friendly and greet you. We go to the local primary school and so see lots of people in the street that we half know from school. The local shopkeepers in Chatsworth Road are very friendly too.



The main problem is the secondary school catchment areas that mean you have to live on top of a school to stand any chance of getting in. My daughter selected four Hackney schools and was not offered any of them.

I live in De Beauvoir estate. It is run down, looks awful, has people living in terrible conditions and is only one mile away from the City of London. It has loads of space yet this is all concrete and either used for car parking (under used) or just empty concrete. The green areas are never used by local residents as there is no attempt to make these into nice places to sit or to be. It is a horrible place to live.

Diverse mix of people living in relative harmony, good pubs and cheap, authentic restaurants, not much of the showiness like the rest of London.

Hackney is so diverse, not just by culture but also class and one of the friendliest areas in London. The buses are regular, the local amenities are great, where else would you find a fantastic library, Primark store and theatre house as you do in Hackney Central? I love the terraced streets lined with trees that are up and coming but not too overly gentrified as you still have plenty of council estates in my neighbourhood. We have plenty of parks and open spaces, and with the new East London line this place is taking off.

Rubbish dumping, especially near the flats opposite. Dog mess on pavements drives me mad. Why can't parents teach their children not to drop litter? Not enough places for young people to go. I am saddened by the way boys can't seem to travel around to different areas without taking their life into their hands. It used to be boys walked their girlfriends home now it is the other way round.

It's really the bad press that we have had in the past as mud does tend to stick and people do tend to pre-judge. Having said that, you really can tell when you cross the confines between Hackney and Islington, the streets look so much cleaner, and we need to do more to promote the regeneration of the borough.

Many people outside Hackney have a very negative impression of the borough, believing it to be a dangerous and dirty place. There is therefore an initial element of 'bravado' in announcing that I live here. I then take pleasure in assuring them that 'it really ain't so bad', and has many beautiful aspects surviving and thriving amongst the debris of splintered cultures.

No doubt the diversity of culture. People from all over the globe: European, Asian, South American, African, Arabs. This is what makes me proud and happy about my area but with this diversity there are some mis-understandings between people about each other's culture and because of this there is always some kind of feeling of discomfort.

Anti-social behaviour. Constant noise of sirens and police cars, run down shopping areas.

It's fairly clean. It has good opportunities to support good causes, like local and healthy food, and reading and being well-informed - I enjoy/appreciate Stoke Newington library a lot. Good opportunities to be outside, appreciate parks and birds. Good amount of people supporting each other. Great culture in Dalston, like the Vortex Jazz Club, and the Arcola Theatre, and the Rio Cinema, and nice authentic cultural traditions in that area too. Good community and arts support.

# Chapter 1

**Reducing poverty by supporting residents into sustainable employment, and promoting employment opportunities**

**Getting people into work, and the increase in earnings through higher skills once they are in work, is our key means of reducing poverty. Hackney's low employment rate is an important factor explaining poverty in the borough. Children living in families in which no-one works are clearly at greater risk of being poor. However, there are also high levels of deprivation amongst working families. Hackney's male residents in particular earn well below the London average.**

**Qualifications and skills are amongst the biggest determinants of earnings. If we are to support more people into employment, and ensure that work pays, we need to ensure that Hackney residents have access to decent jobs, affordable transport and childcare, and that they are equipped with the right skills to benefit from the opportunities available.**

### **Trends in employment**

Unemployment and economic inactivity have been an issue for east London for decades. Unemployment nationally fell between the recession of the early 1990s and 2008. We have made good progress in narrowing the gap between Hackney and London over the past decade, but Hackney continues to have higher levels of unemployment than London as a whole. Together with the neighbouring boroughs of Tower Hamlets and Newham, Hackney's employment rate continues to be amongst the lowest in the UK.

Our ambition is to close the gap between the Hackney and London employment rates by 2018.

Hackney has a higher proportion of residents who are economically inactive. This includes retired people and students, but it also includes a higher than the London average proportion of people who claim Incapacity Benefit due to long-standing health problems, amongst whom as many as half have mental health problems. There is lots of evidence that the structure of steady employment helps those seeking to overcome mental health problems. Ill-health and disability continue to be amongst the most important barriers to employment.

We aim to put the new jobs that are within reasonable commuting distance from Hackney within the grasp of Hackney residents, by providing opportunities for getting the right skills and helping to match skills with jobs.

Almost half of all households living in social housing in London have no-one in work, compared to just 20% of those in private rented housing and 7% of owner occupiers, and Hackney has a higher proportion of social housing than London as a whole. We know that people in social housing are more likely to be disadvantaged in multiple ways, and more likely to have roles and responsibilities, such as caring, that are incompatible with full-time work. The complexity of the benefits system means that workless people often report that the risks of entering work are too high and the benefits not sufficiently clear.

Women overall have lower employment rates than men. Whilst there tend to be fewer women

unemployed in Hackney, they are far more likely than men to be economically inactive, both in Hackney and elsewhere in London. Among those who want a job, the most common reason for not seeking work is looking after family or home. Parents, particularly lone parents and parents of large families, face greater employment disadvantage in London than elsewhere in the UK due to both the high costs of living (including housing, childcare and transport costs) and difficulties in getting the right kind of work, which needs to be flexible, sustainable and sufficiently well-paid to break out of the poverty trap.

## **Issues for Hackney**

### **Skills**

The polarisation between the better off and the least well off in Hackney is illustrated by the levels of skills. Hackney has a higher proportion of working age residents with no qualifications than London or Britain, but it also has a higher proportion of residents qualified to degree level and above.

The pace of change in information technology and business in the new global economy has meant that low levels of qualifications among London's residents are a major barrier to their employability in London's increasingly competitive job market. Growth sectors within

London – such as construction, retail, hospitality and financial services – require specific skills. This means that we need to improve qualifications and skills not just in Hackney's schools but also amongst the adult population.

Those with the highest qualifications make up the largest proportion of the employed population, and their share is growing, both in Hackney and London as a whole. The share of employment going to those with no qualifications is stable, but this group is under-represented amongst the employed population, meaning they are more likely to be out of work. Technical skills are only one part of what employers are looking for. Employability skills,













which might include time keeping, behaviour with colleagues along with basic skills such as language, literacy and numeracy are a fundamental barrier to some of our most excluded communities getting back into the labour market.

Our ambition is to continue to address over the next decade the polarisation in skills and pay, ensuring that it pays to work, and that Hackney's residents have the skills to improve their life chances.

## Jobs

As with the rest of London, the structure of Hackney's economy has been changing. Manufacturing employment has been in decline since the 1970s, while in recent years Hackney's economic growth has been focused in a few key sectors, including the public sector, financial services, and creative and media industries. Large employers account for a slightly lower proportion of jobs in Hackney than in London, and the borough has slightly more jobs in small businesses (with less than 10 employees) than London as a whole.

Hackney has a lower job density than London or Britain and this ratio of jobs to working age population

has declined slightly, meaning there are not as many jobs per person in the borough. Most of the decline appears to have been in full-time rather than part-time jobs. However, the majority of Hackney's working residents commute outside the borough to work, and Hackney's location means it is a good place from which to make the most of new employment opportunities being created in neighbouring centres. Significant developments are taking place within 45 minutes' commuting time from Hackney - in King's Cross, Stratford City and the Olympics site, all of which will be creating jobs beyond the construction phase.

Long fought for investment in and improvements to the London Overground, London's new orbital

rail route, the extension of the East London line in 2010, with new train stations at Dalston, Haggerston, Hoxton and Shoreditch, will better connect Hackney to the rest of London. These new links will make it easier for local people to get to central London, the City, Docklands and Stratford City and to access thousands of job opportunities within an easy commute. High quality transport links also make Hackney a more attractive prospect for inward investment from businesses. For business, Hackney lies between the centre of London, the Thames Gateway and the London - Stansted - Cambridge corridor, all areas prioritised in the London Plan as growth areas for the capital.





Although there is pressure to use land to provide more housing in Hackney and a clear commitment to protect existing green space, we will encourage and support business investment in the City Fringe and in the areas with the best transport links. By enabling investment and development in areas like Bishopsgate near Liverpool Street and in the Olympic Park, we aim to draw in more medium sized employers to the borough. Regeneration programmes in Dalston, Hackney Central and Hackney Wick will create more sustainable town centres in Hackney through which we are seeking to attract employers from the retail, hospitality and catering, finance and ICT, and creative and media industries.

We aim to put the new jobs that are within reasonable commuting distance from Hackney within the grasp of local residents by providing opportunities for getting the right skills and helping to match skills with jobs.

### **Our approach**

We have a greater focus now on engagement and employability. We are working with housing providers to engage people who have tended not to benefit from mainstream employment services, and to support those people facing the greatest barriers to employment to access the services they need. We are using the housing providers' trusted status amongst residents and local networks to disseminate information via housing offices and community centres. We also use housing services to help overcome barriers to employment, such as fast tracking housing benefit claims for residents who lose employment.

We are creating better links between residents and the available employment opportunities, helping residents overcome their barriers via personal development (confidence and communication skills, for example), language and vocational skills, job matching and support once in work.



MediaS





**What we don't know enough about, and why we're doing a cross-cutting review on this priority**

The first cross-cutting review of Hackney's Sustainable Community Strategy will be looking at worklessness in Hackney, its complexities, and the barriers that exist to people entering the labour force. This review will inform and refine the aims of the strategy in tackling worklessness.

Issues we will want to tackle include:

- evaluation of what has or hasn't worked so far;
- getting our interventions to the right level to take us where we want to be;
- attitudes to work;
- barriers to working that may be beyond our control, some of which we may be able to lobby central government for change;
- how we mitigate any potential contradictions in what we're setting out to achieve between this priority and other priorities in the Strategy, e.g. supporting more women into work as opposed to focusing on parenting as a means of raising educational attainment;
- how we measure and work to increase the amount of social capital in Hackney - we know that, living in deprived areas can help perpetuate worklessness as there are fewer employed contacts through which individuals can find work. Finding work through personal contacts is the most common route into employment for the unemployed; how we can foster a greater level of 'social leverage', i.e. informal networks associated with how people find jobs and other opportunities.

**Link**



[Local Development Framework](#)

[Regeneration Delivery Framework](#)

[City Fringe Growth Strategy](#)

[London Skills Strategy – Raising the Bar](#)

[Skills Strategy](#)

[London Plan](#)

[www.hackney.gov.uk/plans](http://www.hackney.gov.uk/plans)



# Chapter 2

**Helping residents to  
become better qualified  
and raising educational  
aspirations**



**Our focus is on raising aspirations and improving qualifications because we believe these are key to improving opportunities later in life, and breaking the cycle of poverty. Worklessness and low incomes are the major underlying causes of poverty. Our ambition is that Hackney's children and young people should do as well as children and young people anywhere in the country.**

### **Trends in education in Hackney**

Our strategy for improving our secondary schools since 2002 has included the closure of failing or unpopular schools, and building new academy schools. In response to the views of parents, these are mixed, non-denominational, non-selective schools with sixth forms. In 2002 we had a severe shortage of secondary school places for Hackney pupils. By 2010 five new academy schools will have opened, and there will be enough places for 80% of Hackney's Year 7 pupils. We want more parents to choose to send their children to Hackney secondary schools as this will lead to a more mixed (in terms of family

income) school population that reflects our broader aspiration to build mixed and cohesive communities in Hackney.

GCSE results have improved dramatically since 2002. We are closing the gap with the national average. Primary schools' test results have improved and we do well in terms of the value added by our schools, but they remain below those of comparable London boroughs and Hackney's schools have been consistently at, or near, the bottom of the national league tables. There is also too great a variation between the performance of our primary schools.



The challenge in the longer term is to break the inter-generational cycle of poverty by raising educational aspirations, enabling children to break the cycle of disadvantage.

In our last community strategy we promised to raise the attainment of all pupils, with a focus on raising the achievement of underperforming groups especially Caribbean heritage and Turkish speaking pupils, and boys. Improvement in performance is good. We have taken a rounded approach which includes supporting parental involvement, looking at housing needs and targeted work at each of the key stages of education.

We also promised to reduce the numbers of young people not in training and education, and since 2004 we have seen a steady decline in the numbers, but these are still higher than for other areas of east London and across England. We need to do more.

### **Challenges we face**

Hackney's schools have the fifth highest percentage of pupils eligible for free school meals in London. There is a persistent gap between the attainment of pupils eligible for free school meals and their peers at the age of 16. We know that the factors that lead to underachievement are complex and that understanding these better means we can effectively tackle the causes.

There are high levels of mobility in the school population. As pupils move in and out of our schools the socio-economic composition of the school population can change. For example we are currently seeing an increase in pupils of Somali and Congolese origin, more socio-economically disadvantaged than the pupils of Ghanaian and Nigerian origin that they are replacing, and who come from backgrounds where there is, in general, far less of a cultural emphasis on educational attainment than in Ghana or Nigeria, presenting further challenges in raising overall attainment.







Children in care are known to be at risk of underachievement. Hackney has a higher proportion of children looked after by the local authority than the London or national average, although there is now a consistent reduction in numbers as a result of our strategy to avoid children and young people having to be looked after. Hackney's looked after children achieve better GCSE results when compared with the rest of London, but there is still a long way to go in terms of greater equality of outcomes between looked after children and their peers.

### **Breaking the link between poverty and attainment and combating the effects of multiple disadvantage**

We know that there are high aspirations within Hackney's schools with more than two thirds of our pupils between the ages of 10 and 15 wanting to go on to university compared with half nationally. We should support these aspirations so our children and young people can realise their ambitions. Our ambition is that Hackney's children and young people should do as well as children and young people anywhere in the country.

Children from poorer backgrounds face multiple disadvantages, not only in terms of material poverty and

education but across the full range of areas identified in the Government's Every Child Matters agenda. This means that to improve children's well-being and life chances, we should also focus on ensuring that our children and young people are physically and mentally healthy; are safe at home and around Hackney; and are engaged in positive activities outside of school.

We will intervene at an early stage to build the resilience of children and their parents and carers. We want to continue to improve the quality of our early years provision, so that the risk of later underachievement is reduced. Children's centres and extended schools, providing on-site extra

curricular activities, behaviour and health support, and more, are at the heart of our approach.

We know that parenting has the biggest single impact on outcomes for children and young people. Our ability to work together with parents will shape the success of our plan. Strong parental involvement in children's education and health will improve achievement and behaviour, and ensure that children are healthy, able to learn and more likely to become responsible adults. We need to support positive parenting, giving the right support to parents when they need it. We want to use research about what helps parents, and work with them to improve the well-being of their children.



## Our approach

Tackling child poverty is central to realising our ambitions. We will address the underlying causes of child poverty, by supporting parents to gain and retain employment and to increase their incomes. The challenge in the longer term is to break the inter-generational cycle of poverty by raising educational aspirations enabling children and young people to break the cycle of disadvantage.

We aim not only to support more people into work as a route out of poverty, but also to ensure that children and families from deprived backgrounds are able to access the full range of services they need to reduce the negative effects of

poverty on aspirations and life chances, not just in terms of economic well-being, but also health, education, parenting support and family learning, leisure, culture and sport, housing, community safety and staying safe. See chapter one for our approach to skills for adults.

## Link



Children and Young  
People's Plan

Regeneration Development  
Framework

Skills Strategy

[www.hackney.gov.uk/plans](http://www.hackney.gov.uk/plans)

# Chapter 3

**Promoting health and wellbeing for all, supporting independent living and reducing health inequalities**





**Our priority is to reduce the health inequalities that inhibit individuals from realising their full potential at home, in work, or in the social life of our community. We plan to achieve this through promoting health and wellbeing and supporting independent living. To enable people to be healthier and more independent, the public sector can invest in better primary care, hospitals, better housing and leisure facilities, and we can support people to make healthier choices, but it's also down to individuals to choose to live healthily.**

### **Health inequalities**

We want to improve the overall mortality (death) rates, addressing particularly the communities with the poorest mortality rates. The overall mortality rate is the rate of death due to all causes, including cancer, road accidents and drug misuse. It also requires tackling indirect causes of early death such as mental illness. Reducing overall mortality rates is clearly a task that involves many more people than just the health service professionals.

Hackney has the highest levels of childhood obesity, which has longer term health implications including diabetes, heart disease and cancer.

We recognise a wide and complex range of determining factors including housing, income, education, employment, crime and the quality of the local environment all impact on our health and sense of well-being.



We know that a healthy start has a positive impact throughout an individual's life.

**What we set out to do over the last few years and what we've achieved**

We have made huge progress on what we set out to achieve in our first community strategy. We have reduced the gap between the life expectancy of Hackney residents and the rest of the country. While it continues to lag behind the national average, the women of Hackney enjoy a longer life expectancy than women nationally, but men have a significantly shorter life expectancy. We have successfully reduced infant mortality to lower than the London average. The reduction in teenage pregnancies by 28% over eight years has received national recognition, and we continue to

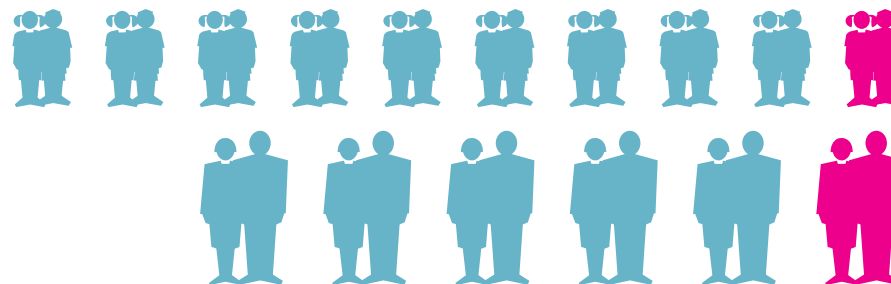
focus on bringing down the number of people who smoke as this is still the biggest cause of death in Hackney. These achievements are the result of targeted work with specific high risk groups.

**Healthy lifestyles**

We know that pursuing activities that make up healthy lifestyles is key to preventing ill-health. There is a rich and diverse cultural, sports and leisure offer in Hackney: theatres like the Hackney Empire and the Arcola, football on Hackney Marshes and the re-opened London Fields Lido, London's only heated outdoor 50 metre swimming pool. Hackney's community groups and local amenities can all contribute to improving local health and wellbeing,

and prevent social isolation and exclusion. Over the last three years a greater number of people have started using local leisure facilities and award winning parks like Clissold, Springfield and Shoreditch. More people are also choosing to cycle or walk to get around.

As one of the five host boroughs for the London Olympic and Paralympic Games in 2012, we have a unique opportunity over the next decade to capitalise on the new infrastructure and regeneration opportunities around the Olympic Park and across the borough: we will have improved facilities at Hackney Marshes, an annual cultural festival showcasing local creativity, good access for pedestrians and cyclists along



1 in 10 children  
and 1 in 6 adults  
at any one time  
has a mental  
health problem.

green corridors and by public transport to the new parkland in the Wick area, and increased participation in sports and community volunteering running up to 2012 and continuing after the Games have finished.

Hackney's leisure facilities are popular, but our challenge is to enable people to make informed choices about their lives, and encourage those people at greater risk of ill health, the least well-off in Hackney, to use the services that will help improve their health.

### Focus on children

Throughout this strategy we emphasise our role in providing opportunities for everyone to realise their full potential. We know that a healthy start has a positive impact throughout an individual's life. Child poverty is associated with worse health outcomes across a range of indicators, including low birth weight, long-standing illness and disability, and poor mental health. Unhealthy lifestyles are also more prevalent amongst children in poor households, who are more likely to be overweight or obese.

Teenage pregnancy rates in low-income families are higher, and children born to teenage parents are twice as likely as the

children of adult parents to become teenage parents themselves.

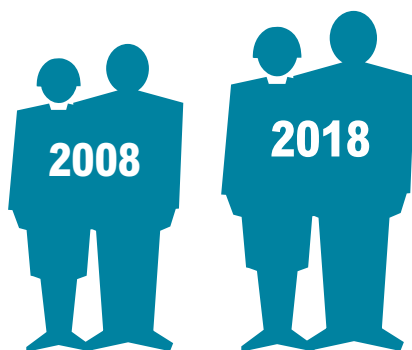
### Focus on mental health

Hackney has relatively high rates of mental illness when compared with the England average. 1 in 10 children and 1 in 6 adults at any one time has a mental health problem. Nearly a quarter of all GP consultations concern mental health issues. The rate of hospital admissions for mental illness is highest amongst black men. The largest single reason for individuals in Hackney living on incapacity benefit is mental and behavioural issues. Many of these are of limited severity, for example mild depression and anxiety, and the people afflicted by them require support to return to

work. We now understand that the structure of steady employment is beneficial to those seeking to overcome mental health problems. We are concentrating on less severe mental ill-health, and seeking to address problems earlier.

We want to see a reduction in the rate of mental illness in Hackney, and to close the gap in mental wellbeing between people from different backgrounds, and between people living in the most and least deprived areas in the borough.





There is a projected modest increase of 8% in the number of residents over 60 in the next 10 years.

### **Independent living**

People are living longer and Hackney's demographics are changing. There is a projected modest increase of 8% in the number of residents over 60 in the next 10 years, but the longer term trend is for the rate of increase to accelerate. There is also a rising number of young adults with complex support needs, and people with learning difficulties are living to an older age.

We will need to transform how health and social care support is provided here over the next couple of decades. Financing social care support is increasingly challenging, people's expectations of public services are changing, and new

technology has an impact on the kinds of services we are able to offer people. We recognise that individuals, their families and wider support networks are most often best placed to understand their own support needs and to devise the solutions to meet these needs; personalised support packages will be designed to encourage people to live independent, active lives. Supporting people to live independently in the community is not just about taking care and support into the community, it is also about providing homes that support this.

We have made progress in recent years. Direct payments, individual budgets and Telecare services are used successfully in Hackney to

offer service users greater choice and control over the support they get. More older people, and people with mental health needs, are being helped to live safely in their own home and we are making good progress on making sure social housing in the borough meets the Government's Decent Homes Standard.

### **How we are working in different ways to achieve our ambitions**

Healthcare services in London are under review. There is increasing emphasis on early intervention and preventative care. We will consider how we might make the best of this opportunity, for example through polyclinics, to ensure effective joining up of local public services so that we are better placed to have an impact on some of the wider determinants of health, including worklessness.

The borough's healthcare strategy already focuses on preventative services delivered from primary and community-based services. The Primary Care Trust's "Bigger Brighter Better" programme for



upgrading primary care facilities will mean residents will have access to larger and better equipped health centres, bringing many more services nearer to their homes.

Strong partnership arrangements are in place including joint mental health teams, joint commissioning, and a joint Director of Public Health. The Council, Primary Care Trust, Homerton University Foundation Trust, East London NHS Foundation Trust, voluntary and community sector organisations and registered social landlords have made significant progress in addressing the borough's complex health and wellbeing challenges.

### **How we will take this forward**

We will use the annual assessment carried out by the Primary Care Trust and the Council, in consultation with local people, the Joint Strategic Needs Assessment (JSNA), to provide us with a robust picture of local health and social care needs. The JSNA will include the input of local people about their experiences of health services and the facilities promoting health.

### **Link**



[London Health Plan](#)

[Hackney Community Health Profile](#)

[Hackney and City Health Improvement Plan 2006-2009](#)

[City and Hackney Joint Strategic Needs Assessment \(for Health and Social Care\)](#)

[Carers Strategy](#)

[Transforming Adult Social Care Strategy](#)

[www.hackney.gov.uk/plans](http://www.hackney.gov.uk/plans)

# Chapter 4

**Making the borough safer,  
and helping people to feel  
safe in Hackney**





**Crime is reducing in Hackney. We will work to keep reducing the levels of all types of crime. But alongside this we have a broader scope. We want people to feel safe in Hackney, and this includes feeling safe on our roads, for example. We will continue to talk about successes in reducing the different types of crime, but we know that telling people that Hackney is safer does not make them feel safer on its own.**

### **The top priority for residents**

The last four years have seen significant drops in crime levels in Hackney. There were 8,000 fewer victims of crime in 2007/8 than in 2004/5. The chances of becoming a victim of crime are lower, and far fewer residents think that the level of crime is the thing that most needs improving about Hackney, but people continue to be more concerned about the level of crime than about anything else.

This is understandable. Crimes continue to happen, and the way in which high profile violent crimes are reported in the media has the effect of making people feel more vulnerable. The message “crime is down” is not necessarily credible next

to headlines about guns and gangs. We know that problems with anti-social behaviour such as vandalism and graffiti, and the generally run-down look of some parts of Hackney, can also make people feel less safe. We also know that Hackney residents perceive people using and dealing drugs to be a very big problem compared to the London-wide figure. Hackney’s reputation as a high crime borough has a detrimental effect on external audiences, as well as on residents’ satisfaction with the area in which they live. The perception amongst Londoners of Hackney as a high crime area has an affect on inward investment and the local economy.



Hackney is a place where people feel they get on well with others of different backgrounds. We plan to build on this strength and, in the context of population growth and development, to foster a greater sense of living in a socially cohesive place.

#### **What we mean by safety**

Incidents of knife and gun related crime have dropped by a third over the last few years, but we are of course maintaining a focus on violent crime and gun crime. We continue to focus on reducing the level of domestic violence and we want to keep reducing the levels of all types of crime. But alongside this we are broadening the scope of our work. We want people to feel safe in Hackney. We will continue to promote our successes in reducing different types of crime, but we know that telling people that Hackney is safer does not make them feel safer on its own.

Since we produced our first community strategy in 2005 we have focused on community policing and improved joint working to tackle anti-social behaviour. There are now Safer Neighbourhood Teams in every ward, providing dedicated local policing cover at priority times. We have an increasing focus on behaviour change, and a corresponding focus on enforcement activity against environmental crime. For example, the Safer Neighbourhood Office at Orsman Road in Shoreditch, a joint project between the Council, the police and the Shoreditch Trust, brings together the Council's street warden team, environmental enforcement, community safety teams and two ward-based



community police teams. We know that maintaining a uniformed presence on our streets helps residents to feel safer.

Feeling safe is also about a better built environment, and the principles of “designing out crime” should inform new developments and the re-design of our housing estates. We include within this improvements in the way our streets look, better lighting, CCTV, promoting changes that allow pedestrians and cyclists to feel safe on the roads, and providing safe places for children to play.

Residents and visitors to the bars and clubs of south Shoreditch are also entitled to feel safe: the borough’s licensing policy takes a tough line on problem pubs and clubs, but we also work with

responsible licensees who want a safe evening economy that appeals to a wide range of people.

Hackney is a place where people feel they get on well with others of different backgrounds. We plan to build on this strength and, in the context of population growth and development, to foster a greater sense of living in a socially cohesive place. We know that there is a relationship between the state of the economy and levels, and types, of crime and will act to mitigate the effects.

We will continue to seek, and act on, feedback from the community about what prevents them from feeling safe.

### **Young people and feeling safe**

Young people are disproportionately both perpetrators of crime, and victims of crime.

We believe that more opportunities for young people can prevent anti-social behaviour and criminal activity. There is lots of evidence that engagement in employment, education or training reduces the risk of offending or re-offending in both adults and young people. The high correlation (both as a cause and an outcome) between youth crime and poor educational attainment means that getting interventions right is also likely to raise educational attainment in the borough and improve progression into employment, education and training.

We have a range of services, delivered through the Learning Trust; the police; various voluntary organisations across the borough; and the Council’s Youth Services, Community Safety Team and Youth Offending Team, that aim to provide clear messages to young people on active citizenship, personal safety and the implications and consequences of gang affiliations, carrying firearms, knives and other weapons. The aim has been to engage and empower young people, particularly those at risk, to find alternative approaches to tackling conflict and keeping safe.

We are using innovative approaches, for example, the Mobile Gangs Intervention Team (MIT), which focuses on young people





leading chaotic lives who find it difficult to access appropriate services, aims to reduce tensions from gang-related activity within the borough and across London, and provides support to young people wanting to exit gangs. It aims to support young people that are at risk of becoming involved, or already involved in offending arising from their gang membership.

### **How this fits together**

We have been required by Government since the Crime and Disorder Act of 1998 to work in partnership to reduce crime, disorder and combat drugs misuse. The Safer, Cleaner Partnership Board of Team Hackney is responsible for delivering a Community Safety Plan based on a strategic assessment of need. The Community Advisory Panels in each ward, and the borough-wide Community Engagement Board, allow residents to feed in emerging local priorities and the police to explain their approach locally.

### **Link**



[Community Safety Plan](#)  
[Children and Young People's Plan](#)  
[Anti-social Behaviour Policy and Strategy](#)  
[Gender and Domestic Violence Strategy](#)  
[Hate Crime Strategy](#)  
[Licensing Policy](#)

[www.hackney.gov.uk/plans](http://www.hackney.gov.uk/plans)

# Chapter 5

**Promoting mixed communities in well-designed neighbourhoods, where people can access high quality, affordable housing**



**We want to promote a mix of tenures, both in new developments and existing estates, because we believe that's preferable to people living in segregated enclaves according to level of income. We know that people choose to live in Hackney because of the diversity and mix of different types of people, and we think we should build on that as a strength.**

**Our ambition is to provide more quality, affordable homes for all income groups, with homes that are large enough for those with families and affordable at different life stages, with more housing options for a greater range of people on low and middle incomes, and links between tenures. We will continue to develop a range of innovative mechanisms to achieve this.**

## **1. Housing growth in Hackney**

Over the last decade or so, Hackney, like many parts of the country, has seen a growth in housing development, in particular in private sector housing. Nearly three quarters of new housing development here since 2001 has been in the private sector, and house prices have risen dramatically in that time. Since the introduction of the Right to Buy in the 1980s, nearly a third of social housing managed here by Hackney Homes is now owned by leaseholders.

In line with the London Plan, our housing and planning policies encourage mixed-use, compact development, close to transport networks. The 2001 Census shows

Hackney is one of the most densely populated local authority areas in the country. However, as the London Plan makes clear, compared to other world cities, development in London is relatively open and low density.

We are changing the density and mix of tenures through the Estates Renewal programme and at Woodberry Down, and more of the affordable homes being built here now for rent or for sale have three or more bedrooms for larger families, to help address overcrowding.



### **Sustainable, attractive neighbourhoods**

Our ambition is that Hackney remains a pleasant place with attractive neighbourhoods where people want to live, and that the projected growth in population and rise in housing density, brings us a more vibrant local economy, but without losing the sense of cohesion in the community.

Higher density new housing development will be concentrated in our town centres and other areas designated for growth, including in Dalston, Hackney Central, south Shoreditch, Hackney Wick and the Lower Lea Valley, and Woodberry Down.

Investment in neighbourhood regeneration, including a substantial investment in the Decent Homes Programme, has helped improve living standards in increasing numbers of homes on our estates.

### **Well-designed housing and local neighbourhoods**

People living here in Hackney made it clear in their feedback to consultation on our first community strategy, Mind the Gap, and in their responses to the Local Development Framework, our spatial strategy, that they want developers to use high quality design in new developments. We agree that excellent architecture and well-designed public space, are essential elements in accommodating a growing



population successfully. Our Local Development Framework is the means to achieve high quality urban design and architecture in the borough. We use design competitions for our masterplans, give out awards for good design, and promote a “Hackney Standard” of high quality urban design for our public spaces, streets, and estates.

We will work to a more consistent standard of environmental quality between open and public spaces on our estates and in the rest of the borough. We will make better use of facilities such as community halls and youth centres for the wider benefit of everyone in the community. By tackling anti-social behaviour and negative perceptions about how safe our local

neighbourhoods are, we aim to make our shared spaces in local neighbourhoods more attractive places where people enjoy spending time together.

There aren’t many private gardens in Hackney and so it’s important for health and wellbeing that people are able to access high quality, public and green spaces in their neighbourhood and in our parks and town centres. We want there to be safe places to play for all Hackney’s children and families, close to their home.

Given the projected growth in the numbers of older and disabled people in our borough over the longer term, we will work towards homes that can be adapted to changing needs.

We are changing the density and mix of tenures through the Estates Renewal programme. More of the affordable homes being built here now for rent or for sale have three or more bedrooms for larger families to help address overcrowding.

### **Low carbon housing and addressing fuel poverty**

Partners in Hackney are committed to addressing climate change where we can at a local level and reducing the carbon footprint of our local area. An estimated 43% of the area's carbon emissions are produced by homes, more than from business and industry, and road transport. Heating is one of the main sources of domestic emissions.

All new housing will be expected to meet the national code for sustainable housing and we are working now to encourage low carbon development in the borough. However, most of the homes of the future are already here. More will need to be done over the next

decade to modify existing social housing in the borough, and to support residents in private sector housing to make their homes more energy efficient. A major driver for our approach is tackling the fuel poverty experienced by people on lower or fixed incomes.

### **Affordability of housing**

The costs of private rental and home ownership are out of reach for a significant proportion of Hackney families. For young people growing up in Hackney, access to decent, affordable housing remains a major issue, just as it is in many other parts of the country. Residents' surveys over the past five years show that local people rank decent affordable housing as one of

their top three priorities for improvement for Hackney.

Hackney has the largest affordable housing sector in London. Over half the housing here is social housing; the majority of this is housing for rent from the Council's arm's length housing management organisation, Hackney Homes, or from the diverse range of registered social landlords operating in the borough.

A large proportion of the homes in the borough are for the most socially excluded; there continue to be relatively high levels of homelessness in Hackney; investment in social rented housing is the core role that we fulfil as a landlord, and is a critical part of our approach to mixed tenure neighbourhoods. Our approach is

to provide quality, affordable homes for all income groups, looking at the need for affordability at different life stages, home size, and progression between different tenures.

Hackney has tended to have relatively low levels of owner occupiers living here, compared to other parts of London. Owner occupation is likely to grow to over 40% of all housing here by 2015, and the social rented sector looks likely to fall as a proportion, rather than absolute numbers, of overall housing in the borough.







### **Wider gain from new development**

Hackney's Local Development Framework requires private sector housing projects and our estate renewal programmes to provide a range of mixed tenure homes for households with a wide range of incomes, including affordable housing for rent and for sale. We will continue to use legal powers available to us, such as Section 106 agreements, to secure wider social, environmental and economic benefits for the area, to offset the impact of new development in the borough.

### **Involving local people in creating and retaining sustainable communities**

We know that to achieve our broader ambitions we should encourage and support local people, community groups and businesses to contribute to maintaining and improving the quality of the local environment in our neighbourhoods and on our estates. At Woodberry Down, one of the largest regeneration schemes in the country, we have used a range of means to engage and involve local people in shaping the project. Hackney Homes is stepping up resident involvement in decision-making about our housing estates.

## **Link**



[Housing Strategy](#)

[Homelessness Strategy](#)

[Local Development Framework](#)

[Regeneration Delivery Framework](#)

[The London Plan](#)

[www.hackney.gov.uk/plans](http://www.hackney.gov.uk/plans)



# Chapter 6

**A sustainable community,  
where all citizens take pride  
in, and take care of Hackney  
and its environment, for  
future generations**

**We know people take pride in Hackney for its diversity, for the sense that things are improving, and its mix of communities. We need to add to this with the regeneration of our town centres, work towards environmental sustainability, and improved cleanliness in a way that builds on this diversity and vibrancy.**

### **Hackney now**

Hackney's urban fabric includes a rich mix of distinct Georgian, Victorian, modern and contemporary architecture. Compared to many other inner city boroughs, the area benefits from a relative wealth of green space and popular local parks.

Hackney has a tradition and reputation for being a creative, unconventional borough. Shoreditch has a long history as a renowned entertainment district on the fringe of the City, hosting the original Shakespearean playhouses, then later on music halls, and now some of London's most interesting and popular nightlife.

The area has a strong tradition of welcoming people from all walks of

life, regardless of their background. Over the last couple of centuries, people from across London, the UK and around the globe have come, settled and made their way in Hackney, contributing to the rich diversity of the place now. The borough has welcomed people drawn to the area by employment opportunities and the mix of cultures created by successive waves of immigrants.

Local people, visitors and other commentators often talk about the area as a friendly, vibrant and diverse place. In our local centres Dalston, Hackney Central, Shoreditch, Stamford Hill and Stoke Newington you can see how traditional 'east end' culture has fused with and been enhanced



here by culture and traditions from around the globe. This can be seen in our thriving street markets, local shops, bars, restaurants and festivals that produce some of the best of contemporary British life on offer in a world city like London.

Hackney has a rich community and civic life, and involvement in activity outside of paid employment contributes enormously to the community's sustainability. Participation in volunteering is one form of active citizenship which we will support to develop further. We also want to enable and empower all our citizens to continue to take an active role in debates about changes affecting their local area, and to play their part in making change.

The quality of the local environment in Hackney has greatly improved in recent years, but local people generally still think Hackney is dirty, and that people here in the borough could do more to keep it cleaner. We recognise that litter, graffiti and fly-posting contribute to a sense of lack of safety, and we will continue to work to design public space in a way that is easier to keep clean and discourages anti-social behaviour, as well as being tougher against those who don't respect our environment.

### **Hackney future**

Over the next five years we will see major regeneration and investment in Hackney linked to the 2012 Games and the renewal of local public services. New shopping centres will be developed near by at Stratford City and King's Cross. We will consider how best we promote and enhance Hackney's existing strengths, with the genuine involvement of people living here, so that we secure a successful future for our local town centres and enhance the distinct character of Hackney's neighbourhoods.

The purpose of a sustainable community strategy is to set out how an area plans to address the economic, social and environmental needs of their community over the longer term. It should also set out how an area can contribute to the sustainable development of the UK as a whole, to help meet the national commitment and to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations. We agree that it's essential we make sure that our ambitions to raise prosperity for local people do not have a negative impact on local environmental quality for future generations.



Hackney currently has the lowest emissions of any London borough, largely due to low levels of car ownership.



We will use our spatial planning policy, the Local Development Framework and our regeneration plans, set out in our Regeneration Delivery Framework, in a proactive way to manage sustainable development and direct resources and investment in growth areas next to decent transport links.

### **A low carbon borough**

Hackney currently has the lowest emissions of any London borough, largely due to low levels of car ownership. Over the next decade we will work with local people to manage the potentially competing goals of growth and development, and environmental sustainability.

### **Energy efficiency**

The projected growth in our local population and our ambition to raise the prosperity of local people place added pressures on us to use energy more efficiently. An estimated 43% of the area's carbon emissions are produced by homes, more than from business, industry and road transport. All new housing will be expected to meet the national code for sustainable housing, but most of the homes of the future are already here. More will be done over the next decade to modify our social housing, and to support residents in private sector housing, to make Hackney's homes more energy efficient. We will look at options for energy efficient combined heat and

power networks. A major driver for our approach is to reduce the proportion of people's income spent on fuel.

We will continue to work with central and regional government so that Hackney also stands to benefit from transport schemes like the proposed Crossrail lines.









## Transport

Hackney benefits from being a relatively compact inner London borough close to the City of London, London's West End and Docklands. We have a strong track record and a great reputation for promoting cycling. We plan to extend existing green corridors to better connect areas of higher population density to green space near by, and to use high quality urban design so that people have pleasant and safe routes to walk and cycle between our main town centres, local amenities and neighbouring areas, such as Stratford City.

With improvements to the London Overground and the East London Line secured, we will continue to work

with central and regional government so that Hackney also stands to benefit from transport schemes like the proposed Crossrail lines, and new bike network schemes.

## Reducing waste

Over the last six years Hackney has significantly increased the amount of household waste recycled and composted in the borough and introduced compulsory recycling schemes. Sending household waste to landfill at the rate we do now is becoming increasingly expensive. The finite amount of space remaining for landfill, coupled with our rising population, mean that we will have to step up our efforts to reduce the amount of waste we produce and to make better use of it.

## Changing behaviour

We know that achieving sustainable development in Hackney will require leadership, good governance, innovative public involvement and changes in behaviour on the part of individuals and organisations. Local public services will play their part in improving our local infrastructure and in raising the quality of the local environment, and we will work to find more innovative ways to foster change.

## Link



[London Plan](#)  
[Local Development Framework](#)  
[Climate Change Strategy](#)  
[Transport Strategy](#)  
[Regeneration Delivery Framework](#)  
[Waste Strategy](#)  
[Green Spaces Strategy](#)  
[Volunteering Strategy](#)

[www.hackney.gov.uk/plans](http://www.hackney.gov.uk/plans)

# Statement of involvement and engagement

**We want people to be involved in the decision-making process of the Council beyond the renewal of Hackney's Sustainable Community Strategy. The publication of this community strategy marks the start of a wider, and continuing, conversation with residents, partners and other stakeholders about the quality of life in our borough.**

**We believe that to achieve our shared vision for Hackney we need to continue to involve the whole borough in what we do. As the democratically elected and democratically accountable local public body, Hackney Council will take a lead role in supporting local people to have greater voice and involvement in shaping the future of their local area using a range of means.**

## **Involving local people and organisations**

We have used a wide range of resident and stakeholder feedback on other statutory strategies and plans, together with evidence about the local area and our community, to refresh Hackney's Sustainable Community Strategy.

In 2004 we consulted local people and organisations extensively to develop Mind the Gap, Hackney's first community strategy. Using a series of discussion papers and debates, everyone was invited to share their views and contribute ideas to help us shape our longer-term plans. The priorities expressed then are not significantly different four years later and have shaped

this document.

Since Mind the Gap was first published, residents and other stakeholders have also commented on our longer term plans for development in the area, as part of the consultation on the Local Development Framework, our spatial planning strategy. Partner organisations from the public, private, voluntary and community sectors were also involved in influencing our choice of local priorities for our three-year Local Area Agreement with central government.

Councillors, partners represented on our thematic partnership boards and organisations in our Community Empowerment Network, who represent community groups across

Hackney, have all taken part in discussions about how we refresh this strategy and helped us shape our vision and priorities for Hackney.

### **Encouraging active citizenship, and participation in local decision-making and democracy**

Hackney has a rich community and civic life and we want to enable and empower all our citizens to continue to take an active role in debates about changes affecting their local area. Active involvement in shaping decisions about the place where people live takes many forms, from voting, pursuing an issue with a ward councillor, taking part in local surveys and consultation exercises, or through campaigning or advocating for change for the benefit

of local people and the local area.

We also recognise and value the diverse range of activity going on across our borough, by individual citizens, among community groups, community networks and other voluntary and community sector organisations. Involvement in activity outside of paid employment contributes enormously to the community's sustainability and plays a vital role in improving the quality of life of people in our borough.

### **Playing an active role in the local community**

Participation in volunteering is one form of active citizenship, and we support a number of interventions to further develop volunteering in the borough. These include some targeted work with the local volunteer centre and a number of organisations that involve volunteers in the delivery of their services, collecting data on volunteering in Hackney, and then using this to develop a volunteering strategy for the borough, and facilitating partnership projects between the voluntary and public sector.



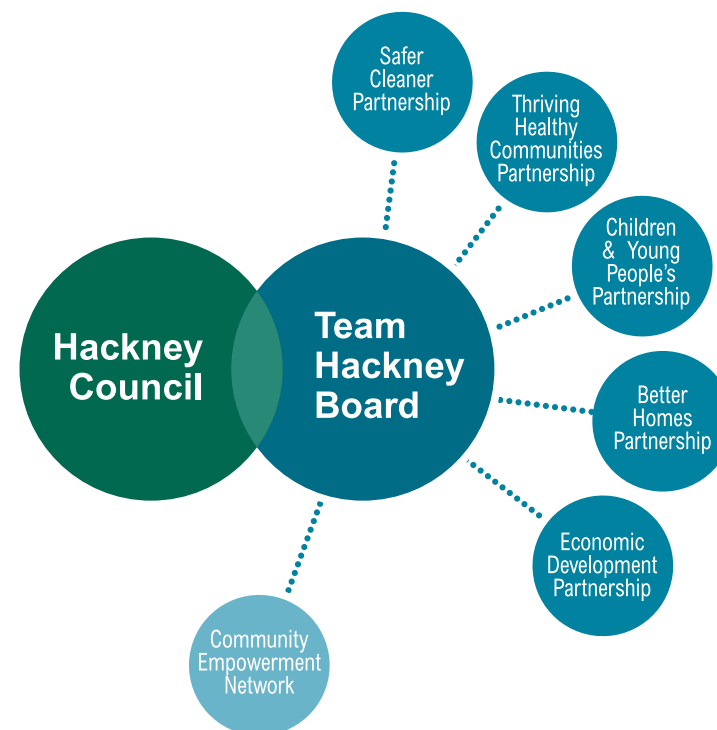


### Team Hackney, working together as a strategic partnership

In its role as community leader, the Council brings together other local public services, community and voluntary organisations and businesses from across the borough to work together as the local strategic partnership, Team Hackney. The broad aim of the partnership is to work together to improve the quality of life of everyone in the borough. All the partners recognise that by working in partnership towards common aims and objectives we can deliver more for the people of Hackney than we could alone.

At the heart of Team Hackney is the Team Hackney Board, chaired by Hackney's directly-elected Mayor.

The partnership board consists of senior representatives from Hackney Council, the police, the health service, housing, regeneration and education bodies in Hackney, the community and voluntary sector, and business. Five themed partnerships support the partnership board as shown in this diagram.









### Contact your councillors

The work of a councillor includes holding surgeries to offer help to constituents, supporting local organisations, campaigning on local issues, and developing links with all parts of the community. Residents can contact their local councillor via the Council, and attend the councillor's advice surgery.

### Hackney Matters – our residents' e-panel

Hackney Council has a representative group of over 2,500 local residents from all walks of life, who have joined our e-panel, called Hackney Matters. Local people on the panel are asked to take part in regular online surveys and research

activities. This is one way local decision-makers and local public services can get views on Hackney the place, and public services on a regular basis. We use feedback from our e-panel to help us better understand people's views and attitudes on some of the big issues we need to understand better – like climate change. We also use the feedback we get from members of the e-panel to improve local services and develop new ways of doing things.

### Consult local people and organisations about important local issues

The Council and other local public services regularly carry out consultation exercises. These cover

different issues, from putting in a zebra crossing or controlled parking zone to writing a 10-year plan to improve opportunities for children and young people in the borough.

We have different ways of finding out about people's views and want to make it easy for them to tell us what they think. We might send out a questionnaire, write a feature in the Council's newspaper Hackney Today, invite people along to an exhibition or hear from them at a public meeting. We also go out to seek views at the places where local people are, such as markets, shopping centres and parks. People can also opt in for regular updates about consultations happening in the borough.

### Youth Parliament

Hackney Youth Parliament is run by Hackney Youth Service and is the forum for young people across the borough to have their say and create positive change concerning things that affect them. Young people aged 13-19 elect representatives who belong to a youth club, school or other youth groups, including faith organisations, looked after young children and lesbian, gay, bisexual and transgender young people.



## Hackney's Community Empowerment Network

Hackney's Community Empowerment Network supports and enables local people and organisations in the local voluntary and community sector to have a voice in Team Hackney, our strategic partnership. It focuses on:

- Developing mechanisms for local people to have a voice at the neighbourhood level.
- Increasing the capacity of local people and local organisations to contribute to, and deliver local priority outcomes.
- Empowering local people to become agents of change within the local areas and communities.

Representatives from the Community Empowerment Network have played a key role in the development of this strategy.

## Some other ways for people to input into local decision-making

People who have an interest in particular issues can join user groups, such as those for parks and libraries. People can get involved in scrutiny reviews, go along to a neighbourhood forum meeting or take part in one of the many opportunities for tenant participation led through Hackney Homes and local housing associations. There are also opportunities for people to have their say about health and social care issues through for

example the older people's reference group and the annual learning disability user event – 'The Big Do'.

There are mechanisms for partner organisations to share feedback from residents and other intelligence across Team Hackney.

## Link



[Ways to contact your councillor](#)

[The Council and local democracy](#)

[Consultation in Hackney](#)

[Team Hackney our Local Strategic Partnership](#)

[Our Community Empowerment Network](#)

[Volunteering and local voluntary and community organisations](#)

[www.hackney.gov.uk](http://www.hackney.gov.uk)



### **Produced by Hackney Council**

Copies of this strategy are available online at [www.hackney.gov.uk/plans](http://www.hackney.gov.uk/plans)  
Hard copies are available in Hackney's libraries and, on request, from Hackney Council's Strategic Policy and Research Team.

### **Photography**

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Pages 4, 8, 14, 18, 19, 32, 50, 62,

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Pages 27, 35, 36, 38, 39

#### **Effie Fotaki**

Pages 20, 41, 42

#### **The Learning Trust**

Page 37

#### **Other pages**

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### **Statistics**

Pages 6-7: historical information up to 1980s from The Official Guide to Hackney, available in Hackney's libraries

Pages 12-13: population trends information up to 2001 from census figures; 2011-2031 from Greater London Authority projections

Page 13: population density, source GLA's ward population projections PLP low



