

Overview & Scrutiny

Living in Hackney Scrutiny Commission

All Members of the Living in Hackney Scrutiny Commission are requested to attend the meeting of the Commission to be held as follows

Monday, 10th December, 2018

7.00 pm

Council Chamber, Hackney Town Hall, Mare Street, London E8 1EA

Contact:

Tom Thorn

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Tim Shields

Chief Executive, London Borough of Hackney

Members: Cllr Sharon Patrick (Chair), Cllr Sade Etti (Vice-Chair), Cllr Ian Rathbone, Cllr Michelle Gregory, Cllr Anthony McMahon and Cllr M Can Ozsen

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- 1 Apologies for Absence
- 2 Urgent Items / Order of Business
- 3 Declarations of Interest
- 4 Evidence gathering for review - work and approach of Hackney's Integrated Gangs Unit (Pages 1 - 18)
- 5 Evidence gathering for review - police resources to tackle serious violence (Pages 19 - 20)
- 6 Evidence gathering for review - opportunities and risks of changes to local policing in relation to tackling serious violence (Pages 21 - 26)
- 7 Minutes of the meetings of 13th and 21st November (Pages 27 - 66)
- 8 Living in Hackney Scrutiny Commission- 2018/19 Work Programme (Pages 67 - 82)

9 Any Other Business

Access and Information

Getting to the Town Hall

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Induction loop facilities are available in the Assembly Halls and the Council Chamber. Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

Further Information about the Commission

If you would like any more information about the Scrutiny Commission, including the membership details, meeting dates and previous reviews, please visit the website or use this QR Code (accessible via phone or tablet 'app')

<http://www.hackney.gov.uk/individual-scrutiny-commissions-living-in-hackney.htm>



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The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

The Council will endeavour to provide reasonable space and seating to view, hear and record the meeting. If those intending to record a meeting require any other reasonable facilities, notice should be given to the Monitoring Officer in advance of the meeting and will only be provided if practicable to do so.

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting. Disruptive behaviour may include: moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

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Providing oral commentary during a meeting is not permitted.



<p>Living in Hackney Scrutiny Commission</p> <p>10th December 2018</p> <p>Evidence gathering for review - work and approach of Hackney's Integrated Gangs Unit</p>	<p>Item No</p> <p>4</p>
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Outline

Hackney’s Integrated Gangs Unit was established in 2010 following the Community Safety Partnership identifying tackling gang violence as a strategic priority and a detailed analysis being carried out of gang violence in the borough to develop a comprehensive understanding of the alliances, disputes and tensions between different gangs.

The IGU brings together the police, a range of Council services, and others including the Youth Offending Team, Probation Services, the DWP and organisations providing one to one advice, training and support to divert people at risk away from gangs¹. It was the first co-located Integrated Gangs Unit (IGU) in the UK².

After it opened in 2010 gang-flagged violence fell for a number of years. There were 114 gun related crimes in the borough in the year to February 2011, compared to 66 in the year to February 2018. In the 2 years to November 24th 2018 there were no gang-related murders. This was prior to a spike in violence which was in evidence both in Hackney and elsewhere.

This item builds upon the introduction to the unit which Members received from the Council’s Community Safety Manager in the September meeting. At that point the Commission was developing the terms of reference for its review.

A number of partners and commissioned services operating within the unit will be in attendance to talk and answer questions on their work.

The paper, presentation and discussion for this item are intended to help the Commission answer the points below which form some of the core questions of its review.

The areas covered by the Commission’s review (of which this item forms a part) are being restricted to those which fall within its remit. Whilst this enables the work to be focused, it also means that several areas of relevance to the wider topic will not be explored in detail within this specific review. These include

¹ <https://www.hackney.gov.uk/media/11221/Our-approach-to-violent-crime/pdf/approach-to-violent-crime>

²<https://www.londoncouncils.gov.uk/node/31170>

activities within schools, Children's Social Care, Young Hackney and Youth Justice. These elements are and will continue to be explored by the Children and Young People's Scrutiny Commission, for example through regular performance reporting by the Children and Families Service.

This said, the Commission in its terms of reference for the review stated the intention to explore aspects around transitions as young people move from being catered for by youth services, to services aimed at adults. Specifically within this, the Commission wished to explore the support given to under 18s identified as at risk of gang activity / gang exploitation, after they reach 18.

The Youth Justice Service (which has Officers based in the IGU) will be represented at the meeting, along with Probation Officers based in the unit. Members are invited to ask questions around transitions of Youth Justice Clients to the Probation Service and any other services, and work to ensure continuity of support.

How is the Integrated Gangs Unit working to tackle serious violence and what are the pros and cons of its approach?

- What approach is the Integrated Gangs Unit taking to tackle gang related violence?
- What tools does it use?

In relation to support for Youth Justice cohort:

- What is the support to under 18s identified as at risk of gang activity / gang exploitation, after they reach 18?

Papers attached:

- The paper on pages 5 - 10 has been produced by the Integrated Gangs Unit
- The second paper on pages 11 - 18 is a set of slides provided by the Children and Families Service, in which the wider Youth Justice Service is based.

Guests Expected:

- Maurice Mason, Community Safety Partnership Manager
- Jan Stout, Integrated Gangs Unit Manager
- Emma Harradine, Probation Officer
- Brendan Finegan, Service Manager - Youth Justice Service
- Mark Barton, IGU Community Co-ordinator
- Sgt Charlie Pilbeam, PC Robert Murphy, Police Officers based within the unit
- Oladele Woye, Community Engagement Officer DWP

- Samir Khattab, Case Worker, SOS Project, St Giles Trust
- Damion Roberts, Case Worker, SOS Project, St Giles Trust
- Steve Gowan, IGU Researcher

Action

The Commission is asked to review the papers enclosed. They are invited to ask questions of Officers in attendance.

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Living in Hackney – 10th December, 2018

Item- Integrated Gangs Unit (IGU)

Report by Maurice Mason, Community Safety and Partnership.

1 Introduction

1.1 The IGU is a co-located partnership approach set up in 2010 to respond to the escalating serious violence linked to gang criminality in Hackney.

1.2 The key aims of the IGU are (performance over rolling 12 months to July 2018):-

- Reduce Serious Youth Violence- 10.5% reduction
- Reducing Gun Crime- 25% reduction
- Reducing Gun Discharge- 25% increase or 5 offences more
- Reducing Knife Crime 1 to 19 years old- 25.9% reduction
- Violence with Injury- 3% reduction

1.3 Since this time investment has been made from MOPAC allocations supplemented with core funding from London Borough of Hackney together with investment in terms of resource from the Police.

1.4 The IGU consists of the following core partners:-

- Police
- Probation.
- Youth Offending Services
- Intelligence Hub together with IGU Manager
- Department of Work and Pensions.
- Community Co-ordinator

1.5 The IGU also commissions the following partners:-

- St Giles Trust
- Empower London
- HCVS
- Mentivation

2 Purpose of this report

2.1 This report will focus onto providing a synopsis of the role of the IGU together with progress to reduce the recent spike in serious gang related violence. To achieve this it will cover following areas:-

- Intelligence Summary
- IGU response to recent increase in gang related serious violence
- Synopsis of IGU Partnership interventions
- Gang Matrix summary
- Safeguarding Young People at risk of gang exploitation

3 Intelligence Summary

3.1 The IGU is managing a cohort of 122 individuals identified via the gangs' matrix (see para 12 below). Thirty of the cohort is in custody at any one time. These are individuals who are over 18 years old in the main (only 10% of the cohort is under 18). These individuals are the more established gang members taking a prevention, diversion and enforcement approach to reducing recidivism. In addition the IGU is a key stakeholder in identification and response to a cohort of young people who have been identified as "at risk" of gang involvement and exploitation (see para 13 below).

3.2 There are 20 established gangs within LBH and since November 2017 we have unfortunately experienced 6 gang related murders with 8 firearms discharges since July 2018 resulting in two serious injuries.

3.3 Recent intelligence includes:-

- Analysis reveals current gang hotspots where interventions will be targeted.
- Most of the firearms incidents have involved shotguns with Police Trident investigating all of these incidents. No-one has been charged with any of the serious firearms offences.
- Since January 2018 there has been 60 serious incidents of violence involving gangs in Hackney. In the main lethal weapons have been used to perpetrate these offences.
- On 27/7/18 a group of gang members were shot at outside of a memorial event. A victim was shot through the buttock resulting in life changing injuries.
- Knife related crime seems to have hit a plateau and is beginning to reduce.

4 The IGU has undertaken the following response to reduce this spike in violence:-

- Trident is investigating the serious firearms incidents.
- IGU currently is managing 92 people on the matrix with 30 being in custody.
- The Police has increased proactive resource in the hotspot areas resulting in numerous arresting of key gang members.
- Youth outreach has been extended in Hoxton.
- A cross border meeting with LB Islington is arranged for 14th August with a representative from Islington attending the IGU intelligence and tasking meeting.
- Crime reduction action plans are in existence for two areas with a further one in development. This links the work of the IGU, Contextual Safeguarding and community safety.
- Progress is gathering pace to better identify those at risk of gang involvement with links being developed to the Children at Risk of Exploitation meeting.
- Operation Sceptre (serious violence reduction) involving enhanced police and partnership patrols is continuing with LBH routinely attracting this resource.
- Operation Winters Nights has focus onto Knife Crime hotspots and the knife seizure in our Borough is one of the highest across London.
- Trading Standards continue to undertake test purchase operations across the Borough with warning being given to a minority of store keepers.
- Much youth related outreach activities have been and are continuing to be delivered in schools, on the street and other venues with prevention in mind.
- Many Knife Crime weapon sweeps have been undertaken directed by the LBH weekly tasking process. With Community led sweeps being planned for the future.

- Enhanced patrols and enforcement in the N16 area together with the proportionate use of Section 60 stop and search powers.
- Partnership Action Plans in two areas with a further one in development.

5 Synopsis of IGU Partnership Interventions

5.1 Empower London- Safer London (EL)

5.2 Empower Safer London provided 1:1 intensive support to 33 young people experiencing child sexual exploitation (CSE). Under MOPAC London Crime Prevention Fund (LCPF) funding over 130 consultations is provided to professionals across the borough, offering expertise and guidance around supporting and working with young people experiencing exploitation, particularly in a gang-related context.

5.3 Being co-located in the IGU has facilitated the EL staff to support young people holistically through sharing knowledge with other practitioners within the unit, for example providing guidance around trafficking and the National Referral Mechanism to safeguard young people who are victims of county lines.

5.4 Of the young people intervened with in the financial year 2017/18, 81% demonstrated an increased understanding of safety and how to implement a safety plan. 81% demonstrated an increased understanding of healthy relationships, including having conversations with their advocate around consent, sex and the law and abusive relationship dynamics. Safer London advocates support young people with their health and well-being, including ensuring access to health services e.g. GP, sexual health and CAMHS – 70% of young people have demonstrated an increase in their levels of health and wellbeing.

5.5 Additionally EL has provided 4 preventative 10-week group work programmes within Hackney schools, including 2 at an alternative education provision.

6 Mentivation- Interventions to Reduce Gang Violence

6.1 Mentivation has deliver four 6-week Gang awareness programmes through-out the LBH in the local PRU, mainstream schools and youth clubs.

6.2 Outcomes:

- They have assisted young people to challenge and re-evaluate wrong thinking and lifestyles around negative peers (gangs) and weapons crimes (gun and knife).
- Stimulated critical thinking and avoidance strategies around offending activities and behaviours.
- Provided consistent adult advice, support and guidance.
- Advice and guidance for teachers' awareness on how to effectively work with young people around the issues they face around challenging and emotional behaviour including offending, gangs and inclusion.

7 Community Outreach:

Undertake community outreach sessions on a weekly basis, covering local crime hotspots and youth provisions in Hackney.

7.1 Outcomes:

- Engage with young people and youth workers in the community.
- Build positive communities within the borough of Hackney
- Gain community trust and support the community to gain to work with other agencies such as police and local council.
- Observe, assess and report on local community tensions.
- Information sharing with other agencies and professionals.

8 Probation and Youth Offending Team within the IGU.

Embedded within the IGU is a team of Youth Workers (YOT) and Probation Officers who are responsible for undertaking preventative and diversionary sessions with 122 young people and adults from within the Hackney Gangs matrix. These teams undertake 121 sessions with the cohort together with group work and other stakeholder interventions such as Parents Voice and work within educational establishments. Their work also extends to supporting cohort members to undertake training activities to endeavour to secure employment for cohort members. An element of enforcement is also evident through the use of the breach legislation and tagging process. Links are also made to other stakeholders such as The Department of Work and Pensions (operative is seconded to the IGU).

9 Hackney CVS

9.1 HCVS has recruited and trained 5 young people to be part of the Stop and Search Monitoring group. One of the youth leaders has developed a training package about acid attacks called "Corrosive", which we will begin delivering in schools and youth clubs in 2018/2019.

9.2 The young people's stop and search monitoring group has delivered Know Your Rights programmes in the following places:

- Hackney Community College
- Evelyn Court
- Forest Road Youth club
- The Edge Woodberry down
- Stormont House
- Morningside Youth club
- Pembury Estate

9.3 Members of the Stop and Search group also attended two parent conferences at Cardinal Pole School and Stoke Newington School.

10 St Giles Trust (SGT)

10.1 SGT provides two officers that are dedicated to the IGU to undertake intensive, specialist help for young people affected by gang-related violence and exploitation. We also prevent young people at risk of becoming involved in gangs and violence.

10.2 Their achievement over the last 12 months include:-

10.2 Housing-SGT has supported thirteen clients to better access housing support. Financial support, to help improve housing situations and referrals made to housing agencies has proven most common interventions. SOS Caseworkers have also supported with emergency housing referrals which involve caseworkers taking their clients to Hackney Housing and presenting them as emergency referral/homeless, caseworkers then dedicate their day to support their clients with their assessments, move and housing benefits.

10.3 Education, Training and Employment (ETE)-More than half of SOS Hackney clients received support with education, training and employment. This form of support is highly stratified by age. Support in this area predominantly focused on job-searches and employability improvements, in addition to supporting young people with their college process.

10.5 Health- SOS Hackney caseworkers supported over 90% of clients with health interventions this year, the vast majority involved encouraging clients to take up a positive activity such as sports or music. Caseworkers also supported clients in attending their GP and health appointments. In addition there has been much support with helping clients access statutory and non-statutory mental health services.

10.6 Reducing Offending- The majority of offending support is based around helping the young people engage with various statutory bodies. 1 in 5 clients from this cohort received support in engaging with the police, attending court appearances and/or engaging in legal professionals. 1 in 2 clients received support with engaging with probation and/or youth offending teams.

10.7 Finance, benefit and debts (FBD) - FBD support was targeted with 40% of clients received welfare rights advice and 20% received financial assistance in times of extreme hardship. Over 10% of clients received debt management advice and around 5% received support in setting up forms of financial accounts.

10.8 Gang Exit-There were 20 reported gang exits representing the 47% of the total client group.

11 Police Stop and Search Accountability

11.1 LBH Stop and Search members have been working on this project to increase police awareness and understanding of young people, mental health. Over several weeks, the Stop and Search members co-produced a training workshop on mental health awareness to deliver to 60 Police officers/NCOs in Hackney. Training to be delivered in April 2018. Young People interviewed police around their attitudes to mental health in February and March (4 interviews).

12 IGU Police Officers intervention

12.1 There are ten police officers working within the IGU. They have undertaken the following interventions:-

- The implementation of a number of covert and proactive operations targeting prominent gang members.
- Highest number of knives seized within London.
- Curfew and bail checks.
- Only London Borough showing a reduction in knife crime.
- Proactive arrest policy for those who are wanted for serious offences.
- Collation of intelligence to inform operational decision.
- Utilisation of targeted Section 60 stop and search power. These are monitored at the Stop and Search Group *ibid*.

13 Gang Matrix summary

13.1 The gang matrix was established by the Metropolitan Police in collaboration with key stakeholders in 2012 to provide a consistent and standardised method of identifying, people who have been involved in gang related criminality and thereby providing a focus for the IGU to reduce their offenders which safeguarding them from exploitation.

13.2 It is important to emphasise that in other London Boroughs it is the Police that unilaterally decides to include an individual on the gang matrix. This is not the case within Hackney where a fortnightly partnership meeting is held to review the gang matrix cohort to ensure that all partners contribute to decision around inclusions onto the gang matrix. Conversely there is flexibility within the process to remove someone from the cohort should they become disconnected from gang activities.

13.3 Under the direction of the Young Black Men's board a work stream has been adopted for the IGU partners to review the gang matrix with improvement in mind.

14 Safeguarding young people at risk of gang exploitation

14.1 Through collaboration with Hackney Children and Families the IGU partnership has identified a further 40 young people who are at risk of gang exploitation. Many of this cohort are already known to Young Hackney and the YOT through existing criminal justice processes. The intention of establishing this group is to better inform mainstream intervention to minimise the risk to these young people who may be susceptible to criminal exploitation.

15 Conclusion

The IGU is a co-located team involving a number of key stakeholders working together to prevent, enforce and divert prominent gang members from gang related criminality.

The IGU attempts to respond to the effects of gang crime and its causes and has a primary raison d'être to divert those who are offending from the gang life style.

Recent successes have included a reduction in knife offences together with reductions in serious youth violence. The LBH Mayoral manifesto commitment 92 explicitly outlines LBH's intention to continue to invest in the IGU to build upon the reductions in serious violence already achieved.

Maurice Mason

Community Safety and Partnership



Living in Hackney Scrutiny Review – Serious violence

Youth Justice information – Nov 2018

Youth Justice System in England and Wales



- YOTs were created by Crime and Disorder Act 1998
- YOTs are multi-agency partnerships that deliver YJ services locally. Working with 10-17 year olds; with certain exceptions.
- Statutory partners are LA, (CSC and Education) police, probation and health.
- The statutory aim of the YJS is to prevent offending by CYP.
- The Youth Justice Board, a non-departmental public body created by the Crime and Disorder Act 1998 to oversee, monitor and lead YJS in E&W.

Young person's journey through YJS

- Offence
- Arrest
- Pre-court
- Court
- Sentencing
- Serving the sentence
- Resettlement

Post- Court

Community Orders

- Referral Order
- Youth Rehabilitation Order
- Reparation Order

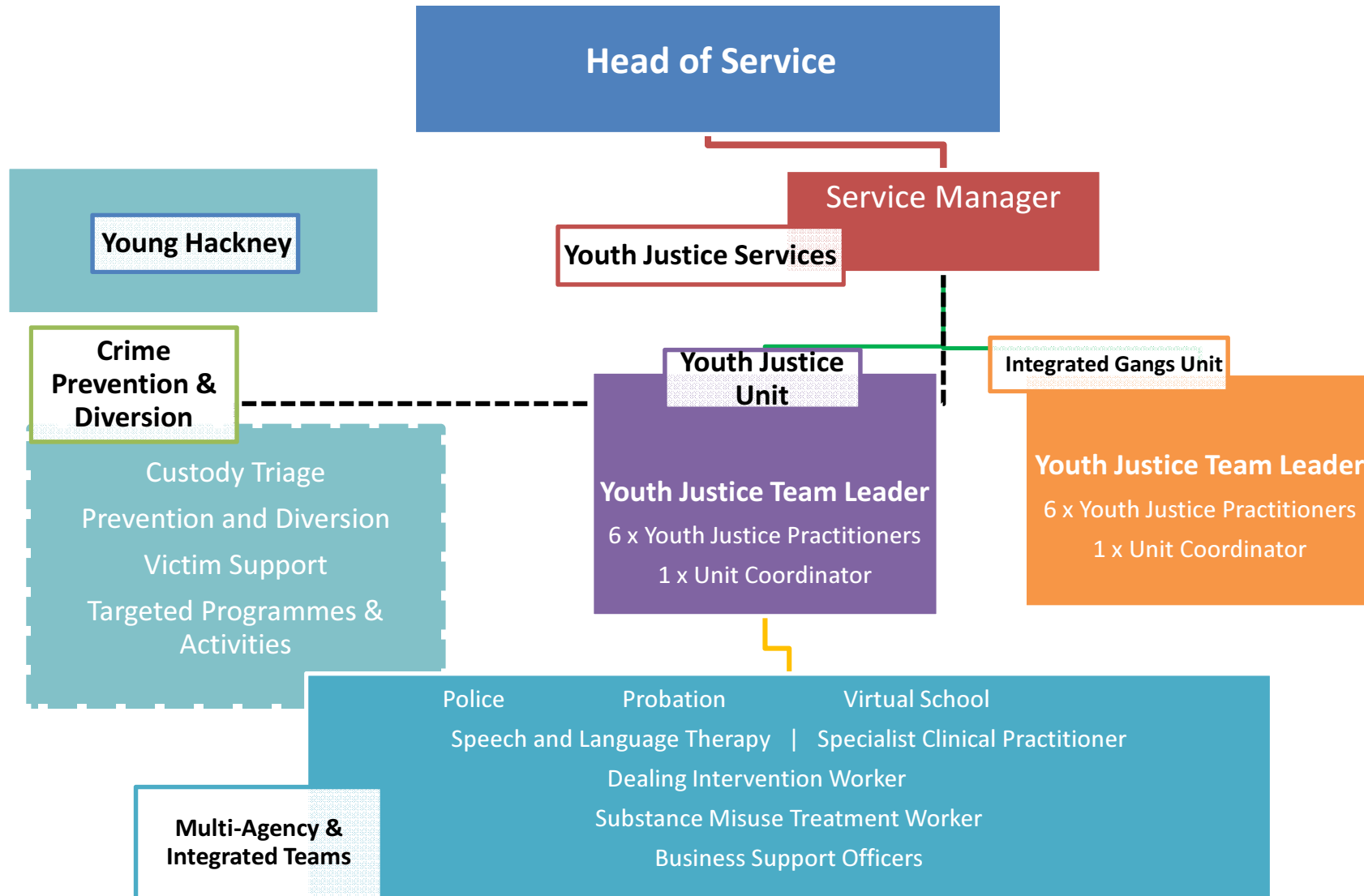
Custodial orders

- Detention and Training Order (DTO)
- S90-91

Others

- Parenting Order

Hackney Youth Offending Service



YOT Gangs Team

- Works to reduce violent gang-related crime
- Co-located youth justice practitioners work with police, voluntary groups, probation, Department of Work and Pensions
- Works to support people holistically according to their needs – this may be around social, educational, mental health and employment factors
- Works directly people at the highest risk of involvement in gang activity
- Following the IGU's formation in 2010, gun-related crimes dropped from 114 (March 2010- Feb 2011) to 66 (March 2017-Feb 2018)

Transitions into Probation

- National Probation Service supervises high & medium risk service users aged 18+
- London Community Rehabilitation Company (CRC) supervises low & medium risk service users under probation supervision aged 18+
- London CRC assist the transition arrangements of young adults who need to transfer from Youth Offending Service to London CRC
- London CRC ensure that the assessment and management of the risks of harm posed by service users to children and young people (in relation to their families) are fully and properly managed

In Practice

- Co-located Probation Officer
- Transition from YOT to Probation – following national and local protocol and good practice
- Information-sharing with Integrated Gangs Unit
- Gangs Panel is co-chaired by the YOT Manager, Police (MPS) and Community Safety and Partnership Manager



Living in Hackney Scrutiny Commission 10th December 2018 Item 5 - Evidence gathering for review - police resources to tackle serious violence	Item No 5
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Outline

The Commission's review will explore a number of aspects around the police, in regards to its work to tackle serious violence. These include the changes to operational structures, the use of Stop and Search, and its engagement with the community.

This item has been set to provide Members fuller context in advance of these items.

A number of police units deliver operations in Hackney to tackle and address violent offences. These include units managed and operated on a local basis (through the Central East Basic Command covering Hackney and Tower Hamlets), and others managed on a London wide basis.

Sue Williams, Central East Commander, Metropolitan Police Service will be in attendance to present on the local and central units which have roles in tackling serious violence.

A paper was not provided in time for it to be published in the agenda.

Guest Expected:

- Sue Williams, Central East Commander, Metropolitan Police Service

Action

The Commission is asked to receive a presentation and answer questions.

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<p>Living in Hackney Scrutiny Commission</p> <p>10th December 2018</p> <p>Item 6 - Evidence gathering for review - police resources to tackle serious violence</p>	<p>Item No</p> <p>6</p>
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Outline

The Commission’s review comes at a timely point to look at aspects around policing. Items in a future meeting will cover the use of Stop and Search and the police’s work to ensure effective relationships with the community.

This item is focused on changes to operational structures and reductions in police numbers, and any implications on work to tackle serious violent crime and provide assurance to residents, businesses and visitors to the borough.

Local policing is undergoing significant change.

This is in relation to the establishment of 12 Basic Command Units to replace the 32 borough model, with local boroughs merging with others.

The announcement was made alongside an acknowledgement of significant financial challenge, with the Met required to make savings of £325m by 2021/22, and expected continued reductions in officer numbers.

This builds on significant reductions in funding already imposed. The Council’s own [Foot the Bill](#) lobbying campaign has highlighted the impact of £600 million in Met Police funding reductions since 2010, with Hackney having seen a reduction from 770 Officers to 584 in the 7 years to October 2017, the most severe cut in London.

Within the new Basic Command Unit structure, Hackney has joined with Tower Hamlets to form a Central East Command Unit. While the start date for this was 1October 2018, it was effectively being implemented earlier within a phased approach. The Chief Superintendent who will be the BCU Commander is already installed as joint borough commander for Hackney and Tower Hamlets. We understand from Officers that 3 cross-borough superintendents are also in place.

This item is intended to aid the Commission in answering the core questions below:

What are the opportunities and risks of changes to local policing in relation to tackling serious violence?

- What effect if any have reductions in Police Officer numbers had on the capacity to tackle violent crime and reassure the community?
- What implications do the move to a Basic Command Unit structure have on police work to tackle violent crime in Hackney?

The paper enclosed has been provided in support of the item.

Guest Expected:

- Sue Williams, Central East Commander, Metropolitan Police Service

Action

The Commission is asked to receive a review the paper enclosed in advance of the meeting. They are asked to hear any opening comments from the Central East Commander, Metropolitan Police Service and to ask questions.



Living in Hackney Scrutiny Commission
10th December 2018

What are the opportunities and risks of changes to local policing in relation to tackling serious violence?

- We have a Gangs Task Force servicing Hackney and an Integrated Gangs Unit at Hackney. They work under 1 Detective Inspector.
- They tackle violence using enforcement, diversion and prevention tactics in a partnership forum.
- Both units have had some significant success and Hackney has seen a reduction in knife crime in particular.
- These units are well staffed and they are considered to be a priority and will remain fully staffed as much as possible.
- We are fortunate to have our resources split geographically and have not had to stretch our existing asset to cover Tower Hamlets. There have been opportunities to learn best practice from both sides without working in silos.
- We are funding local projects to improve our community engagement with young people to deter them from violence.
- 1 Detective Inspector covering both boroughs presents a risk of capacity and this individual may not be as visible to partners and officers in a role that was previously covered by 2 detective Inspectors. This officer may have to reassess his attendance at meetings and delegate to a rank below which is not a familiar position and expectations will need to be managed.

What affect if any have Police Officer reductions had on the capacity to tackle violent crime and reassure the community?

- Whilst we have lost some Police Officers through centralisation and restructuring, the MPS overall reductions have come from supervisory ranks. A new Violent Crime Task Force has been created to support Boroughs.
- Violent crime remains a priority and sufficient resources are in place to tackle it.
- We are supported by corporate assets on a regular basis. Hackney is often deemed a priority borough and therefore we are awarded additional asset to support us.
- Any additional assets are adequately briefed regarding High Risk offenders and Hotspot areas, they are linked in with the Gangs Unit and are briefed to tackle violent crime as a priority by attending violent incidents and engaging in Stop and Search tactics.
- They are also deployed to track down and arrest high risk violent offenders.

What implications does the move to a Basic Command Unit structure have on police work to tackle violent crime in Hackney?

- The move has had an impact on way the Night Time Economy (NTE) is policed. The team have been amalgamated into a Neighbourhood Partnership Team (NPT) that services both boroughs.
- Resources for NTE are more consistent and activity is supplemented by designated Special Constables. The NPT work closely with Licensing Officers to support the NTE.
- Crime Squad tackles high risk violent offenders and crime types that fall outside of the Gang remit. Notable success and part of the remit is to track down violent individuals/habitual knife carriers wanted for violent offences.
- More officers are now engaged in proactivity under the BCU model to reduce demand before situations escalate.
- We are already experiencing the benefits of an analytical product enabling us to put resources in the right areas and identifying suspects & locations for potential linked series.
- There have recently been 3 very distinct linked robbery series identified. Once highlighted we are able to allocate dedicated resources accordingly and have experienced success.



Living in Hackney Scrutiny Commission 10th December 2018 Item 7 - Minutes of the meetings of 13th November and the 21st November	Item No 7
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Outline

The Commission met twice during November.

The second of these meetings – held on the 21st November – was called as an additional meeting. This was in order for Members and residents to question Thames Water on its response to a flood in the Leabridge Ward in October, caused by a burst to one of its major mains.

The two sets of draft minutes for these meetings are enclosed. The records of the 13th November meeting are on pages 29 – 53. The records of the 21st November appear on pages 55 – 65.



Action

The Commission are asked to review and agree the two sets of minutes. They are also asked to use this opportunity to agree on any next steps following the discussion with Thames Water on the 21st November.

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London Borough of Hackney
Living in Hackney Scrutiny Commission
Municipal Year 2016/17
Tuesday, 13th November, 2018

Minutes of the proceedings of
the Living in Hackney Scrutiny
Commission held at
Hackney Town Hall, Mare
Street, London E8 1EA

Chair:	Councillor Sharon Patrick
Councillors in Attendance:	Cllr Sade Etti (Vice-Chair), Cllr Ian Rathbone, Cllr Anthony McMahon and Cllr M Can Ozsen
Apologies:	Cllr Michelle Gregory
Officers In Attendance:	Karen Law (Partnership Strategic Analysis and Performance Manager), Tim Shields (Chief Executive), Ajman Ali (Director of Housing Services), Jason Davis (Policy Advisor), Sonia Khan (Head of Policy and Partnerships), David Pitney-Hall (Contracts Manager, Housing Services), Cathal Ryan (Service Manager, Children and Families Service) and Aled Richards (Director of Public Realm)
Other People in Attendance:	Councillor Caroline Selman (Cabinet Member for Community Safety, Policy and the Voluntary Sector), Oluwatosin Adegoke (Inspirational Leader, Improving Outcomes for Young Black Men Programme), Deji Adeosun (Youth Leadership Manager, Hackney CVS), Councillor Clayeon McKenzie (Cabinet Member for Housing Services), Oj Odebode (Inspirational Leader, Improving Outcomes for Young Black Men Programme), David Ogana (Inspirational Leader, Improving Outcomes for Young Black Men Programme), Ayo Ogunjimi (Inspirational Leader, Improving Outcomes for Young Black Men Programme), Lamide Olusegun (Inspirational Leader, Improving Outcomes for Young Black Men Programme), Dina Sahmanovic (Senior Operations Manager Victim Support) and Zoe Williams (Senior Operations Manager for Children and Young People, Victim Support)
Members of the Public:	
Officer Contact:	Tom Thorn  0208 356 8186  thomas.thorn@hackney.gov.uk

Councillor Sharon Patrick in the Chair

1 Apologies for Absence

- 1.1 Apologies had been received from Cllr Gregory, who had another commitment related to her Councillor role.

2 Urgent Items / Order of Business

- 2.1 There were no urgent items and the order was as laid out.

3 Declarations of Interest

- 3.1 There were no declarations of interest.

4 Update from Housing Services - progress on implementation of recommendations of Fire Risk Assessments - PRESENTATION AND DISCUSSION

- 4.1 The guests in attendance for this item were:
- Cllr Clayeon McKenzie, Cabinet Member for Housing Services
 - Ajman Ali, Director of Housing Services
 - David Pitney-Hall, Contracts Manager, Housing Services
- 4.2 Introducing the paper available in the agenda packs, the Cabinet Member for Housing Services advised that this had been presented to the Council's Cabinet at the end of October. He made the following substantive points:
- The paper laid out the substantive work carried out since March 2018, and that being currently delivered.
 - This included cladding removal to four blocks, installing sprinklers to 355 Queensbridge Road and the retro fitting of dry risers (63 completed, another 154 to follow).
 - The 1823 Fire Risk Assessments (FRAs) carried out after the Grenfell Tower tragedy had led to more than 22,000 actions.
 - The Council had been the first and - as far as he was aware – the only local authority to have published its FRAs online.
 - Remaining recommendations outstanding were being worked through according to priority.
 - The Council had established a dedicated Fire Safety Team.
 - The replacement front door programme would take place shortly, scheduled on a risk based basis.
 - The report had made the recommendation to Cabinet (which was agreed) that the Council approved investment of an additional £5.9 million for the door replacement programme.

- This was in reflection of the Government not making dedicated funding available to local authorities to deliver fire safety work.
- That a programme of such scale was being delivered alongside business as usual activities was testament to the commitment and hard work of Officers, for which he was very grateful.

4.3 Ajman Ali, Director of Housing Services made the following substantive points:

- With Cabinet having approved the £5.9 million additional investment mentioned, the Council would be investing a total of almost £15 million in fire safety improvements.
- The work to deliver Sprinklers had gone very well; the process had been a smooth one and high quality standards had been achieved.
- The report provided a breakdown of where the service was in terms of enacting the recommendations from the FRAs. This analysis showed that front entrance doors accounted for the large share of actions still to be carried out. This would be a long term programme. The initial focus would be on replacing just over 3,700 doors in higher blocks before moving onto others.
- The service was currently in the specification and design stage of the door replacement programme. Following this, it would tender for the contract, in around January 2018. This would be done through a mini-tender process meaning a faster turnaround. It was expected that the delivery phase would begin early in the next financial year.
- There had been a range of testing by Government of doors. Partly based on this, the Council was planning on delivering timber doors. Composite doors were currently not available, having been withdrawn from the market following testing.
- However, newly designed composite doors were currently being tested. The service would keep abreast of this testing as composite doors – if found to be fully safe – were often preferred by residents and would also require less ongoing maintenance.
- The paper set out the doors which Council leaseholders would be recharged for, and those for which the Council would cover the costs. In 80% of cases, leaseholders would not be required to pay.
- The Council was going to be one of the first to ensure that gas safety testing of leaseholder properties took place. Currently the service was exploring any changes required to both lease and tenancy terms and conditions to enable this to take place. From April 2018, leaseholders would be required to provide gas safety certificates for their appliances on an annual basis. The service was writing to people currently. It would provide the option of leaseholders being able to buy into the Council service.

4.4 The Chair thanked the guests. She said it was positive that leaseholders would be required to provide gas-safe certificates. She asked what the cost would be

if they bought into the Council service. She also asked what action would be taken in any case where a leaseholder did not provide a certificate.

- 4.5 The Director of Housing Services confirmed that the cost of gas safety checks would be £71 for leaseholders buying into the Council service.
- 4.6 In terms of non-compliance, the service would seek to work with residents, through communicating in advance of the process starting, and sending reminders. In the event of any leaseholder continuing not to engage despite reminders being given, the service would seek to liaise with them directly. As a last resort – and as per the approach followed with Council tenants – enforcement action would be taken in order to gain access to properties.
- 4.7 The Cabinet Member for Housing Services agreed with these points. The Council had taken the decision to require all residents of Council properties to provide proof of gas safety checks. It would support leaseholders in this process, including by providing the option of buying into a Council gas checking service and by clearly communicating with them. However, as a last resort the Council would take all necessary action to ensure that gas appliances in homes did not compromise the safety of residents either of these homes or others.
- 4.8 In preparation to implement the policy, the service was reviewing all lease agreements that were in place to identify any retrospective revisions which were required. Unfortunately, rather than one standardised lease agreement for each Council property, there were a variety of agreements in place with different terms and conditions. This was a historical issue. The service was identifying the range of changes required to different leases to ensure that each allowed for the Council to require proof of gas safety.
- 4.9 In response to questions, the Director of Housing Services confirmed that the Council was working closely with legal services around the changes required.
- 4.10 The Chair noted the point in the paper suggested that 257 high priority door replacements were close to having been fully completed. She asked how many more doors would be replaced during the current financial year.
- 4.11 The Director of Housing Services said that it was likely that no more doors in the programme would be replaced before April 2018. The months up to that point would see the procurement exercise completed which in turn would enable delivery from the new financial year. There would be an initial focus on blocks of 10 storeys and higher.
- 4.12 A Member noted the table in the report detailing the door types which would be chargeable to leaseholders and the types which would not. He asked what criteria these decisions had been based on, and what the cost would be to the leaseholders required to pay. He asked if leaseholders would be charged for replacement girder doors.
- 4.13 The Director of Housing Services said an approach was being taken where doors would be provided free of charge where leaseholders had paid for the installation of new doors in previous improvement programmes which at a later point had been found to not have the appropriate certification. This meant that if a girder door had been installed in a programme which had now been found to

- not meet regulations and the leaseholder had paid for this, there would not be a requirement for them to pay for its replacement.
- 4.14 In contrast, leaseholders would need to pay for replacement of doors which had been originally installed at the point of the block being built, and which the FRAs had found did not meet regulations.
- 4.15 The Member asked if door stoppers would be provided behind doors by the Council. In response the Director of Housing confirmed that all appropriate equipment would be installed within and around the door as required to ensure that it met the FR30 standard.
- 4.16 The Member asked why door stoppers had been installed on doors in some blocks some months ago if the door replacement programme would include these measures.
- 4.17 The Director of Housing Services advised that some of the risk assessments had highlighted some issues which could be rectified by door stoppers being installed. The cases referred to by the Member reflected these being acted upon.
- 4.18 In terms of costs of this, these would differ according to what was needed. However the average would be £1,500 per door (including surrounding equipment).
- 4.19 The Member asked if a breakdown would be made available on the cost of each door replacement. The Director of Housing confirmed that this would be available following the procurement exercise for the programme.
- 4.20 A Member noted that a testing programme was being carried out by Government, and that a limited range of doors had so far gone through the process. He asked if the Government had been helpful in its communication on latest steps in the testing process. He asked if further results – which might give a wider range of procurement options – would be likely to be available by the point of tendering.
- 4.21 The Director of Housing advised that his service was represented on the DCLG group looking at door replacements. However, information provided had been general rather than specific. The service had not been privy to information on the specific doors which had passed the process as this would risk giving some providers commercial advantage.
- 4.22 The Chair noted the appended communication plan. She asked when the Christmas awareness campaign would begin. She asked whether it would cover information on decorative lighting and the installation of smoke alarms.
- 4.23 The Cabinet Member for Housing Services confirmed that the campaign was being prepared, and that this would include the aspects mentioned.
- 4.24 Bringing the item to a close the Chair thanked guests. She was supportive of the action on fire safety taken by the Council. However, she saw it as a disgrace that the Government was not supporting local authorities with these

investment requirements. She noted that without this Government support there were risks that some other general improvements would be delayed.

5 Scene setting for Review - Council and Partnership work to tackle violent crime and high level findings of new Community Safety Partnership Strategic Assessment - PRESENTATION AND DISCUSSION

5.1 The Chair welcomed the following guests for this item:

- Tim Shields, Chief Executive
- Cllr Caroline Selman, Cabinet Member for Community Safety, Policy and the Voluntary Sector
- Karen Law, Partnership Strategic Analysis & Performance Manager
- Aled Richards, Director, Public Realm
- Maurice Mason, Community Safety Manger

5.2 She advised the item was intended to give context to the Commission's review which would look at the response of the Council and partners to the escalation in violence which occurred in the borough in a period starting late last year.

5.3 She said that the Chief Executive – who was joint chair of the Community Safety Partnership (CSP) – attendance at this meeting highlighted the commitment of the Council and the wider partnership to addressing the issue.

5.4 Asked to make any opening comments the Chief Executive made the following substantive points:

- The paper enclosed in the agenda was informed by the Strategic Assessment which the Partnership Strategic Analysis and Performance Manager produced for the CSP. This enabled the partnership to have an understanding of what was happening in terms of crime and disorder in Hackney, which could then inform an appropriate joint response.
- He had been Chair of the CSP for just over 11 years. In that time he had worked with 5 different borough commanders. While it might not always be clear that this was the case, the period had seen general falls in levels of violent crime.
- This reduction had been in place since the early 2000s. This said, over this full period there had been spikes in particular crime types. For example, in the early 2000s there were high numbers of gun discharges but these had significantly reduced. In comparison, knife crime had increased in more recent years. There had also been recent spikes in acid attacks and moped enabled crime, but these had now fallen markedly. These dips and spikes were due to a wide range of very complex factors.
- This year – very unfortunately – there had been a number of tragic events involving deaths in the borough. He felt hugely for those who had been affected; the victims themselves and their families and friends.

- A great strength of the borough was its resilience. People were coming together around this issue to contribute to the solutions, including the young people in attendance at this meeting. The strength of the CSP was reflective of the strength of the borough and the common commitment to addressing issues together.
- It was his job and that of the Borough Commander as co-chairs of the Hackney CSP to bring partners together to ensure that there was a common understanding of what was happening and that appropriate action was taken to keep residents, visitors, businesses safe. This included work involving the Council, the Police, Probation and the Voluntary Sector to tackle, reduce and prevent a wide range of crimes.
- Reflecting the diverse range of crime types and the different actions needed to address each, sub groups made up of appropriate partners were formed to deliver improvement. For example a Domestic Violence sub group did excellent work.

5.5 The Chief Executive handed over to the Partnership Strategic Analysis & Performance Manager to present on the key findings of the Strategic Assessment which were relevant to this review. The Partnership Strategic Analysis & Performance Manager made the following key points:

- Duties of the CSP included the production of a Strategic Assessment. This aimed to provide a borough wide overview of crime, disorder and related community safety issues, recommendations on the priorities which should be adopted by the CSP, and the rationale for the recommendations.
- There were a number of elements which needed to be contained within the Strategic Assessment. This included insight into the views of residents, and data on substance misuse. It drew on evidence from Young Hackney, Youth Justice, Business Groups and a range of other sources, in addition to police data.
- The CSP used the assessment to produce a three year partnership plan, setting out the priority areas of focus for the reduction of crime and disorder in the area and an action plan of how these would be progressed. This allowed for resources to be directed in the most appropriate way.
- Violence featured heavily in the assessment. This included the residents survey which showed concerns around gang related violence, youth violence, and knife crime.
- In relation to violent crime the most recent data showed that there had been 30,000 crimes in the last two financial years in Hackney which had been reported to the Metropolitan Police. Violence (in terms of the violence against the person category) accounted for approximately 30% of these crimes.
- The most serious forms of violence – assault with injury, murder, grievous bodily harm and offensive weapon accounted for around 10% of all crime, although there had been a slight rise in 2017/18 (to 11%).

- This indication of a slight rise in serious violence was triangulated by other sources. These included London Ambulance data evidencing greater assault related attendances in the borough in 2017/18 compared to previous years, and admission data at the Homerton Emergency Department.
- In short, violence accounted for around a third of all crime in Hackney. In terms of the most serious violence, murder accounted for 0.02% and GBH for 3% of all crime.
- The paper in the agenda packs provided summaries on gangs, knife crime, and analysis around Drug Markets and the extent (if any) of its links with violence.
- It was important to note that high shares of violence were not related to these issues. For example, significant shares of violence occurred in times and areas suggesting close association with the borough's Night Time Economy. 46% of serious violence occurred 7pm and 3.59 in the morning. This implied that much violence was not necessarily linked with gangs and youth violence.
- There had been a recent emergence of a new type of gang with different characteristics to those which had previously been typical. These gangs had fewer territorial links (traditionally gangs had often been connected to postcodes) and appeared to have been formed through school networks and social media. They had been linked some serious conflicts in the borough. They lacked the influence of gang 'elders' which could bring the risk of them being more volatile.
- On gang-flagged crime, GBH was the most prevalent, accounting for 40% of incidents. This was a much higher share than GBH accounted for in total crime in the borough, suggesting that the criminal behaviour exhibited by gangs was of a more violent nature than crime carried out generally.
- There had been 2 gang flagged murders and 9 attempted murders up to the end of March 2018, and 4 murders which had taken place outside of the borough but which had involved gang-affiliated Hackney residents.
- There was a higher concentration of knife crime within gang crime; 43% of gang crime involved a knife (not counting possession detections through stop and search) and – within this – almost half of these involved an injury. This when compared to knife crime data generally suggested that it was more likely that a knife crime would involve injury when it was associated with gang activity, than when a knife crime was not gang flagged.
- Gang-flagged crimes were concentrated in areas where it was known there were gang conflicts.
- Almost a quarter of them involved gun crime in the form of shots being fired, and there was again linkages between these crimes and conflicts between gangs.

- Victims of gang flagged crime were mostly males aged between 13 and 30 but there was a particular concentration in the age range 16 to 20. The 16 to 20 male age group emerged as the key group of both victims and suspects of crime linked to gangs throughout the analysis. There was an over representation of people from black ethnic backgrounds among both victims and suspects. 45% of gang crime victims had gang affiliations.
- The use of noxious substances in gang flagged crime appeared to have subsided, without a reported incident for more than a year. This had followed a small number of cases in evidence between 2015 and 2017.
- The distribution of gang crime was not concentrated on any particular day of the week, but in terms of time of day there was a peak between 3pm and the early hours of the morning. Within this, there was a particular peak between 3pm and 6pm (encompassing the after school period).
- In terms of general knife crime analysis had found that the share which had involved injury (in particular serious injury) were low. 80% of knife crime offences had not involved injury. 16% had involved minor injury, with 4.5% resulting in moderate or severe injury. This data was based on the 1700 knife crimes recorded in Hackney in the three years to 2017/18.
- Robbery was the most commonly recorded knife crime. The vast majority of these offences did not result in injury.
- Victims of knife flagged offences tended to be male and aged between 20 and 31. Suspects were much younger; predominantly aged between 15 and 20. People of black ethnic backgrounds were more likely to be both victims and suspects, and two thirds of victims were either unemployed or in full time education.
- There were a number of geographic hotspots with higher numbers of knife crimes. Each had their different characteristics, and not all of these were linked with youth crime or gang related crime.
- She had collated data published by the Metropolitan Police and merged this with information shared by the London Ambulance Service and Homerton Hospital. This combined evidence suggested that trends in knife crime resulting in injury had actually been quite stable over the last three years, with some peaks at different points throughout.
- Amalgamating the data had also appeared to confirm a particular concentration of injuries among those aged under 25. A detailed analysis on this aspect would follow.
- Moving onto Drugs Markets, a number of workshops had been delivered. These had found a general consensus that suppliers were not being put off selling activities by CCTV and that drugs could be purchased with ease at many locations. There was a perception that there was little consequence of drug dealing, and that the activity was increasingly being seen as highly

- lucrative and low risk. There were reports of some young children being coerced into drug related activity.
- No obvious link had been found between the increase in violence and drug markets, except for some violence stemming from disagreements over money or drug deals. There did not appear to be high levels of conflict between different groups selling drugs in the borough. One possible explanation of this was that with markets being so apparently lucrative that there was little tension between the different parties selling them. There was potential for this situation to change as the Community Safety Partnership worked to clamp down in this area, and this would need to be kept under review. The new Community Safety Plan would highlight the tackling of drug markets as priority area.
- 5.6 The Chair thanked guests. She noted that there had been recently commentary including by the Metropolitan Police Commissioner around the linkages between drugs markets and the spike in violence. She said it was interesting that drugs did not appear to be the driver of an increase in serious violence in Hackney. She noted that from the presentation that there appeared to be linkages between the night time economy and violent crime. She said this contrasted with some of the accounts given by those supporting the night time economy that there were no negative issues associated with it.
- 5.7 The Chair noted that the Drugs Market Assessment for Hackney had been produced on the basis of workshops. She asked who had been involved in these workshops.
- 5.8 The Partnership Strategic Analysis & Performance Manager advised that a range of guests had fed into the workshops including Youth Services, the Anti-Social Behaviour Team, Outreach Workers, Housing Officers and Licensees.
- 5.9 A wanted to pay tribute to Hackney's Integrated Gangs Unit. From attending a recent Knife Crime awareness event hosted by the unit, she had gained an insight into the external recognition which it was afforded. This event had seen numerous officers and the relevant Cabinet Member from the London Borough of Enfield attend as they wanted to hear and learn from the Hackney's approach. It was clear that the unit was strong in Hackney.
- 5.10 She noted the headline findings of the Drug Market Assessment in terms of there being no obvious link between drugs markets and an increase in violence. This said, in a number of events she had attended she had regularly heard parents talk about their concerns around what they saw as open and explicit drug related activity in some areas of the borough, and which in their view was leading to this behaviour being normalised. She asked whether the Strategic Assessment had explored the issue of open drug selling.
- 5.11 The Community Safety Manager responded to this point. He confirmed that neither the Strategic Assessment nor the Community Safety Partnership were stating that there were not issues around drug selling in some neighbourhoods, or that there were not linkages between drugs and gangs. The assessment acknowledged that there were issues, and this was reflected in one of the

- priorities in the new Community Safety Plan including a focus on tackling both gang and drug related crime.
- 5.12 There would be a multi-agency response to the issue including action from Public Health, Enforcement and the Police.
 - 5.13 This would build upon action already taken. 16 individuals had recently been arrested who were linked with gang-related drug crime. Significant amounts of drugs and money had been seized during these incidents.
 - 5.14 The Cabinet Member for Community Safety, Policy and the Voluntary Sector agreed with this point. Noting the point of the Member around concerns of parents, she said that this had also been reflected in the feedback received via the survey carried out as part of the Strategic Assessment. The new Community Safety Plan had taken this and other evidence into account which was reflected in this being a priority area to address. She also clarified that while the assessment had not found a link between drugs markets and the increase in serious violence, this was not to say that drug markets did not contribute to overall levels.
 - 5.15 A Member noted that the section on gangs in the paper referenced the existence of a new form of gang, of a younger age range and without links to territory. She noted that evidence showed the majority of young people who had been classed as being gang affiliated, were from black ethnic groups. She asked whether these new groups could legitimately be defined as new gangs from the new generation, or whether they may be groups of friends.
 - 5.16 The Partnership Strategic Analysis & Performance Manager advised that the section the Member referred to had been informed by analysis by Hackney's Integrated Gangs Unit. This had shown that two named groups - comprised of people younger than that which was typical in terms of gang activity and which had not been formed within territories linked to post code areas - had been involved in quite serious conflicts between each other during the last year. Whether this would be a longer term trend reflective of the use of social media, or whether they would prove to be isolated cases, was currently unknown.
 - 5.17 Adding to this point the Community Safety Manager stated that it was very important to note that the number of young people in Hackney who were involved with gangs was minute compared to the numbers of young people who were aspirational and living very positive lives.
 - 5.18 The Council and its partners worked very hard to identify at an early point where there was a risk of a young person being coerced or groomed into potentially criminal, gang-related activity. Having the Integrated Gangs Unit in which a range of relevant services worked in the same room better enabled this, as did effective partnership work in the Community Safety Partnership generally. There was a primary focus in these cases on prevention, diversion and safe guarding, and not criminalising young people. Alongside this – and where this was needed – robust enforcement action was taken to keep communities safe.

- 5.19 A Member noted the local Drug Market Assessment finding no clear link between drug markets and the increase in serious violence. He noted that the Commission's review was not currently seeking to explore drug markets in detail, which based on the assessment appeared to be a valid approach.
- 5.20 However, he noted the point in the assessment around the risk of increased drug related violence as a clamp down on drug selling led to greater competition in a more restricted market. He asked if the Council had a strategy to mitigate this risk.
- 5.21 The Community Safety Manager advised that the Strategic Assessment and additional work by the Partnership Strategic Analysis & Performance Manager would allow the CSP to be aware of the areas where there were concentrations of drug related activity and violence. Then – within a 'strategy first structure second' approach – relevant resources would be mobilised to address the issue. He himself was not convinced that bearing down more on drug related activity would lead to increased violence between market competitors. He felt that this action was more likely to reduce other associated activities, including violent crime.
- 5.22 A Member noted that a recent broadcast of a breakfast show had seen a discussion around there being an overly negative focus on young black men and this community group's apparent greater links with gang activity and violence. He shared the concerns raised in the programme around young black men being stigmatised.
- 5.23 The Community Safety Manager agreed with this. He felt that it would always be important to keep repeating the most important message; that it was only a very small number of people from any community group which was involved with gang activity and violence related to this.
- 5.24 Coming in at this point, the Chief Executive said he felt it crucial that balance continued to be given in the debate. Young people generally made excellent, positive and hugely valuable contributions to life in the borough. For example the Hackney Live event saw young musicians from the borough coming together to perform and be watched by people around the world.
- 5.25 The Council and its partners needed to continue to create more and more choice and opportunity for young residents including jobs and apprenticeships. It needed to continue to provide alternatives and to prevent and divert people away from negative life courses. Alongside this, there needed to be enforcement against the few, where this was required.
- 5.26 A Member agreed with these points, in particular around the hugely positive contribution made by the majority of young people in the borough. He said that he would challenge the local press to reflect on this, and to seek to communicate positive aspects – such as the involvement of school children with the Hackney Youth Parliament – at the same volume as it did tragic incidents of serious violence.

- 6 Evidence gathering for review - Council response to spike in serious violence - findings emerging from mapping exercise - PRESENTATION**
- 6.1 The Chair advised that guests in attendance for this item would be invited to introduce the paper which was in the agenda packs.
- 6.2 Following this, the meeting would receive introductions to the next two items (numbers 7 and 8). Then, under item 9 there would be a panel discussion covering the three items. This was felt to be most appropriate given the inter-related nature of the items.
- 6.3 Guests in attendance for the item were:
- Cllr Caroline Selman, Cabinet Member for Community Safety, Policy and the Voluntary Sector
 - Jason Davis, Policy Advisor
- 6.4 Introducing the paper, the Cabinet Member for Community Safety, Policy and the Voluntary Sector advised that it set out the very wide range of relevant provision which was in place, and emerging areas for future focus. However, she would seek to highlight the areas which were of most relevant to the Commission's current review and or which fell within its remit. She made the following substantive points:
- Earlier in the year – following the spike in serious violence which occurred in Hackney as well as in London and the country generally – the Council had hosted an event which had been very well attended by internal and external services, and the community.
 - This event recognised the very wide range of excellent work which was happening across the piece. However, in reflection of the impact that the tragic incidents had had on the community there was also common agreement on the need to step back and identify what was already being done and what additional work might be needed.
 - This had led to an initial phase of 'mapping and gapping'. This work was carried out within a context where a range of activities were already underway which were relevant to the agenda. These included Contextual Safeguarding, the Improving Outcomes for Young Black Men Programme and also the refresh of the Council's Community and Voluntary Sector strategy.
 - The mapping and gapping work was based within 4 key themes. These included how young people were supported, how schools were engaged with, how parents and the wider community were supported and empowered, and the way that the partnership responded in the immediate aftermath of a serious violence incident in terms of community engagement and reassurance.
 - In terms of the work to support young people the findings set out a range of preventative and diversion work specifically directed at children and young people and their families. This insight was available in the paper. Many aspects of these were likely to fall into the remits of the Children and Young People's Scrutiny Commission.

- There were also a number of preventative aspects of relevance to young adults, including those at risk of involvement in serious violence. Redthread in its work to divert young people (up to the age of 24) away from cycles of serious violence already worked in major trauma units where victims from Hackney with very serious injuries had in some cases been admitted. This was in order to work with and support victims at moments where they were most likely to engage.
- Redthread's presence had now been secured at the Accident and Emergency department at Homerton Hospital. This would help ensure that more young people could be engaged at crisis points, including those with less severe injuries than those seen at major trauma units. This was in line with the need to deliver diversion at early points.
- Outreach generally – through detached outreach which sought to engage people outside of formal settings rather than waiting for them to approach – was already in place but the Council wanted to do more, a desire which had been echoed by the community at the event in April.
- The Integrated Gangs Units delivered targeted provision to those involved in gangs and gang-related serious violence. The unit worked with gang members, affiliates and the wider community to reduce violent criminal activity and to build community resilience. A dedicated Community Co-ordinator in the unit worked to build trust and relationships in the community and to increase awareness of the service. This included liaising with gang members, schools, families, local businesses and churches.
- The Council was enabling 'trusted voices' initiatives including mentoring of the community by the community.
- It was positive that the Central East Commander (overseeing local policing in Hackney and Tower Hamlets) had also committed to activities aimed at improving levels of trust and confidence. A task group had been established to help ensure a strategic approach.
- The work had sought to explore how the Council and its partners worked with 19 to 25 year olds. Within this, there was acknowledgement that while there was a wide range of provision appropriate for young people aged between 0 and 18, there was less provision specifically in place for young adults.
- The Integrated Gangs Unit supported young adults; the majority of the cohort they worked with were over 18. However, the client group was small and distinct.
- There had already been a response to this with some provision being extended to include this age group.
- The skills and opportunities agenda was also very relevant to this age group. The Council's established apprenticeship programme was being expanded to include a pre apprenticeship offer. There was close liaison with employers in the borough. There was a focus on enabling those with criminal records to move on.

- There was a range of work with and within schools aiming to help address and prevent youth violence, and also to address the fear which quite small numbers of incidents overall caused. This included workshops delivered by the Council.
- Evidence showed that fear could be a driver of unsafe behaviour. Consistent messaging was very important in terms of the true scale of the violence in evidence, the support which was available, and the positive opportunities which were open.
- The community event had also identified the important of community reassurance and engagement following incidents. Certain incidents would trigger Major Incident Procedures known as Gold. These procedures included consideration and delivery of appropriate community engagement and reassurance measures. Work was needed to develop a process for assurance when incidents were below the threshold of triggering Gold arrangements.

6.5 Asked if he had any comments, the Policy Advisor said that he had few additional points to add to those covered by the Cabinet Member. He felt that the findings of the mapping exercise had not been hugely surprising. It had identified the need for support and provision at points around transitions in education, around school exclusions, and others. This said, having a central source in place with this information was very positive as it would better enable a whole-partnership response.

6.6 The Chair thanked guests. Before moving onto the next presentation, she asked if the community assurance event – which she as an attendee had found very positive – would be repeated.

6.7 The Cabinet Member for Community Safety, Policy and the Voluntary Sector confirmed that the Council would continue to look for opportunities for engagement. This said, she felt that there was a balance to be achieved between engagement but also engaging at points where significant and tangible progress could be reported back. Plans were being informed by this approach.

7 Insight into Victim Support - PRESENTATION

7.1 Guests in attendance for the item were:

- Dina Sahmanovic, Senior Operations Manager Victim Support
- Zoe Williams, Senior Operations Manager for Children and Young People, Victim Support.

7.2 The Chair asked guests to make any opening comments. In terms of a discussion on the item, this would take place within the Panel Discussion under item 9.

7.3 Dina Sahmanovic, Senior Operations Manager Victim Support tabled and presented a paper. This contained a range of information on the work of Victim Support in Hackney. The paper is available on the online records of the meeting, and via the link below.

<http://mginternet.hackney.gov.uk/documents/s63113/Insight%20into%20Victim%20Support%20Hackney%20November%202018.pdf>

8 Evidence gathering for review - update on Improving Outcomes for Young Black Men Programme - Reducing Harm work strand - PRESENTATION

8.1 Guests in attendance for the item were:

- Sonia Khan, Head of Policy and Partnerships, and Programme Manager of Improving Outcomes for Young Black Men Programme
- Cathal Ryan, Service Manager, Children and Families Service and Lead for Reducing Harm Working Group

8.2 The Chair asked guests to make any opening comments. In terms of a discussion on the item, this would take place within the Panel Discussion under item 9.

8.3 The Head of Policy and Partnerships made the following substantive points:

- She would set out some of the context around the wider Improving Outcomes for Young Black Men Programme. She would then pass onto the Service Manager, Children and Families Service to present to the Commission on the Reducing Harm work strand of the programme.
- The Council formed a partnership in 2015 to focus on improving outcomes for young black men.
- This recognised the need for a joined up, comprehensive approach to tackling deep rooted inequalities which were disproportionately preventing some young black men from reaching their full potential. The previous individual piecemeal approaches by agencies and or by the community were not delivering the change needed. The programme identified that collective effort was needing involving the statutory and voluntary sectors and – crucially – young people themselves.
- The programme was seeing a joint effort by multiple agencies and the community. The partnership was chaired by Deputy Mayor Bramble. It was focused both on the current cohort of young black men aged 18 - 25 and also embedding change which see greater life chances of future generations. Reflecting this, the work would address aspects relevant to early years and through to provision for 25 year olds. A multitude of partners were involved.
- She noted the point made by a Member during an early item around the risk of stigmatising or problemising a community group. She said that that was something the partnership very much wrestled with.
- However, they quickly flipped that, recognising that the programme would focus on the positive. The Commission would at a later point in the meeting hear from Inspirational Leaders; young black men who were trained in leadership, delivered peer work, and took leadership roles in the programme. These people were successful and had achieved many things, as the majority of young black boys and men in the borough had. They were raising the visibility of this fact.

- However, alongside this was recognition that there were complex systematic and structural reasons why there were inequalities in terms of the numbers of people in this community group who were in difficulty. The data and evidence showed that these inequalities were in place and glossing over them would not deliver the change which would help close them.
 - The actions and plans emerging from the programme were informed by a wide range of data and statistics, insight into the views of young people and others within the community around the drivers of the inequalities, and those of providers and stakeholders.
 - In the last two years the programme had been testing a number of initiatives. One example was the delivery of community-based mental health work. Another had seen a group of 12 Headteachers developing and driving a new approach in their schools which they were shortly due to present and share with other Headteachers.
 - A progress review of the two years had been completed and – informed by this – a new plan for the period 2018 - 2022 was close to being finalised. The new plan would have three priority areas for focus. The Commission would receive further information on one of the strands – that of Reducing Harm. The other two areas were around education, and mental health for children and adults.
 - Each of the strands were interlinked. For example aspects for exploration – including by the Children and Young People’s Scrutiny Commission – included looking at the outcomes for students who were excluded. This had linkages to safeguarding concerns relating to risks to young people who were absent from education. On education and mental health, there were questions around whether in some cases punitive approaches were followed in cases where children were expressing trauma, and whether these punitive were put in place more quickly for black boys compared to for those from other community groups.
 - A wide range of aspects Aspects around culture and trust would be explored and addressed including through the delivery of work led by peers including the Inspirational Leaders. The workstreams focused on enabling paths to success. A Graduate Trainee working in support on the Programme was leading on the production of visual schematics which would enable audiences to gain an insight into the Theory of Change which would was informing the work. This sought to set out the steps and actions which were required in order to meet its targeted outcomes.
- 8.4 Coming in at this point, the Service Manager, Children and Families Service made the following points about the Lead for Reducing Harm Working Group:
- The Group were now close to having a finalised plan for the workstream.
 - The work was based on three main principles;
 - That those causing harm have often been exposed to harm and trauma during their lives
 - That in order to reduce a co-ordinated response was needed across all relevant agencies

- To reduce harm there needed to be a focus on three environments; the family, the school, and the community
- It would aim to deliver 4 outcomes; to reduce incidence of young black men experiencing or causing harm within their family, school and or community (reflecting the settings where harm could occur), and improving the understanding of the impact of harmful behaviour across the life course for young black men in Hackney.
- Within each of these 4 broader outcomes there were accompanying objectives (for example reducing domestic abuse) and – underneath this headline actions (for example to establish and review domestic abuse interventions and outcomes for Black and Mixed ethnicity families).

9 Panel Discussion on items 6 - 8 - DISCUSSION

9.1 The guests in attendance for this item were:

Inspirational Leaders, Improving Outcomes for Young Black Men Programme:

- Oj Odebode
- Ayo Ogunjimi
- Oluwatosin Adegoke
- David Ogana
- Lamide Olusegun

Other guests:

- Deji Adeosun, Youth Leadership Manager, Hackney CVS
- Tim Shields, Chief Executive
- Karen Law, Partnership Strategic Analysis & Performance Manager
- Aled Richards, Director, Public Realm
- Cllr Caroline Selman, Cabinet Member for Community Safety, Policy and the Voluntary Sector
- Jason Davis, Policy Advisor
- Dina Sahmanovic, Senior Operations Manager Victim Support
- Cathal Ryan, Service Manager, Children and Families Service and Lead for Reducing Harm Working Group
- Sonia Khan, Head of Policy and Partnerships, and Programme Manager for YBM Programme

- 9.2 The Chair thanked guests for their presentations within items 5 – 8. This item would see a group discussion on what had been heard.
- 9.3 She wished to welcome the Inspirational Leaders from the Improving Outcomes for Young Black Men Programme. She thanked them for having observed the previous items. She invited each to make any opening comments.
- 9.4 Lamide Olusegun advised that his work through the Inspirational Leaders Programme involved the delivery of arts and crafts workshops for young people.
- 9.5 The workshops enabled therapeutic work. During them he would ask young people how they were and how they were feeling. He saw first-hand how much they enjoyed the sessions as opportunities to express their creativity and also be given a space to talk.
- 9.6 He the Inspirational Leaders initiative was helping to fill a gap; there were currently not enough people in teaching and guidance roles who young people would trust and be open with. He had noticed how as a young adult he had found it easier to build productive relationships with and to be listened to by young people. Older figures in the community were sometimes given less credibility.
- 9.7 He had established his own business, which had been hugely aided by the Free Market Stalls initiative for 18 to 30 years olds. He had started trading his art products on Well Street Market, before expanding to other markets also.
- 9.8 The example he had set had sparked the interest of young people in the community. They had noted that it was possible to start-up businesses. A lot actively sought his advice and asked him how he had managed this.
- 9.9 It was clear that young people were ambitious and interested in succeeding in careers. However, there was a gap in terms of lack of guidance and also physical space available. He himself had noticed when he graduated that there were no suitable facilities for him to pursue his projects. He had needed to adapt to this, creating products which were possible without these facilities.
- 9.10 The Mayor of Hackney had shown a commitment to promoting business and the positive activities of young people in the borough. The Council had helped to publicise his work. He agreed with previous points around the vital importance of communicating the very positive contributions that the great majority of young people in the borough were making. More positive communication around the achievements of young black men in the borough was needed.
- 9.11 Deji Adeosun, Youth Leadership Manager, Hackney CVS advised that the Inspirational Leaders initiative was in part a response to the negative connotations sometimes associated with young black men.
- 9.12 When a workshop run by Hackney CVS had asked a group of young people what the first things were that came to mind when they thought of a young black man, the three things that they said were gangs, knives and crime.

- 9.13 The Inspirational Leaders programme was about countering this by showcasing the positive talents and contributions of young black men and – as part of the wider Improving Outcomes for Young Black men programme – raising hope and aspiration for this group.
- 9.14 A recent initiative had seen the Council recruit to a post within the programme, and restrict applications to young black men. That had created a real interest in the community, had been positively received, and had been seen as an opportunity.
- 9.15 He agreed with the point made by Lamide around the need for young black men who were creative needing the opportunities and space to express this.
- 9.16 Reflecting on discussions earlier in the evening around gang activity and street drug dealing, he felt that a key reason for any increase in this activity was due to the easiness of it. If he chose to, he could leave the room and within five minutes start selling drugs. Strategies and policies needed to work towards making other alternative opportunities as easy to access as possible.
- 9.17 Barriers and systems in place often made these inaccessible, bringing the risk of some young black men turning to the more open route of drug selling and gang activity. It was not about simply giving young people things. However, greater opportunities and support were needed around employment, self-employment service access, and organisations needed to work creatively to enable this.
- 9.18 Evidence showed that these barriers extended to mental health support. The Inspirational Leaders were working with the East London Foundation Trust around increasing accessibility. Through working with them on an initiative where practitioners and therapists came into the community and worked with young people in their own settings, take up of one to one therapeutic support had increased by 70%. The work had helped to reduce stigma around mental ill health in the community.
- 9.19 Opportunities such as the one in this meeting where young black men were given an equal platform to discuss issues were important and welcome.
- 9.20 Oluwatosin Adegoke advised that he was involved with facilitating workshops involving both young people and local police at the Stoke Newington Police Station. These workshops enabled both the community's perception of the police and the police's perception of the community, to be explored and challenged. The work was finding that the views of one group around how they were seen or perceived by the other, were often different from the reality. Acting as the bridge in these discussions provided an opportunity for the relationships between the police and the community to be improved.
- 9.21 As a young black man himself, since graduating he had formed a view that there were opportunities available in terms of employment, but that these were quite restricted. Jobs in financial services were relatively accessible. However, for other areas including jobs in the media and in computer science, he felt that greater barriers were in place.

- 9.22 Oj Odebode had been facilitating discussions between young people and Police Officers in his local area. This was part of wider work to change the narrative around young black men. He agreed with earlier points around the great majority of the cohort being highly aspirational. From his involvement in the programme he had become aware of the range of opportunities which were available, and of the many organisations which could provide help and support. However, there was little awareness of these opportunities in the community. As a Hackney resident, he had been unaware of the breadth of support available until that point, when he was 23.
- 9.23 There was a lack of connectedness to these opportunities. Once he had connected to one service – HCVS - he had learnt about others – Hackney Youth, and organisations in the Wick area for example. From being generally unaware of the provision on offer, he had accessed opportunities including teaching older people to use computers. This in turn had helped him identify further opportunities.
- 9.24 This disconnectedness was leading young people to feel that the only routes open to them which appealed to them were around sports or music. The narrowness of these could bring the risk of young people following more destructive paths if and when these options did not work out. A long term approach was needed in which relationships were established with young people and consistent and ongoing support was available to them.
- 9.25 Ayo Ogunjimi advised that he had been delivering workshop sessions with young people within his role in the programme. They were generally very aspiring at a young age. Often they wanted to be footballers, sportsmen and musicians. However, it was the case in most cases it would be harder to achieve these outcomes that they might feel currently. Young black men lived in an environment which told them that there were few avenues they could excel in.
- 9.26 He himself had a keen interest in performing arts, and had set up a theatre company. This was enabling his peers with the same interests to train and perform as actors and performing artists. Currently, it appeared that initiatives like these always needed to be established at a grass-roots level, with little support from public agencies or others. More facilities like these – in performing arts and other areas also - needed to be provided. They could enable young people to express themselves and to feel that they were continuing and progressing on a route to where they wished to be.
- 9.27 Noting that other leaders had mentioned employment opportunities in detail, an Inspirational Leader said that he wanted to raise points around access to mental health services. He had been part of the Inspirational Leaders programme for two years. In that period he had helped run a number of workshops between the community and the NHS. They were delivered partly in the form of group therapy, with the option for those who would benefit to gain one to one support. The programme was enabling more people from the community to access help at earlier, more preventative stages. The programme had enabled him to develop his perspective and awareness around mental health, which was better enabling him to perform his mentoring and guidance role in the community.

- 9.28 The Chair thanked the Inspirational Leaders. She noted points around the need for the community to be made more aware of the range of opportunities on offer. She said that one of the aspects that the review was keen to explore was the level and nature of provision for young adults aged 18-25. This was in line with the remit of this Commission. She noted that the paper presented under item 6 in terms of the mapping exercise, had suggested that provision in this area was an area of focus. She said she would welcome views of all guests towards gaps in provision for this group.
- 9.29 Another Member asked Lamide Olusegun if his experience showed that facilitating the availability of markets in Hackney was one of the ways which the Council could enable business opportunities to young people. He was aware that the Council's Markets Service was looking to expand its offer to supporting people with business plans and marketing. He asked if this is something that would help.
- 9.30 Lamide Olusegun agreed that markets had really helped him and others establish businesses. He had been given a free stall, enabling him to sell products directly, gain an insight into footfall, and get to know business generally. It had offered an excellent grounding in entrepreneurship. Any expansion of support would be welcome.
- 9.31 This would help meet a gap in terms of the support given to young people after leaving full time education. He had found that after graduating there was limited support available. This lack of support upon finishing school, college or university could leave young people finding themselves staying at home all day and missing the direction previously given to them in school or college. This could cause issues around self-esteem, and also mental ill health. It could also leave young people vulnerable to making poor decisions.
- 9.32 The Chief Executive came in at this point. Both in this session and at the community reassurance event in April he had heard from the Inspirational Leaders. They were amazing young men who were able to speak eloquently about the issues. They had an understanding of what these were and the actions that were needed to address them, across a range of areas. He wished to place on record his thanks to the Inspirational Leaders for the huge contribution they were making. They were creating a movement around setting examples, supporting their community, and working with public bodies to help identify and deliver the improvements they needed to make.
- 9.33 In this meeting and others he had heard evidence that young people in the borough were not fully aware of the opportunities and provision which was in place. This was something that needed to be addressed, but the answer as to how this could be achieved would come from people like the Inspirational Leaders. They had the answers. For the Council's part (and that of other public bodies) there was a need to ensure these answers were listened to and acted upon, and that they drew on the support of Inspirational Leaders in taking them forward.
- 9.34 The Chief Executive reflected on points made around a lack of facilities and spaces for young people to develop businesses. The Council was currently looking at how it could provide more workspaces in unused places in the

- borough. He could not see why they could not take action to ensure that some of these were provided to young people wanting to start-up businesses.
- 9.35 The Council was also exploring how it could set up a Landing Pad for businesses seeking to move into the borough. This would better ensure that they had access to relevant information around who to contact for business planning, financial and other advice. He would reflect on how this advice could be made available more widely. He noted the comments in the discussion around risk points at the end of education. These were areas that needed to be explored further, in discussions with the community.
- 9.36 A Member wished to echo the points made by the Chief Executive. Also, she was aware of how much football featured in the lives of many boys and young men. She asked how much work the Inspirational Leaders did to engage with the football clubs in the borough.
- 9.37 She also noted the work of the Parents Voice initiative being delivered by The Crib. She celebrated this work. She wished to explore whether workshop sessions with young people delivered by the Inspirational Leaders could join up with Parents Voice discussion sessions, at some points. She felt this might help issues be addressed which affected both young people and parents. She also said it was so crucial for effective messaging around Hackney and the successful and positive lives that – contrary to what was sometimes suggested in the press – the great majority of its citizens were leading.
- 9.38 OJ Odebode advised that he and Lamide Olusegun had delivered coached summer holiday football sessions to 7 to 14 year olds living on the Pembury Estate. It had offered a route to engaging the young people in a therapeutic way. In discussions with young people – and perhaps surprisingly – a lot of children said they did not play football regularly. He felt that the attraction of the sessions was that it offered an activity and not necessarily that it was football specifically. He said that a session of arts and crafts and basketball would have attracted similar numbers.
- 9.39 He agreed that opportunities to engage children and parents in tandem would be useful. This was in terms of seeking parental involvement at sessions like the football coaching. This would enable parents see how their children engaged with the peers and adults.
- 9.40 Regarding the question around football, the Youth Leadership Manager, Hackney CVS felt that the large professional clubs might do more in terms of resourcing work in the community. Arsenal Football Club's Foundation was established and delivered initiatives. However, it was the case that this body applied for external pots of funding, sometimes in direct competition with community services including Hackney CVS. He felt that the Council might make the case to clubs to release more of their own resources to deliver initiatives rather than seeking other funding to do so.
- 9.41 Moving the discussion on, the Chair noted that the Commission had heard that young black men were disproportionately affected by violence. She asked for views on what could be done to address the fact that young black men were over represented amongst victims of violent crime, and suspects of it.

- 9.42 The Head of Policy and Partnerships advised that a report was close to being published, and would be submitted as evidence to the review. This provided a refreshed analysis of what was causing the disproportionately high risk to this community group. It drew on wide ranging data and discussions with the community.
- 9.43 One aspect which she felt worth exploring was the question around what happened when a young person recognised that a peer was at risk of engaging in or becoming the victim of crime, and whether in these cases there was an awareness of the support the person could be directed to.
- 9.44 In the work carried out in the programme so far, this had been identified as a gap. It was sometimes less an issue around the availability of provision and more one around the extent to which young people engaged with it.
- 9.45 She had heard examples where young people had had concerns around the mental health of a peer, but where they also lacked knowledge around the support which they might broker for them or direct them to. This was also applicable to parents in situations where they had concerns about their children, including adult children.
- 9.46 Lamide Olusegun agreed with this point. He had been in situations where he had concerns about a young person but had not been able to persuade them to reach out to the two services he could think of which might help – the police or education. There was – unfortunately – a level of distrust in the community towards the police. Young people were also reluctant to engage with education providers, which may or may not have been due to their experiences in these environments.
- 9.47 Parents were another potential route. However, he felt that parents were most likely to raise the issue through schools. Parents were sometimes shunned by the young person as a result of this. This had helped lead to situations where a family member of a young person had confided in him. In these cases he had not been aware of who to go to. This was the case with parents also (in terms of who they should go to for support or to flag concerns). Nuanced avenues were needed.
- 9.48 A Member said that in his view, a crucial problem was the cultural gaps between parents and children. Hope and aspiration were crucial. The most important question was to raise hope and opportunity. Young people were suffering from a lack of careers advice, which was a major issue.
- 9.49 Support to parents was also very important. He felt that schools could offer a space for parents, young people and community organisations to come together.
- 9.50 Asked to provide any final comments, the Cabinet Member for Community Safety, Policy and the Voluntary Sector thanked the Inspirational Leaders. She wished to emphasise the extent to which their opinions and those of the wider community were fully listened to and taken very seriously. The input that they had already had was making an impact. For example it was helping to inform the new cultural strategy which was in development and would seek to better

ensure that opportunities in the arts and media were secured. Their contributions were and would feed into change.

10 Recent escalation in serious violence and the response of the Council and Partners Review - Draft Terms of Reference - TO AGREE

10.1 The draft Terms of Reference for the review were agreed.

11 Lettings Policy approaches of Camden and Lambeth - Cabinet Member response to Commission's findings - TO NOTE

11.1 Members noted the response of the Cabinet Member for Finance and Housing Needs to the Commission's letter handing over its findings from its exploration of the Camden and Lambeth Lettings Policies.

11.2 A Member noted from the response that the service would begin a review of the Council's Lettings Policy early in the New Year, and at the start of this process would explore the potential viability for Hackney of the Camden/Lambeth approaches. He noted that an update would then be provided to the Commission on next steps.

11.3 He suggested clarity should be sought around the timings for the review, in terms of whether this would begin early in 2019, or at the start of 2019/20.

11.4 The Chair agreed with this point and asked the Scrutiny Officer to seek clarity on the starting date for the review. She also felt that the Commission should make clear that it would seek to receive updates during the lifecycle of the Lettings Policy Review.

11.5 The Scrutiny Officer agreed to write to the Cabinet Member for Finance and Housing Needs on the points above.

12 Minutes of the Previous Meeting - TO AGREE

12.1 The minutes of the meeting of the 13th September 2018 were agreed as an accurate record.

13 Living in Hackney Scrutiny Commission- 2018/19 Work Programme - TO NOTE

13.1 The Commission's work programme was noted.

14 Any Other Business



14.1 There was no other business.

Duration of the meeting: 7.00 - 10.00 pm

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London Borough of Hackney
Living in Hackney Scrutiny Commission
Municipal Year 2016/17
Wednesday, 21st November, 2018

Minutes of the proceedings of
the Living in Hackney Scrutiny
Commission held at BSix
College, Kenninghall Rd,
London E5 8BP

Chair:	Councillor Sharon Patrick
Councillors in Attendance:	Cllr Sade Etti (Vice-Chair), Cllr Ian Rathbone and Cllr M Can Ozsen
Apologies:	Cllr Michelle Gregory and Cllr Anthony McMahon
Officers In Attendance:	Andy Wells (Civil Protection Service Manager) and Aled Richards (Director of Public Realm)
Other People in Attendance:	Councillor Margaret Gordon, Rob Hales (Regional Performance Manager, Thames Water), Sean Walden (Head of Regional Networks, Thames Water) and Mark French (Representing Sedgwick (loss adjusters for Thames Water))
Members of the Public:	20
Officer Contact:	Tom Thorn  0208 356 8186  thomas.thorn@hackney.gov.uk

Councillor Sharon Patrick in the Chair

1 Apologies for Absence

- 1.1 Apologies had been received from Cllrs Gregory and McMahon.

2 Urgent Items / Order of Business

- 2.1 The Chair welcomed guests and residents. This meeting had been called further to the flood in the Leabridge Ward, caused by a burst to a Thames Water water main.
- 2.2 The meeting would be largely focused on giving residents and local Councillors the opportunity to hear from and ask questions of Thames Water. This would be in regards to its management of the incident in Leabridge, and why this had happened despite the improvements it had sought to put in place following recent previous major bursts both in Hackney and elsewhere.

- 2.3 The Chair advised that the Commission had previously heard from Thames Water just under two years ago. Those sessions had followed major flooding in Stoke Newington caused by another burst. Homes, businesses and the public realm had suffered significant damage as a result. That flood had been one of a number around the Thames Water area, including Islington. Part of the Commission's investigation had involved a joint meeting with a Scrutiny Commission in Islington.
- 2.4 The items of around two years ago had heard that Thames Water were embarking on review and improvement programmes. These would include explorations of the causes of the numerous bursts to their major mains, their management of the network and the company's response to incidents, and would set out steps for improvement.
- 2.5 In light of this, she had been particularly disappointed and concerned that a further major flood from a water main burst had now occurred around 1 mile away from the one of two years ago. This had caused damage, distress and huge inconvenience.
- 2.6 Representatives from Thames Water were in attendance for the public discussion. Staff from the loss adjusters used by Thames were also available in case residents needed to discuss individual cases with them.
- 2.7 The first substantive item on the agenda was designed to give some insight into the response of the Council to the incident, and the range of services which had been involved. Further to that, the main part of the evening would be spent in discussions with Thames Water.
- 2.8 There were no urgent items and the order of business was as laid out.

3 Declarations of Interest

- 3.1 There were no declarations of interest.

4 Thames Water Main Burst in the Leabridge Ward - summary of response by the Council

- 4.1 Guests in attendance for this item were:
- Andy Wells, Manager, Civil Protection Service, Hackney Council
 - Aled Richards, Director of Public Realm, Hackney Council
- 4.2 The Manager, Civil Protection Service introduced himself and advised that as head of this area he was the lead for Emergency Planning and Emergency responses in the borough.
- 4.3 The paper in the agenda packs on pages 3 to 9 set out a time line of Council involvement in the event, the contributions of the different Council services involved, and pictures taken from the scene.
- 4.4 The involvement of the Council had started at 06:05 on the 3rd October 2018. This was the point where Thames Water made contact to advise they had a

- burst water main at Waterworks Lane. They had advised that they had their own services on the scene capable of dealing with the issue and that no assistance from the Council was required.
- 4.5 Despite this and as per procedure, the on-duty Silver Officer (the figure within the Civic Protection Service to whom incidents were relayed in the first instance) made contact with the on-call Gold Officer (a Director-level officer), Communications and Housing Services to make them aware and to seek potential premises in the area for any operation.
- 4.6 Further to this – at 09:02 – the police requested the presence of a Local Authority Liaison Officer presence. Local Authority Liaison Officers were on site at 10:05.
- 4.7 The paper laid out the intensive activity by the Council from that point up to 20:30 that evening, and starting again the next morning at 06:19. This included action to aid police in traffic management, to assist Thames Water by digging drainage ditches, to ready alternative accommodation, and to secure the use of a community hall by a nursery whose building was flooded.
- 4.8 Moving forward, the timeline showed the reduction in activity as the incident moved to recovery phase. A dedicated Council Recovery Group was overseeing this work, chaired by the Director of Public Realm.
- 4.9 The paper detailed the very wide range of services involved and their contributions.
- 4.10 The Chair thanked the Manager, Civil Protection Service. She said she was grateful for the work of the Council to best mitigate the impact of the incident.

5 Thames Water Main Burst in the Leabridge Ward - evidence from Thames Water and question and answer session

- 5.1 Guests in attendance for this item were:
- Sean Walden, Head of Regional Networks, Thames Water
 - Rob Hales, Regional Performance Manager, Thames Water
- 5.2 The Head of Regional Networks firstly said that he was aware of the huge impact that the water main burst had had, and that he was very sorry for this.
- 5.3 He presented a set of slides which Thames Water would seek to make available after the meeting. He highlighted one showing a map of the area, and marking the site of the leak and the valves surrounding it.
- 5.4 Valve 4 was the closest valve to the burst. Turning this off would have stopped the flow of water from the burst main. However, upon reaching this valve it was found to be faulty, and not be closable. It had then taken a few hours for experts to arrive with the ability to tackle the issue.
- 5.5 The precise cause of the fault with the valve was difficult to ascertain as it had been further damaged while the repair was being made. However, due to the

widths of the major mains which they supported, the valves on these were openable and closable via a gearbox system. This system was not operating correctly on the day.

- 5.5 In cases where the valves closest to a burst were not possible to turn off, Thames Water would explore the viability of turning others off further distances from a burst. However, they had ascertained that the one they would have turned off would have cut water to 55,000 households. Taking this action would be likely to have gone against Drinking Water Inspectorate (DWI) advice.
- 5.4 Coming in at this point, the Regional Performance Manager, Thames Water said that isolating mains to stop flows of water from leaks was a very complex process, in which wrong decisions could lead to bursts and flooding elsewhere. Thames Water managed 20,000 miles of pipe.
- 5.5 A resident said that she and residents expected the valves and mains to be working without issue. Residents paid their water rates for this. They should not be flooded in return. Another said there needed to be greater focus on customers and those paying their water bills, rather than shareholders.
- 5.6 The Head of Regional Networks accepted these points. The system should be operating fully effectively. Inspection programmes did include the testing of valves. This said, there was a need for these and other maintenance programmes to be intelligence led.
- 5.7 Elaborating on this the Regional Performance Manager, Thames Water said that it would not possible for all valves and pipes to be replaced. That would take a 40 years, even if unlimited funds were available. It was therefore vital that what was done, was targeted. Thames Water were investing in improving technology to better identify where pipes should be prioritised.
- 5.8 Thames Water had also shown a strong commitment to improve. An £11 million was planned. This commitment was supported by both shareholders and the Chief Executive. The former had not received share dividends for two years. The latter was not taking a bonus. He felt this showed that there was a commitment to working hard to put things right.
- 5.9 The Chair recalled that after the previous major burst in Northwold Road Members and residents had been given similar accounts by Thames Water. The burst had had a major effect on residents, businesses, and the public realm. She said it was positive to hear that the Chief Executive had forgone bonuses but suspected that their salary alone was reasonable recompense for the job.
- 5.10 The Chair understood that planned improvement programmes set out in response to the previous wave of major bursts had included the relining of 1.7km of pipe in Hackney. However, she also understood that this plan did not cover the treatment of the section of pipe which burst in Leabridge. She asked if that suggested that Thames Water's plans were not valid. She asked how Thames Water identified what the worst sections of pipe were.
- 5.11 The Head of Regional Networks advised that partly as a result of the burst in Stoke Newington the full length of major pipe under Northwold Road had been

- replaced. This work had not extended to Leabridge. Thames Water tested the strength of pipes through non-destructive testing. This included the use of devices to sound out leaks. Thames Water were investing significant amounts on improving its testing technology which was limited compared to that used for testing gas pipelines.
- 5.12 The burst at Leabridge Road would be used to help inform future improvement programmes.
- 5.13 A Member recalled that a water main and section of pipe had been replaced on Leabridge Road around 2 years ago. He had spoken to staff on site who had advised that they had initially installed pipes of the wrong width. This had added significant delay. Engineers had also explained to him that they had been told to finish the replacement outside the Prince of Wales Pub on Leabridge Road, and not beyond. This had been due to funds being exhausted. This had seen the engineers join the new plastic pipe to a cast iron one. They had advised him that they would need to return to finish the work as it would not last in its current state. However, this work was not done. He strongly felt that this had led to the recent burst and the damage caused.
- 5.14 He said Thames Water had consistently let residents down, with shoddy work and a shirking of responsibility. There was a lack of accountability. Shareholders were distant figures. Thames had not put right the damage caused to the public realm from the previous works in Leabridge. Both he and the previous Director of Public Realm had continuously asked Thames Water to replant grass in an area they had damaged, to no avail
- 5.15 A resident agreed with the points made. The last work in Leabridge had seen the replacement of one pipe with an incorrect pipe, bringing the need for this to be done again. Thames Water left rubbish and mess on the site when they left, and a green space carved up.
- 5.16 A Member wished to echo these points. She was hugely disappointed that the devastation caused to residents and businesses through the bursts in Islington and in Hackney in 2016, was now being seen again in Leabridge. These floods took a huge toll on everyone. Action should be taken to put things right, and they should not happen again. There could be no more excuses.
- 5.17 She was concerned that it would be residents and Council Tax payers who would need to pay for putting things right. She implored Thames Water to pay for the costs incurred by the Council in responding to the incident.
- 5.18 Another Member agreed with this point. He said that the Council and the Fire Brigade had done the job which Thames Water should have. The first Thames Water staff on site following the burst had been described as scratching their heads and not knowing what to do. The Council had provided sandbags. Thames Water did not have any.
- 5.19 The Head of Regional Networks said he fully understood the hurt and distress caused by the flood. Again, he was very sorry for this, and action was needed to better ensure that incidents like these did not happen. However, he did wish to state that the staff in attendance at this meeting and others had worked

very hard for many hours following the flood to seek to put things right. Many who had been on site lived in the area and took pride in their work.

- 5.20 The Chair said the Commission was not seeking to any attack individual Thames Water staff. However, the event had caused real anger against Thames Water and what very much appeared to be its lack of management and care. She also wished to ask the question about recompense to the Council for the work it had needed to do in response to the incident. The Council was under very significant financial pressure with all its funds accounted for. This unexpected expense would make things even more difficult if costs were not fully covered.
- 5.21 The Head of Regional Networks said he was currently not aware of having received a claim from the Council but that any claim would be considered upon receipt.
- 5.22 The Director of Public Realm confirmed that the Council would be making a claim to Thames Water at the point of the full costs incurred it being known. The claim would include costs incurred for damage and repairs to trees, paths, roads, and for traffic management operations.
- 5.23 A resident recounted her experience, from the point of the flood starting on the night of the 2nd October. Residents started to see water rising at 11pm. Residents were feeling hugely anxious as the water continued to rise. They took it upon themselves to move cars and other property. However - despite calls to Thames Water to report the scale of the issue - the first member of staff on site from the company was a loss adjuster.
- 5.24 There appeared to be a complete absence of an emergency response plan. Nobody from Thames Water was available to advise residents on what the issue was, how it was being dealt with, and what they needed to do. Residents took it on themselves to manage the situation, moving their possessions up to higher levels and to the higher floor flats of their neighbours. They were up all night worrying. All this time and during the following day water was continuing to rise, entering flats and houses, and still residents were not advised on when or if the water would be diverted away. Neither did Thames Water supply sandbags during this time. Residents themselves deployed them after they were provided by the Council. A crucial question to ask was why it had 14 hours for the water to be diverted.
- 5.25 She said that Thames Water needed to put this right, in terms of the material and emotional losses suffered. There was strong media interest in what had happened and Thames' lack of response. She herself as a journalist would seek to help ensure that it continued to be a high profile issue until Thames Water properly put things right.
- 5.26 The Head of Regional Networks said that it did not matter what he said in response to this; he could not defend cases where Thames Water had not communicated with residents effectively. He was very sorry. Without wishing to sound contrite, he would very much value and appreciate spending some time with the resident to go through what happened and to seek detailed input on the communications and the form of these which would have made the period

- less stressful. This would help Thames Water improve. It was clear that the communications had not been adequate.
- 5.27 Having said that, Thames had sought to improve in this area, including through a stronger presence on social media. Hearing from affected residents on how communications could be improved would be invaluable. There had been a presence on site and the first Thames Water representatives to arrive had not been loss adjusters. It was clear that Thames Water needed to improve its on-site management due to this having appeared to have been the case.
- 5.28 Elaborating on this the Regional Performance Manager said that following lessons learnt from the reviews after the series of trunk mains burst two years ago, Thames had put in place more customer representatives who they could and did deploy to sites. They were there following the burst at Leabridge. However – given the accounts of residents - it was clear that there would be further lessons around how these representatives communicated with those affected.
- 5.29 The Head of Regional Networks noted the point around it having taken 14 hours to divert the water. He apologised. Precise answers as to why this was the case were not yet known, but would be made available when they were. Diverting water was complex and brought risk, and was done in conjunction with advice from the Fire Brigade. He could also not yet provide an explanation on why sandbags had not been provided.
- 5.30 The Chair said it very much appeared that Thames Water's communications strategy needed to be improved. From the points made she also felt it was clear that Emergency Planning procedures needed to be reviewed. She noted that the Council's Civic Protection Service had successfully and effectively responded to a range of incidents in the borough. From previous scrutiny work she was aware of the extent of ongoing reviews, testing and improvements that the service continuously applied to its emergency procedures. She asked whether – if the Council was willing to provide it – Thames Water might purchase advice and support from the Civic Protection Service.
- 5.31 The Head of Regional Networks said he would very much welcome and be grateful for the advice of the Civic Protection Service Manager, if this was available.
- 5.32 A resident introduced himself as the chair of a Buddhist charity (Chan Khong Monastery UK) which had bought the Old Schoolhouse. This was a Grade 2 listed building which it was now planning to renovate. This would be in order to deliver meditation and other services which would be accessible to all of those who would benefit, including residents with mental ill health. Funding was needed for the renovation work, and the plan had been for this to be raised through activities being held on site. The flood had damaged the building and also resulted in access to it being closed. This was preventing the charity from being able to move forward.
- 5.33 He had a number of issues to raise. Firstly, after initial contact with Thames Water and its loss adjusters being very positive, he had now been left with the impression that loss adjusters appeared to be focused on stopping claims being made. It had been very difficult to see one. He had waited some hours with his

- architect (for whom he was paying an hourly rate) to see one and they had then been rude. There had been a lack of personal understanding and empathy applied to his case and others.
- 5.34 This experience had led him to feeling like a victim of Thames Water, whereas at the onset he had been trusting and had held confidence in them. He had now secured the services of his own loss adjuster and solicitor, and now saw the process of one of a fight between his charity and Thames.
- 5.35 A Member agreed with these points. He was aware from discussions with residents that others had encountered issues in securing appointments with loss adjusters. Another Member asked if more dates could be made available for affected residents and businesses to visit loss adjusters.
- 5.36 The Regional Performance Manager, Thames Water agreed that Thames Water could and would set up some more clinics.
- 5.37 Mark French who was sitting in the audience came in at this point. He worked for Sedgwick, who were appointed loss adjusters for Thames Water. He wished to apologise to the resident who had not been treated as he should have been. Sedgwick were aware this case and it was being taken extremely seriously.
- 5.38 His company's job was to survey and quantify damage. It did need to follow a clinical approach. However, there was a keen awareness of the worry and stress that customers had suffered. They sought to actively encourage claims, and their focus was on reaching resolutions which put customers back in the position that they would have been in had the incident not occurred. He and the other loss adjuster in attendance would appreciate and welcome further individual discussions with this resident and any others at the end of the meeting.
- 5.39 The same resident said that it appeared action had been taken during the response to the incident which had directly led to the Old Schoolhouse being flooded. Due to the renovation work needed, the building had been surrounded by boarding. Water had been flowing past this boarding without breaching the building. However, it appeared that Thames Water had lifted a section of boarding. He said that had this section not been lifted the building may have been left unaffected.
- 5.40 The Head of Regional Networks said he had investigated this matter after the concerns had been raised with him previously. During the flood the Fire Brigade had carried out investigations to ensure that there was nobody at risk who was in the building. However, discussions with both them and Thames Water representatives had not identified any action taken to deliberately lift the boarding. Water at volume was immensely powerful and may have caused the issue. Thames Water had worked with loss adjusters to ensure that an approach was in place which sought to put lives back together following these incidents.
- 5.41 The Chair, other Members and residents made it clear their support for the Chan Khong Monastery UK charity which was bringing the Old Schoolhouse back into community use. The Chair noted that following the burst at Northwold Road Thames Water had made a small gesture by helping to fund a reopening

- celebration for a restaurant which had been closed due to flooding. She suggested that a similar approach might be taken with the Old School House and or that a contribution to its renovation might be made.
- 5.42 Another resident added to this point. She was concerned around processes to claim for damage and issues which could not be quantified. This was in terms of the stress which had been caused, and the time which residents had needed to expend on dealing with the situations. She had lost chargeable hours of work. She was keen to explore how Thames managed the flood and also its work to ensure it did not happen again. However, she said the immediate need was for the damage and stress caused to be recognised and put right.
- 5.43 Another resident agreed with this point. She was a leaseholder of a housing association. She was concerned around damage to her building and others due to the flood might only come to light some time into the future. She worried that this would mean that she, other leaseholders and other residents generally would find themselves needing to pay for this.
- 5.44 The Head of Regional Networks said that payments through loss adjusters could be made for items which receipts could be provided for. However, a separate process could provide goodwill payments. These payments were made to households affected, and were made on a per-person of the household basis. Proof of household numbers would be required in these cases, as insisted upon by regulators to ensure fair use of water rate payers. Thames Water were currently working on arrangements for this.
- 5.45 A Member said she was pleased to hear Thames Water's acknowledgement that their response to the incident was not good enough. It was also positive that they had committed to working with residents in regards to compensation including through the delivery of more loss adjuster clinics, and also that they were open to taking on learning from the Council's Emergency Planning function.
- 5.46 The Chair agreed with these points. She wished to move to exploring how Thames Water were working to minimise the risks of these bursts reoccurring. She felt that action was required on this following numerous floods in quite a small area covering Hackney and Islington.
- 5.47 The Head of Regional Networks said the flood had been caused by a burst to a water main and the subsequent failure of the valve closest to it. There were testing programmes for mains and valves which sought to mitigate risks. Renewal programmes were also informed by risk. Hackney had a higher than average pipe renewal rate, although this did not include the affected areas.
- 5.48 The Regional Performance Manager added that significant investment was coming through – £11.7 billion in investment over five years plus an additional £2.1 billion to improve the resilience of water supply systems. This level of investment was unprecedented and partly reflected the commitment of both the Chief Executive and shareholders to put things right. It also reflected changing approaches by the regulator (OFWAT) to better hold utility companies to account.

- 5.49 In terms of mitigating risk, he added that one of the outcomes from the reviews following the previous series of trunk main bursts had seen Thames Water deploy 6 specialist engineers in locations and roles meaning that 80% of valves on the network could be reached within 30 minutes. Very unfortunately, this went live the day after the incident in Leabridge and not before this.
- 5.50 Changes were also being sought through reviewing the areas selected for most regular checks due to the scale of damage failures in these locations could cause. The locations currently included mains close to some transport hubs, for example. Thames were exploring whether more areas should be included in this set of locations.
- 5.51 A Member referred to a letter from the London Joint Authorities Group (made up of authorities including Hackney) to OFWAT, setting out concerns around Thames Water's performance. He advised that this was sent further to the burst in Leabridge.
- 5.52 He read out passages stating that there had been a lack of investment, that Thames did not have an understanding nor proper intelligence on their pipe network, that there were issues around how they treated customers effected by bursts. It cited evidence on the numbers of emergency works undertaken by Thames Water in the six months from October 2017. This showed that there had been 267 in Hackney. Some other boroughs had seen numbers of over 600 in the same period. The letter cited this as evidence of the scale of work which London's highways authorities were having to manage on a day to day basis due to what it stated was Thames Water's poor performance.
- 5.53 The Member said that through this meeting for which a written record would be produced, that the Commission should add to this evidence base.
- 5.54 The Head of Regional Networks had not seen the letter the Member referred to. He hoped that the record of the discussion would show the commitment and ambition for improvement.
- 5.55 The Chair noted that the meeting had highlighted a range of issues.
- 5.56 In regards to communications, she suggested that a further letter be sent to the households and businesses affected. This should set out what was currently known about the causes of the incident, a date of when the fuller investigation would be completed and a promise that residents would be informed of this, and also the routes through which discussions with loss adjusters could be arranged.
- 5.57 She looked forward to Thames Water setting up more loss adjuster clinics as agreed, and completing the further action needed to put things right. This included the finalising of goodwill and compensation arrangements.
- 5.58 She also felt that – with the investigation following the incident currently live – a further item held by this Commission was warranted. This would seek the re-attendance of Thames Water to feedback on the elements which were promised in the meeting. As further actions, she suggested the Commission would write to OFWAT setting out its concerns.

5.59 The Chair thanked residents and guests. She advised that loss adjusters were available to those needing to speak to them. She brought the meeting to a close.

6 Any Other Business

6.1 There was no other business.

Duration of the meeting: 7.00 - 8.55 pm

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Living in Hackney Scrutiny Commission 10th December 2018 2018/19 Work Programme	Item No 8
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Outline

The latest version of work programme for the current year is enclosed.

Action

The Commission is asked to note the work programme.

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Overview & Scrutiny

Living in Hackney Scrutiny Commission: Work Plan June 2018 – April 2019

Each agenda will include an updated version of this Scrutiny Commission work programme

Meeting	Item	Directorate / lead	Comment / purpose of item
14th June 2018 Room 102, Hackney Town Hall Agenda dispatch: 6 th June 2018	Introduction to Director of Housing Services, and priorities for the next year	Neighbourhoods and Housing / Ajman Ali, Director of Housing Services	
	Discussion about work programme for 2017/18	Tom Thorn, Overview and Scrutiny Team	For the Commission to agree review topic and one off items for this year.
9th July 2018 Room 103, Hackney Town Hall Agenda dispatch: 28 th June 2018	Cabinet Question Time – Cllr Sem Moema, mayoral Advisor for Private renting and housing affordability		Topic areas for questioning: <ul style="list-style-type: none"> • Private rented sector licensing. Progress made towards the planned launch of the wider private rented sector licensing schemes in October 2018. Work to address research finding significant conditions issues with properties already falling within mandatory licensing criteria. Member roles in reporting unlicensed properties. • Housing Association liaison. Engagement with Registered

Meeting	Item	Directorate / lead	Comment / purpose of item
			Housing Providers on maintenance and repairs performance. Any work to monitor / influence the lettings policies of Registered Housing Providers operating in Hackney, including any replacement of social rent tenancies with other tenancy types.
	Cabinet Question Time – Cllr Jon Burke, Cabinet Member for Energy, sustainability and community services	Tom Thorn, Overview and Scrutiny Team	<p>Topic areas for questioning:</p> <ul style="list-style-type: none"> • Exploring the Mayor's manifesto commitment to the delivery of a municipal energy company. Any emerging strategy and programme for delivery, including around renewable energy installations on Housing assets. • Profiles of leisure centre usage and work to engage underrepresented groups • Current waste and recycling collection models and any scope for change.
August Recess – no meetings			
13th September 2018 Room 102, Hackney Town Hall	Healthwatch Hackney report on single homelessness and mental health, Council response, and discussion on	Tom Thorn, Overview and Scrutiny Team	Healthwatch Hackney have been invited to present and answer questions on their report on the experiences of single homeless people with mental health needs living in temporary accommodation. The Housing Needs and Private Sector Housing Services will be in attendance to present the Council's response.

Meeting	Item	Directorate / lead	Comment / purpose of item
Agenda dispatch: 5 th September 2018	site visits to hostels		
	Background / fact finding for review – introduction to Hackney’s Integrated Gangs Unit	Maurice Mason, Community Safety Team Manager, Chief Executive’s Directorate	<p>This item is intended to give Members an introduction to Hackney’s Integrated Gangs Unit (IGU).</p> <p>The Unit was establishment in 2010 following the Community Safety Partnership identifying tackling gang violence as a strategic priority and a detailed analysis being carried out of gang violence in the borough to develop a comprehensive understanding of the alliances, disputes and tensions between different gangs.</p> <p>The IGU brings together the police, a range of Council services, and others including Probation Services, the DWP and organisations providing one to one advice, training and support to divert people at risk away from gangs¹. It was the first co-located Integrated Gangs Unit (IGU) in the UK².</p> <p>While designing the Unit the Council and partners drew learning from the approach taken by Glasgow’s Violence Reduction Unit, which has received wide recognition for following what is sometimes defined as a public health approach.</p> <p>After it opened in 2010 gang-flagged violence fell for a number of years. There were 114 gun related crimes in the borough in the year to February 2011, compared to 66 in the year to February 2018. In the 2 years to November 24th 2018 there were no gang-related murders. This was prior to the recent spike in violence both in Hackney and elsewhere.</p>

¹ <https://www.hackney.gov.uk/media/11221/Our-approach-to-violent-crime/pdf/approach-to-violent-crime>

² <https://www.londoncouncils.gov.uk/node/31170>

Meeting	Item	Directorate / lead	Comment / purpose of item
	Review into Segregated Cycle Lanes – Draft Report	Tom Thorn, Overview and Scrutiny Team	
<p>13th November 2018</p> <p>Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 5th November 2018</p>	Progress on implementation of recommendations of Fire Risk Assessments	Ajman Ali, Director of Housing Services	<p>At the June meeting Members received a verbal update from the Director of Housing Services on the progress made in implementing the recommendations arising from the Fire Risk Assessments (FRAs) the Council had carried out following the Grenfell Tower tragedy.</p> <p>The Commission was advised that good progress had been made. With work being progressed according to its priority, all critical (highest priority) recommendations had been addressed. Large numbers of the high priority (second highest priority) recommendations had been progressed. However, it was also acknowledged that further progress was needed.</p> <p>The Director of Housing Services has been asked to provide a paper for this item setting out the latest progress against the FRAs. He will be in attendance at the meeting to present the paper and answer questions. With Members having asked to keep progress under review moving forward, a further update will be submitted to the meeting of 11th April.</p>
	Evidence gathering for review - setting the scene - Council and Partnership work to tackle violent crime and high level findings of new Community Safety Partnership Strategic	Tim Shields, Chief Executive supported by Karen Law, Partnership Strategic Analysis & Performance Manager	<p>The carrying out a review looking in broad terms at the response of the Council and its partners to an escalation in levels of the most serious forms of violence. These occurred in a period starting in late 2017. The escalation in Hackney is reflective of increases both regionally and nationally.</p> <p>This item has been scheduled for Members to ask questions about the findings of the relevant elements of the Strategic Assessment.</p> <p>With the Council's Chief Executive - who is also joint Chair of the</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
	Assessment		Community Safety Partnership - in attendance, it will also be an opportunity for the Commission to gain further insight into the work of the Partnership to tackle and reduce violent crime over recent years.
	Evidence gathering for review - Council response to spike in serious violence - findings emerging from mapping exercise	Cllr Caroline Selman, Cabinet Member for Community Safety, Policy and the Voluntary Sector, supported by Jason Davis, Policy Advisor	<p>The Commission will receive an update on the Council's mapping exercise conducted further to the community reassurance event in April. The Commission will explore its emerging findings and or recommendations, and seek to hold discussions on these with relevant guests from the community and the community and voluntary sector.</p> <p>With the review predominantly focused on young adults, we will seek to look in particular at the findings as they relate to provision for people aged 18 – 25, and their parents and carers. This will include an exploration of how those who have previously been known to be at risk of gang involvement / exploitation, are supported after they become 18.</p>
	Evidence gathering for review - Insight into Victim Support	Dina Sahmanovic, Senior Operations Manager, North and East London Victim Support	Victim Support to give views on findings of mapping exercise (above) and to set out their support offer to those affected by violent crime
	Evidence gathering for review - update on Improving Outcomes for Young Black Men Programme -	Cathal Ryan, Service Manager, Children and Families Service	The Council, its partners, young people and parents come together to form the Improving Outcomes for Young Black Men (YBM) Programme . This programme recognises and seeks to respond to the fact that young black men tend to fare worse than their peers across a wide range of areas.

Meeting	Item	Directorate / lead	Comment / purpose of item
	Reducing Harm work strand	and Lead for Reducing Harm Working Group	<p>These inequalities include aspects around serious violence.</p> <p>With the Commission's review looking at the response of the Council to a spike in serious violence, this item has been scheduled to give Members an insight into the role which the YBM Programme will play within this, and the actions needed to help address the disproportionalities in the area.</p>
<p>21st November 2018</p> <p>BSix Sixth Form College, Kenninghall Road, London, E5 8BP</p> <p>Agenda dispatch: 13th November 2018</p>	Thames Water Main Burst in the Leabridge Ward - summary of response by the Council	Andy Wells, Manager, London Borough of Hackney Civil Protection Service	
	Thames Water Main Burst in the Leabridge Ward - evidence from Thames Water and question and answer session	Thames Water staff	
<p>10th December 2018</p> <p>Council Chamber, Hackney Town</p>	Evidence gathering for review - Summary of policing resources (local and central) to tackle serious	Chief Superintendent Williams, Central East	The review looking at the response of the Council and its partners to the recent escalation in serious violence considers a number of topics relevant to the Police. These include the use of Stop and Search, the work to improve community confidence, the risks and challenges associated with changes in local policing (in relation to the capacity to

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Hall Agenda dispatch: 30 th November 2018	violence	(Hackney and Tower Hamlets) BCU Commander	tackle serious violence). This item has been scheduled for the Commission to receive context at an early point around the different sections of the Metropolitan Police (both those managed and operated locally and others which are managed centrally but which will be deployed in Hackney at various times).
	Evidence gathering for review - local policing changes and associated opportunities and risks in relation to tackling serious violence	Chief Superintendent Williams, Central East (Hackney and Tower Hamlets) BCU Commander	Local policing is undergoing significant change. This is in relation to the establishment of 12 Basic Command Units to replace the 32 borough model, with local boroughs merging with others. The announcement was made alongside an acknowledgement of significant financial challenge, with the Met required to make savings of £325m by 2021/22, and expected continued reductions in officer numbers. This builds on significant reductions in funding already imposed. The Council's own Foot the Bill lobbying campaign has highlighted the impact of £600 million in Met Police funding reductions since 2010, with Hackney having seen a reduction from 770 Officers to 584 in the 7 years to October 2017, the most severe cut in London. Within the new Basic Command Unit structure, Hackney has joined with Tower Hamlets to form a Central East Command Unit. This item will explore the implications of these changes on the capacity of the police to respond effectively, and any work of the Safer Neighbourhood Board to gather assurance around this.

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	Evidence gathering for review - Work and approach of the Integrated Gangs Unit		<p>It will seek to involve community groups in discussions on policing in their areas, and their views on any impact of changes already made. Plans on this will be further developed.</p> <p>The review sets out to explore how the Integrated Gangs Unit is working to tackle serious violence, and the benefits and any disbenefits of its approaches.</p> <p>This item will explore the approaches taken by the IGU. We hope to hear from staff from the range of agencies operating in the unit, including police and probation officers, DWP staff and Council Officers. We also wish to hear from some of the organisations commissioned for prevention and diversion work such as Mentivation and St Giles Trust.</p> <p>The item is intended to help answer the questions below:</p> <ul style="list-style-type: none"> • What approach is the Integrated Gangs Unit taking to tackle gang related violence? • What tools does it use? • How is the Metropolitan Police's Gangs Matrix used by unit partners and what are its benefits and risks?
31st January 2019 Room 102	Evidence gathering for review - trends in Stop and Search (and Section 60 notice)	Sue Williams, Central East Commander,	This item is set in a context of announcements at a London wide level by both the Mayor of London and the Metropolitan Police Commissioner around a stepping up of 'targeted and intelligence led' stop and searches as one of the tools to tackle escalations in violence ³ .

³ <https://www.standard.co.uk/news/crime/sadiq-khan-reveals-police-will-significantly-increase-stop-and-search-to-tackle-knife-crime-a3736501.html> and <https://www.express.co.uk/news/uk/942469/London-news-met-police-knife-gun-crime-stop-and-search-powers>

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Hackney Town Hall Agenda dispatch: 23 rd January 2019	activity - numbers, outcomes and profiles	Metropolitan Police Service (or other Police representative)	<p>We are also aware of a re-emergence in the use of Section 60 orders, including those covering the whole borough. Section 60 orders allow for searches to be carried out without suspicion. Hackney was subject to nine borough-wide Section 60 orders in the year up the 15th May, the third highest in London⁴.</p> <p>This item will explore the numbers of and outcomes from stop and search in Hackney.</p>
	How is the community being kept informed, and how are good quality interactions with the public during the deployment of Stop and Search being best achieved?	<p>Sue Williams, Central East Commander, Metropolitan Police Service (or other Police representative)</p> <p>Central Police Units (to be confirmed)</p>	<p>We note differing views from different quarters around greater use of stop and search powers – including Section 60s - within the wider response to the escalations in violence.</p> <p>A recent report from the Centre for Social Justice⁵ has called for increased stop and search activity as a means of tackling violence, and is critical of how <i>'proactive policing in the form of stop and search has been under sustained attack for years'</i>.</p> <p>On the other side of the debate, one of the major concerns around stop and search is the disproportionality in terms of those who are being searched. For many years evidence has shown that stop and search is used disproportionately on those from (BAME) groups – in particular young black men - and young people⁶.</p> <p>This disproportionality is commonly linked with the lower levels of confidence that these groups have in the police and the criminal justice</p>

⁴ http://questions.london.gov.uk/QuestionSearch/searchclient/questions/question_298652

⁵ <http://www.centreforsocialjustice.org.uk/core/wp-content/uploads/2018/08/CSJJ6499-Gangs-Report-180824-FINAL-WEB.pdf>

⁶ It should be noted that the Centre for Social Justice report challenges the basis for this finding.

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			<p>system, and (despite the stated focus of stop and search on tackling serious violence) their greater likelihood of being penalised for more minor crimes.</p> <p>Critics of the use of Section 60 powers - such as Liberty – argue that they are overly broad.</p> <p>There is concern that Section 60s and stop and search activity generally - often regarded as ‘coercive tactics’ - can bring negative impacts on police relationships with the communities they serve⁷.</p> <p>There have also been historical concerns around the quality of interactions between the police and the community, and the further impact that these can have on trust and confidence⁸.</p> <p>This item will gauge the action being taken to reassure the community, to keep them informed and to achieve good quality interactions with the public during its deployment.</p>
	How is the Community Safety Partnership working to ensure effective relationships with the community?	Sue Williams, Central East Commander, Metropolitan Police Service (or other Police representative)	<p>Data for Hackney suggests that the trust and confidence aspect should be an area of focus. MOPAC’s Public Attitudes Survey shows there have been quite significant reductions in the proportions of Hackney residents reporting positive perceptions of the police, across a range of measures. The scale of these reductions have not generally been replicated at a London level.</p> <p>More positively, Hackney residents are among the most likely in London</p>

⁷ <http://criminaljusticealliance.org/wp-content/uploads/2017/06/No-Respect-290617-1.pdf> and <https://www.libertyhumanrights.org.uk/human-rights/justice-and-fair-trials/stop-and-search> and <http://www.stop-watch.org/uploads/documents/StopAndAccountConsultation.pdf>

⁸ <https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/metropolitan-police-service-stop-and-search.pdf>

Meeting	Item	Directorate / lead	Comment / purpose of item
		Central Police Units (to be confirmed)	<p>to feel that the police can be relied on to be there when needed.</p> <p>However, they are significantly less likely to likely to feel well informed about local police activities, to feel that the police are dealing with the things that matter to the community, and to believe that the police are doing a good job in the local area. Perhaps most concerning is the fall in the proportion of residents feeling that the police treat everyone fairly regardless of who they are. This places Hackney in bottom place of all London boroughs on this measure.</p> <p>Hackney's Safer Neighbourhood Board is the primary borough-level mechanism for local engagement in policing. It also oversees the Independent Advisory Group which works to encourage positive interactions between the police and community. We will seek to hear from these groups around their work and findings. In addition – and given the falls in confidence levels – we hope to hear from the police directly.</p>
<p>4th March 2019 Room 102 Hackney Town Hall Agenda dispatch: 22nd February 2019</p>	<p>Findings of investigations into contract management Cabinet Member for Housing Services – Discussion with Cabinet Member for Housing Services</p>	<p>Cllr Clayeon McKenzie, Cabinet Member for Housing Services</p>	<p>During the last 18 months the Commission held a number of items relating to the management of contracts by the Council's Housing Services. These saw it receiving regular updates on the performance and management of one specific major contract - that for Specialist Electrical Works with Morgan Sindall - and holding a more general discussion item focusing the benefits, risks and issues with some of Housing Services' larger 'partnering' contracts.</p> <p>In July 2018 a detailed set of findings from this work were handed over to the Scrutiny Panel. With the Scrutiny Panel planning to contribute to the Council's planned development of a Sustainable Procurement</p>

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			<p>Strategy which it is understood will include defining an approach to outsourcing and insourcing of services, this was in order that the findings could help inform this.</p> <p>In addition, the Commission wrote to the Cabinet Member for Housing Services asking for his attendance at a Commission meeting.</p> <p>This is in order that he can respond to three issues with specific regards to Housing Services which the work identified. The letter set out in detail the findings of the Commission in these areas. It explained that questioning on the evening would be focused on these. The areas are:</p> <ul style="list-style-type: none"> • (Cabinet Member for Housing Services') view around the need to achieve sustainable in house Clerks of Works and Quantity Surveying functions and to ensure their effective deployment, and any plans to support this. • Resident liaison functions within contracts - any work by Housing Services to enable the in-house delivery of resident liaison functions, within both existing partnering contracts and any future large housing contracts. • Any update on work to tackle issues around underpricing at tender stage

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	Thames Water Main Burst in the Leabridge Ward – follow up on session 21 st November 2018	Thames Water staff	<p>Thames Water attended a specially convened Commission meeting on the 21st November 2018. This was to discuss their response to the trunk main burst which had caused significant flooding in the Leabridge Ward the previous month.</p> <p>At that meeting and in response to questions from residents, local organisations and Commission Members, Thames Water advised that investigations on the cause of the event and its response still being carried out and that insurance, compensation arrangements were being worked through, and that the latest burst would help inform future improvement programmes. This item has been scheduled to receive updates on these elements and others.</p>
	Presentation by William Hodgson on research into Micro-sites in Hoxton		<p>As part of a PhD, William Hodgson has been seeking to answer the following questions:</p> <p>Can sites be identified, which are not currently considered suitable or whose ownership is not clear, where self-building offers a solution to their development? What kind of engagement process is required to ensure such projects are acceptable to local communities?</p> <p>With the Commission having an interest in the area of housing availability and affordability, William Hodgson has been invited to present his findings.</p>
	Housing Services' development of an Asset Management Strategy	Ajman Ali, Director of Housing Services	<p>In the meeting of 14th June 2018 the Commission heard that the Council was developing an Asset Management Strategy setting out the investment requirements over the next five years.</p> <p>The strategy would be informed by the undertaking of detailed stock condition surveys, and would help shape the revision of the 30 year</p>

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			<p>HRA Business Plan. Ensuring strong governance was in place and that the service best utilised opportunities offered by the coming to an end of a number of major contracts, would enable investment to be delivered effectively.</p> <p>Fire Safety would be likely to be a key element of planned work.</p> <p>This item has been scheduled for the Commission to receive an update and give input into the development of the strategy.</p>
<p>11th April 2019 Room 102 Hackney Town Hall Agenda dispatch: 3rd April 2019</p>	<p>Progress on implementation of recommendations of Fire Risk Assessments</p>	<p>Ajman Ali, Director of Housing Services</p>	<p>This is further to the previous update of November 2018.</p>