



CABINET

Wednesday, 16th October, 2019
at 6.00 pm

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

MAYOR AND CABINET (The Executive)

Councillors:

Mayor Philip Glanville (Chair)

Mayor of Hackney

Councillor Anntoinette Bramble (Vice-Chair)

Deputy Mayor of Hackney and Cabinet Member for Education, Young People and Children's Social care

Councillor Feryal Clark

Deputy Mayor and Cabinet Member for Health, Social Care, Leisure and Parks

Councillor Christopher Kennedy

Cabinet Member for Families, Early Years and Play

Councillor Jon Burke

Cabinet Member for Energy, Waste, Transport and Public Realm

Councillor Clayeon McKenzie

Cabinet Member for Housing Services

Councillor Guy Nicholson

Cabinet Member for Planning, Business and Investment

Councillor Rebecca Rennison

Finance and Housing Needs

Councillor Caroline Selman

Cabinet Member for Community Safety, Policy and the Voluntary Sector

Councillor Carole Williams

Cabinet Member for Employment, Skills and Human Resources

Mayoral Advisers:

Councillor Sem Moema

Private Renting and Housing Affordability

Tim Shields

Chief Executive

Contact: Jessica Feeney, Governance Services Officer

Tel: 020 8356 1266

jessica.feeney@hackney.gov.uk

8 October 2019

The press and public are welcome to attend this meeting

NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY
REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH
REPRESENTATIONS

Whilst much of the business on the agenda for this meeting will be open to the public and media to attend, there will sometimes be business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is the formal 5 clear day notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to confirm that this Cabinet meeting will not be held partly in private.

The 28 clear day notice for this meeting was published last month in the Executive Meetings and Key Decisions Notice. This gave notice that there was no intention to meet in private after the public meeting to consider reports which contain exempt or confidential information.

ADDITIONAL MEETING INFORMATION

Meeting Dates

18 November 2019
16 December 2019
20 January 2020
17 February 2020
23 March 2020
20 April 2020

Public Involvement

The public have the right to ask questions or submit petitions or deputations to Cabinet meetings.

Contact Governance Services (Tel: 020 8356 1266) for further information on how this can be arranged. Or email: Jessica.feeney@hackney.gov.uk

Further information can also be found within Part 4 of the Council's Constitution (which can be seen on the website www.hackney.gov.uk at this link –

<http://mginternet.hackney.gov.uk/documents/s36746/4.4%20-%20Executive%20Procedure%20Rules.pdf>

Contact for Information

Jessica Feeney
Tel: 020 8356 1226
Email: jessica.feeney@hackney.gov.uk

CABINET AGENDA

Wednesday, 16th October, 2019

ORDER OF BUSINESS

1	Apologies for Absence				
Item No	Urgent Business				
2	<p>The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 15 below. New items of exempt business will be dealt with at Item 19 below).</p>				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Wards Affected</td> <td style="width: 50%; text-align: center;">Contact Officers</td> </tr> <tr> <td></td> <td style="text-align: center;">Administrator</td> </tr> </table>		Wards Affected	Contact Officers		Administrator
Wards Affected	Contact Officers				
	Administrator				
Item No	Declarations of interest - Members to declare as appropriate				
3	<p>A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:</p> <p>(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and</p> <p>(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.</p> <p>A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.</p> <p>Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 8.1-15.2 of Section Two of Part 5 of the Constitution and Appendix A of the Members' Code of Conduct.</p>				
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Wards Affected	Contact Officers				
	Administrator				
Item No	Notice of intention to conduct business in private, any representations received and the response to any such representations				

4	<p>On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.</p> <p>This agenda contains exempt items as set out at Item [22] : Exclusion of the Press and Public. No representations with regard to these have been received.</p> <p><u>This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.</u></p>
Wards Affected	
Administrator	
5	Questions/Deputations
Item No	Unrestricted minutes of the previous meeting of Cabinet held on 16 September 2019
6	To agree the minutes of the previous meeting of Cabinet held on 16 September 2019 (Pages 1 - 14)
Wards Affected	
Administrator	
Item No	Unrestricted minutes of Cabinet Procurement Committee
7	To receive the minutes of the Cabinet Procurement Committee (CPC) held on 9 th September 2019 - for noting only. (Pages 15 - 28)
Wards Affected	
Administrator	
Item No	Capital Update Report - Key Decision No. FCR P96
8	This report on the capital programme for 2019/20 updates members on the capital programme agreed in the 2019/20 budget, and includes capital project approvals for Children, Adults and Community Health and Neighbourhoods and Housing (Non -Housing). (Pages 29 - 42)
Wards Affected	
Administrator	

	All Wards	Michael Honeysett, Director of Financial Management Tel: 020 8356 3611
Item No	2019/20 Overall Financial Position, Property Disposals and Acquisitions Report - Key Decision No. FCR P97	
9	This is the third Overall Financial Position (OFP) report for 2019/20 and is based on detailed August 2019 provisional outturn monitoring data from directorates. We are forecasting an overspend of £4,833k at year end.	(Pages 43 - 58)
	Wards Affected	Contact Officers
	All Wards	Russell Harvey, Senior Financial Control Officer Tel: 020 8356 3611
Item No	Proposals for Amendment of the Fees Structure for the Selective Licensing Scheme (Private Sector Housing) for multi-dwelling blocks - Key Decision No. NH P88	
10	Cabinet is recommended to approve the amendment of the Selective Licensing application and approval process.	(Pages 59 - 72)
	Wards Affected	Contact Officers
	Brownswood; Cazenove; Stoke Newington	Kevin Thompson, Head of Private Sector Housing
Item No	Hackney Schools Group Board - Board Members Nomination- Non Key Decision	
11	The report recommends that the cabinet notes the appointment of the members of the hackney schools board and notes the recommendation from the deputy and nomination committee and approves the appointments.	(Pages 73 - 80)
	Wards Affected	Contact Officers
	All Wards	Neil Weeks, Strategy, Policy and Governance Tel: 020 8820 7007
Item No	City and Hackney Safeguarding Adults Board Annual Report 2018/19 - Non Key Decision	
12	This report outlines the key achievements of the Board, areas for further development as well as what the Board will prioritise in the forthcoming year. An overview of the safeguarding data for the London Borough of Hackney is also included for reference.	(Pages 81 - 156)
	Wards Affected	Contact Officers
	All Wards	Raynor Griffiths, City and Hackney Safeguarding Adults Board Manager Tel: 020 8356 1751

Item No	Children and Families Service Full Year 2018-19 Report to Members - Non Key Decision	
13	This full year report provides Members with oversight of activities within the Children and Families' Service including performance updates and information about key service developments and information about vulnerable adolescents and adoption. The report also includes information on Young Hackney, the Council's early help, prevention and diversion service for children and young people aged 6-19 years old and up to 25 years if the young person has a special education need or disability.	(Pages 157 - 210)
	Wards Affected	Contact Officers
	All Wards	Anne Canning, Group Director, Children, Adults and Community Health Tel: 02083564573
Item No	Schedule of Local Authority School Governor appointments	
14	To agree the School Governor appointments.	(Pages 211 - 212)
	Wards Affected	Contact Officers
	Hoxton East & Shoreditch	Tess Merrett, Governance Manager Tel: 020 8356 3432
Item No	New items of unrestricted urgent business	
15	To consider any items admitted at Item 2 above.	
	Wards Affected	Contact Officers
Item No	Exclusion of the press and public	
16	<p><u>Note from the Governance Services Manager</u></p> <p>Items 17 and 18 allow for the consideration of exempt information. Item 18 is in relation to item 10 respectively.</p> <p>RESOLVED:</p> <p>That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraph, 3 & 5 of Part 1, schedule 12A of the Local Government Act 1972.</p>	
	Wards Affected	Contact Officers

17	Exempt minutes of Cabinet Procurement Committee held on 9 September 2019	(Pages 213 - 218)
Item No	Proposals for Amendment of the Fees Structure for the Selective Licensing Scheme (Private Sector Housing) for multi-dwelling blocks - Key Decision No. NH P88	
18	Exempt appendix in relation to item 10.	(Pages 219 - 222)
Wards Affected		Contact Officers
Brownswood; Cazenove; Stoke Newington		Michael Honeysett, Director of Financial Management Tel: 020 8356 3611
Item No	New items of exempt urgent business	
19	To consider any EXEMPT items admitted at Item 2 above.	
Wards Affected		Contact Officers

Access and Information

Location

Hackney Town Hall is on Mare Street, bordered by Wilton Way and Reading Lane.

Trains - Hackney Central Station (London Overground) - Turn right on leaving the station, turn right again at the traffic lights into Mare Street, walk 200 metres and look for the Hackney Town Hall, almost next to The Empire immediately after Wilton Way.

Buses 30, 48, 55, 106, 236, 254, 277, 394, D6 and W15.

Facilities

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall.

Induction loop facilities are available in the Assembly Halls, Rooms 101, 102 and 103 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.

Copies of the Agenda

The Hackney website contains a full database of meeting agendas, reports and minutes. Log on at: www.hackney.gov.uk

Paper copies are also from the Governance Services Officer whose contact details are shown on page 2 of the agenda.

Council & Elections Website – www.hackney.gov.uk

The Council & Elections section of the Hackney Council website contains details about the democratic process at Hackney, including:

- Mayor of Hackney
- Your Councillors
- Cabinet
- Speaker
- MPs, MEPs and GLA
- Committee Reports
- Council Meetings
- Executive Meetings and Key Decisions Notice
- Register to Vote
- Introduction to the Council
- Council Departments

DEMOCRATIC PROCESS

Representation

Contact details for all Councillors are available on the website or by calling 020 8356 3373.

Ward Councillors may be contacted at their surgeries or through the Members' Room at the Town Hall (020 8356 3373).

You may also write to any Councillor or a member of the Cabinet c/o Hackney Town Hall, Mare Street, London E8 1EA.

Scrutiny Procedures

Details are listed in Part 4 of the Council's constitution, see the website for more details or contact the Head of Overview and Scrutiny on 020 8356 3312

Executive Meetings and Key Decisions Notice

The procedure for taking Key Decisions is listed in Part 4 of the Council's Constitution, available on the website (www.hackney.gov.uk).

The Executive Meetings and Key Decisions Notice showing Key Decisions to be taken is available on the Council's website. If you would like to receive a paper copy please contact Governance Services (Tel: 020 8356 6279). Or email: governance@hackney.gov.uk

Emergency Procedures

In case of fire or any other emergency the Head of Governance Services or his/her nominated officer will ensure orderly evacuation of all those present in the meeting room. All Members Officers and members of the public should proceed without delay to the assembly meeting point near the car park at the back of the Town Hall where the nominated officer will conduct a count of all who have been evacuated to ensure that all are safe.

Advice To Members And Officers On Handling Exempt Papers

- Do not photocopy
- Store securely for as long as you hold it
- All papers can be given to Governance Services Officers who will dispose of them appropriately and arrange for them to be recycled
- Note that copies of all exempt papers are held by Governance Services staff.

Rights of Press and Public to Report on Meetings

Where a meeting of the Council and its committees are open to the public, the press and public are welcome to report on meetings of the Council and its committees, through any audio, visual or written methods and may use digital and social media providing they do not disturb the conduct of the meeting and providing that the person reporting or providing the commentary is present at the meeting.

Those wishing to film, photograph or audio record a meeting are asked to notify the Council's Monitoring Officer by noon on the day of the meeting, if possible, or any time prior to the start of the meeting or notify the Chair at the start of the meeting.

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.

All those visually recording a meeting are requested to only focus on recording councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease and all recording equipment must be removed from the meeting room. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.

ADVICE TO MEMBERS ON DECLARING INTERESTS

Hackney Council's Code of Conduct applies to **all** Members of the Council, the Mayor and co-opted Members.

This note is intended to provide general guidance for Members on declaring interests. However, you may need to obtain specific advice on whether you have an interest in a particular matter. If you need advice, you can contact:

- The Director, Legal;
- The Legal Adviser to the committee; or
- Governance Services.

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

1. Do you have a disclosable pecuniary interest in any matter on the agenda or which is being considered at the meeting?

You will have a disclosable pecuniary interest in a matter if it:

- i. Is of a description specified in regulations made by the Secretary of State and either:
 - a) Is an interest of yours, or
 - b) Is an interest of
 - Your spouse or civil partner
 - A person with whom you are living as husband and wife, or
 - A person with whom you are living as if you were civil partners

And you are aware that that other person has that interest

2. If you have a disclosable pecuniary interest in an item on the agenda you must:

- i.
- ii. If you attend a meeting and are aware that you have a disclosable pecuniary interest in any matter to be considered, or being considered, at that meeting, you must subject to the sensitive interest rules, disclose that interest to the meeting and, unless you have obtained a dispensation, you cannot participate in any further discussion on the matter and must leave the meeting room whilst the matter is under discussion and takes place.
- ii. If you have, however, obtained dispensation from the Monitoring Officer or Standards Committee you may remain in the room and participate in the meeting. If dispensation has been granted it will stipulate the extent of your involvement, such as whether you can only be present to make representations, provide evidence or whether you are able to fully participate and vote on the matter in which you have a pecuniary interest.

3. Do you have any other interest on any matter on the agenda which is being considered at the meeting?

A Member will have 'other interests' in a matter if:

- i. A Member is a member of an external body, this must be disclosed on the interests form and declared at meetings.
- ii. When contractual, financial, consent, permission or licence matters are under consideration relating to an external body on which you sit as a Member, such an interest must be declared and you cannot participate in the meeting as a Member of the Committee and must leave the meeting whilst the matter is under discussion and takes place
- iii. When contractual, financial, consent, permission or licence matters are under consideration and you have actively engaged in supporting an individual or organisation on the matter, you cannot participate in the meeting as a member of the Committee and must leave the meeting whilst the matter is under discussion and takes place.
- iv. Where a Member has received a gift or hospitality with an estimated value of at least £25, this must be disclosed on the register of interests form and declared at meetings.

4. If you have other interests in an item on the agenda you must:

- i.
- ii. Declare the existence and nature of the interest (in relation to the relevant agenda item) as soon as it becomes apparent to you.
- iii. You may remain in the room, participate in any discussion or vote provided that contractual, financial, consent, permission or licence matters are not under consideration relating to the item in which you have an interest.
- iv. If you have an interest in a contractual, financial, consent, permission or licence matter under consideration, you must leave the room unless you have obtained a dispensation from the Monitoring Officer or Standards Committee. You cannot stay in the room or public gallery whilst discussion of the item takes place and you cannot vote on the matter. In addition, you must not seek to improperly influence the decision. Where members of the public are allowed to make representations, or to give evidence or answer questions about the matter you may, with the permission of the meeting, speak on a matter then leave the room. Once you have finished making your representation, you must leave the room whilst the matter is being discussed.
- v. If you have been granted dispensation, in accordance with the Council's dispensation procedure you may remain in the room. If dispensation has been granted it will stipulate the extent of your involvement, such as whether you can only be present to make representations, provide evidence or whether you are able to fully participate and vote on the matter in which you have a non pecuniary interest.

Further Information

Advice can be obtained from Suki Binjal, Director of Legal and Governance on 020 8356 6234 or email suki.binjal@hackney.gov.uk



FS 566728

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MINUTES OF A MEETING OF THE CABINET

HELD ON MONDAY, 16TH SEPTEMBER, 2019 AT
COUNCIL CHAMBER HACKNEY TOWN HALL, MARE STREET, LONDON E8 1EA

Present: Mayor Philip Glanville in the Chair

Councillors
Deputy Mayor Anntoinette Bramble (Vice-Chair)
Deputy Mayor Feryal Clark
Cllr Christopher Kennedy
Cllr Jon Burke
Cllr Clayeon McKenzie
Cllr Guy Nicholson
Cllr Rebecca Rennison
Cllr Caroline Selman
Cllr Carole Williams
Cllr Sem Moema

Officers: Tim Shields, Chief Executive
Suki Binjal, Director of Legal and Governance
Ann Canning, Group Director Children, Adults and
Community Health, CYPS
Ian Williams, Group Director of Finance and Corporate
Resources
Kim Wight, Director of Neighbourhoods and Housing
Dawn Carter-McDonald, Team Leader - Legal Services
Tess Merrett, Governance Services Manager
Jessica Feeney, Governance Services Officer

Also in attendance: David Maher, City and Hackney CCG's Managing Director

1.	Apologies for absence
	There were no apologies for absence.
1.	Urgent business
	There were no items of urgent business.
1.	Declarations of interest - Members to declare as appropriate
	All members declared a non-pecuniary interest in relation to item 16 as Councillor Ebutt a former Councillor was nominated for a school governor appointment.

1.	Notice of intention to conduct business in private, any representations received and the response to any such representations
	NOTED

1.	Questions/Deputations
	<p>The Mayor explained that a deputation had been received in relation to item 8 - Bridport House – Progress Update. The Mayor invited the representative Michael Jones to address the executive. Michael Jones was advised that he had up to 5 minutes to speak.</p> <p>Michael Jones expressed his sadness that he could no longer live in his home, and that the community that he had lived in for many years would no longer be. Michael felt that further compensation was necessary, he also requested to see the investigators reports of when they inspected the building. Kevin who was also in attendance with Michael was welcomed by the Cabinet to speak. Kevin also expressed his sadness and felt that Michael was a key member of the community and they were very sad to be losing him. He stated that the regeneration of this area was a complete failure.</p> <p>The Mayor gave his apologies and was deeply sorry for how Michael and Kevin felt. He explained that in the past 18 months there has been a lot of uncertainty, however the council was now at a stage where it could give guarantees. The Mayor explained that the council was currently taking down the netting and scaffolding on the building to give residents some respite. The Mayor declared that he wasn't sure on the level of compensation to date but he assured residents that he was fully engaged in the process. The Mayor also declared that there would be a Joint Fire Brigade Meeting in the future for residents to attend, and that there will be training on the new communal fire alarm that will be installed.</p> <p>Michael when responding to the Mayor, stated that he had found the situation very hard to deal with as a 70 year old man, he was disappointed that not one council officer has come to speak with him about the process, he felt that his life had been turned upside down. In response, the Mayor said that he would seek a support officer to arrange to meet and speak with Michael.</p> <p>The Mayor asked if there were any questions/comments from the Cabinet Members to Mr. Jones</p> <p>Councillor Clark thanked Michael for his deputation and welcomed his comments, she agreed that these circumstances such as these required immediate responses. Councillor Clark said that the Council had ensured to treat residents fairly and given the necessary assurances.</p>

1.	Unrestricted minutes of the previous meeting of Cabinet held on 15 July 2019
	<p>RESOLVED</p> <p>That the unrestricted minutes of the Cabinet held on 15 July 2019 be confirmed as an accurate record of the proceedings.</p>

1.	LBH Britannia - Phase 2 Residential Project - Key Decision No. FCR P47
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The Mayor introduced the report to Cabinet. It was explained that the report set out the procurement process for a contractor to build homes – of which 90% would be for social rent and shared ownership, managed and built by the Council. These properties would provide a permanent new home for some of the thousands of Hackney families in temporary accommodation and on the waiting list, as well as a realistic and affordable way for first-time buyers to get on the housing ladder – especially private renters.

The Mayor advised that there was an exempt appendix at item 20. He asked members if they would like to move into an exempt session to raise any points of clarification on the exempt appendix. Members did not have any points of clarification therefor the meeting did not move into an exempt session.

RESOLVED:

That the Cabinet:

- I. Agreed to commence a single stage tender process using the restricted procedure provided for within the Public Contracts Regulations 2015 for the construction of Britannia Phase 2a, as outlined in paragraph 4.4.**
- II. Agreed to the disposal of the shared ownership and outright sale homes delivered as part of Britannia Phase 2a in accordance with the Sales and Marketing Strategy report of the 18 July 2016 in respect of the direct development and disposal of those homes.**
- III. Granted authority to the Group Director of Neighbourhoods to implement the sales and marketing strategy.**
- IV. Agreed to commence the procurement of a separate enabling works contract for the Britannia Phase 2a site to allow the groundworks to be delivered within the 2019/2020 academic year school holidays, minimising the impact on Shoreditch Park Primary School. In line with the provision of the Contract Standing Orders, the contract award report for the separate enabling works contract will be presented to Cabinet Procurement Committee in March 2020.**

REASONS FOR DECISION

This report outlines the process for procuring a main contractor and entering into a single stage design and build contract for Britannia Phase 2a in the Hoxton East and Shoreditch Ward. The recommended procurement route is to follow a restricted process compliant with the Public Contract Regulations 2015. As the pre-tender estimate for this contract is above the OJEU threshold for works, the process of engaging the market will be achieved by advertising the project through issuing a Contract Notice and on Contracts Finder. This will be the most effective way to attract the interest of construction firms capable of undertaking the works.

The Britannia masterplan (including Phase 2a) secured planning permission on 7 December 2018 (Planning reference: 2018/0926), which enables the construction phase of the project to commence. In line with the primary objectives of the project, the first phase of development was to build the new council leisure centre and secondary school on the site of the existing leisure centre (including the hard courts on Shoreditch Park). By delivering the new Council leisure centre, the

project is able to unlock the rest of the existing leisure centre site for market sale development. This is key to the financial business case and enables the cross-subsidy required to pay for the new social infrastructure. As developer, the Council is able to prioritise the social infrastructure and affordable housing. It is also able to ensure that the maximum benefit of the market sale income is channelled into tangible benefits for the area. This first phase of work is underway. The development of the Phase 2a site represents an opportunity to complete the affordable housing element of the Britannia Masterplan as well as delivering a new Early Years Centre.

Britannia Phase 2a comprises the following:

- 48 Council social rent homes
- 33 Council shared ownership homes
- 12 outright sale homes
- A new Early Years Centre
- Associated public realm and landscape works.

The parcel of land to be developed forms part of the Shoreditch Park Primary School's playground and currently also hosts Anthology's sales and marketing suite, which was being utilised to sell the homes in the two residential towers on the Colville Estate. Anthology's lease has expired and the site can be cleared and hoarded to undertake additional ground condition surveys from early next year.

The primary school is having their play areas re-provided and upgraded, as well as receiving a financial contribution through the Unilateral Undertaking for the Britannia scheme.

The construction of the site will have to be carefully managed with logistics being well thought through and considered in respect to the proximity of the primary school.

Bidders will be required to offer a fixed contract price for building out the whole of the Phase 2a scheme. The form of contract to be used will be the. For the enabling works, bidders will be required to offer a fixed contract price for the groundworks. The form of contract to be used will be the 2016 JCT Design and Build Contract with Hackney Council amendments.
2016 JCT Design and Build Contract with Hackney Council amendments.

A pre-tender cost plan has been prepared for the Council by its Quantity Surveyor (QS), Core 5, setting out the estimated costs of construction. This also includes the enabling works. Please refer to Exempt Appendix 1.

The estimated costs are based on a pre-tender stage estimate and are based on developed designs to RIBA Stage 4. The pre-tender cost plan will be reviewed and updated prior to issuing the construction works procurement package, which is scheduled for October 2019 and the enabling works procurement package which is scheduled for October 2019.

The Council proposes to act as developer for the outright sale and shared ownership homes and directly dispose of all relevant homes on a leasehold basis. The Council's Sales and Marketing Strategy that has been developed and authorised by Cabinet enables the Council to market and dispose of shared ownership and outright sale homes directly to individuals. Using in-house

	<p>expertise we can demonstrate value for money and ensure that the homes are marketed to the local community, giving people living and working in the borough priority to access a suitable home of their choice. The profile of Hackney Council as a developer of new homes for sale and the Hackney Sales brand is being strengthened with each project delivered. The Council's in-house sales team, Hackney Sales, can demonstrate a track record of success across a number of projects within the ERP.</p> <p>Under the General Consent 2013 the Council only has powers to sell dwellings to purchasers who do not intend to immediately sub-let. This potentially limits the pool of available purchasers. If the Council wishes to complete disposals to individual investors or private rented sector operators, an application to the Secretary of State would be required. A review of these options will be considered in the sales strategy. This will only be considered as part of a risk management strategy, as the Council's preference remains to sell homes to owner occupiers.</p> <p>At current market values only a proportion of the outright sale homes would be eligible for buyers under the Government's Help to Buy Shared Equity scheme. This scheme has been significantly beneficial to sales progress with recent schemes and therefore is a consideration. Also, it should be noted that it is not known at present whether the government will continue funding Help to Buy after 2023.</p> <p>Should sales not achieve the forecast values, or in the case of reservations be slower than expected, alternative strategies (as set out in the Risk Section below and which are not included in the current Sales and Marketing Framework) will need to be considered to maintain the viability of the overall Britannia scheme and General Fund, some of which may require Cabinet approval.</p> <p>For the construction works the estimated value of the work is over the EU threshold for works contracts and a procurement process compliant with The Public Contract Regulations 2015 (the Regulations) must be followed. Using the restricted procedure provided for within the Regulations is the recommended method of procuring the proposed building works, as it gives a wide range of suitable contractors the opportunity to tender, and also provides a framework in which best value can be obtained in terms of both price and quality. For the enabling works as the value is below the OJEU threshold, the contractor will be procured from an approved list of contractors who have the relevant skills and experience.</p> <p>A soft market testing exercise was carried out in December 2018 to consider the likely level of interest in this scheme, if it was procured as a single stage OJEU Design and Build contract.</p> <p>The recommendation reflects market knowledge and feedback from the soft market testing. 11 contractors responded positively to the proposed procurement route. A cohesive, consistent in-house approach to sales and marketing provides a transparent and customer focused method for the delivery of projects such as Britannia, which deliver new build outright sale and shared ownership homes that can be accessed by priority groups.</p>
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1.	General Exception - Bridport House – Progress Update
	The Mayor introduced the report, it was explained that last month the Mayor attended a

	<p>public meeting with Bridport House tenants to explain that investigations over the summer had found a series of serious defects with the building – including cavity wall insulation that did not meet building regulations and will need to be replaced. Removing bricks and balconies to access that insulation would expose it – creating a fire risk that we think is simply too high while residents continue to live in their homes. The Mayor stated that this was an incredibly difficult situation, and one that nobody wanted to be in, and that he was really sorry for the disruption this would cause them.</p> <p>The Mayor advised that this item was not published on the Executive Key Decision Notice giving the 28 clear days’ notice in line with Regulation 10 of the Local Authorities (Executive Arrangements (Meetings and Access to Information) England Regulations 2012. Therefore this report was submitted as a General Exception.</p> <p>The Mayor advised that there was an exempt appendix at item 21. He asked members if they would like to move into an exempt session to raise any points of clarification on the exempt appendix. Members did not have any points of clarification therefor the meeting did not move into an exempt session.</p> <p>RESOLVED:</p> <p>The Cabinet agreed:</p> <ul style="list-style-type: none"> I. That remedial works will be undertaken to correct the defects identified in the original construction of Bridport House. II. The rehousing offer to residents (attached as Appendix 1, which will be implemented by the dedicated Rehousing Team), and that, in line with this, all residents of Bridport House will be provided with suitable alternative accommodation before remedial works are undertaken. III. To delegate to the Group Director, Neighbourhoods and Housing, in consultation with the Mayor and the Cabinet Member, authority to agree any necessary changes to the rehousing offer to residents (attached as Appendix 1).
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<p>1.</p>	<p>Capital Update Report - Key Decision No. FCR P94</p>
	<p>The Mayor introduced the report.</p> <p>RESOLVED:</p> <p>That the schemes for Finance and Corporate Resources as set out in section 9.2 be were approved as follows:</p> <p style="padding-left: 40px;">NHS Estate: Resource and spend approval of £200k (£37k in 2019/20 an£163k in 2020/21) to fund the feasibility and project management costs To develop Hackney’s Primary Care Estate.</p> <p>That the schemes for Neighbourhoods and Housing (Non) as set out in section 9.3 were approved as follows:</p> <p style="padding-left: 40px;">Park Trees 2019/20: Spend approval of £200k in 2019/20 is requested to undertake essential work on diseased and dangerous trees borough wide.</p>

Highways Surface Water Drainage 2019/20: Spend approval of £280k in 2019/20 is requested to facilitate the delivery of the 2019/20 water drainage programme at various locations across the borough.

Bridge Maintenance Schemes 2019/20: Spend approval of £250k in 2019/20 is requested for the continuation of the 5 year Bridge Maintenance Programme in the borough.

Planned Bridge Height Signs 2019/20: Spend approval of £11k in 2019/20 is requested to install advance warning signs for low height bridges at various sites within the borough.

Local Highway Maintenance - Pothole Action Fund: Resource and spend approval of £320k in 2019/20 is requested for the continued repair of potholes at various sites within the borough.

Street Lighting Upgrades 2019/20: Spend approval of £100k in 2019/20 is requested to upgrade the existing street lights located across the entire borough.

Highways Street Lighting LED Upgrades 2019/20: Spend approval of £1,250k in 2019/20 is requested to upgrade the highways street lighting located across the entire borough.

Hostile Vehicle Mitigation: Spend approval of £1,401k in 2019/20 is requested to install Hostile Vehicle Mitigation (HVM) to 8 sites across the borough.

Parks Infrastructure 2019/20: Spend approval of £375k in 2019/20 is requested to fund essential maintenance and refurbishments to the existing parks infrastructure.

Fairfields Gardens & Haggerston Play: Resource and spend approval of £300k in 2019/20 is requested to fund the redevelopment of Fairchild's Gardens and the refurbishment of the play area in Haggerston Park.

That the S106 schemes as set out in section 9.4 and summarised below be given resource and spending approval as follows:

S106	2019/20
	£'000
Capital	187
Total S106 Resource and Spend Approvals	187

That the schemes outlined in section 9.5 be noted.

REASONS FOR DECISION

The decisions required are necessary in order that the schemes within the Council's approved Capital programme can be delivered as set out in this report.

In most cases, resources have already been allocated to the schemes as part of the budget setting exercise but spending approval is required in order for the scheme to proceed. Where however resources have

	<p>Key Decision No. FCR P95</p>
	<p>Councillor Rennison introduced the report.</p> <p>RESOLVED:</p> <p>That the Cabinet</p> <ul style="list-style-type: none"> i. Updated the overall financial position for July 2019, covering the General Fund, Capital and the HRA, and the earmarking by the Group Director of Finance and Corporate Resources of any underspend to support funding of future cost pressures and the funding of the Capital Programme. ii. Approved the business as usual savings noted at 2.4 and set out in Appendix 1. <p>REASONS FOR DECISION</p> <p>To facilitate financial management and control of the Council's finances and to approve the business as usual savings.</p>

<p>1.</p>	<p>Neighbourhood Community Infrastructure Levy (CIL) and Regulation 123 List Updates - Key Decision No. NH P16</p>
	<p>Councillor Nicolson introduced the report, and thanked officers for all their hard work.</p> <p>RESOLVED:</p> <p>That the Cabinet approved:</p> <ul style="list-style-type: none"> I. the commencement of the process for replacing the CIL Regulation 123 List with an Annual Infrastructure Funding Statement (AIFS) to set out the Council's priorities for CIL spend; and II. the creation of a borough wide neighbourhood CIL fund <p>REASONS FOR DECISION</p> <p>To ensure that structures and processes are in place to best deliver the infrastructure needs of Hackney's communities and to comply with new legislation</p>

<p>1.</p>	<p>South Shoreditch Conservation Area Proposed Extension</p>
	<p>Councillor Nicolson introduced the report.</p> <p>The Mayor advised that the comments from the public consultation had been circulated to members as a supplement.</p> <p>RESOLVED</p> <p>That the Cabinet approved:</p>

- the proposed minor extension of the South Shoreditch Conservation Area;
- the addendum to the South Shoreditch Conservation Area Appraisal;
- the revised South Shoreditch Conservation Area Boundary.

REASONS FOR DECISION

The proposed extension area lies at the south-east corner of the existing South Shoreditch Conservation Area at the junction of Bishopsgate and Commercial Street. The extension area is bounded by the existing conservation area to the west and the former Bishopsgate Goods Yard to the north. To the south is the low level mainline railway into Liverpool Street and to the east is the London Borough of Tower Hamlets (*see Appendix 2, Map of Extended South Shoreditch Conservation Area*).

The proposed extension area contains a number of buildings, spaces and features of architectural and historic interest (*as outlined in Appendix 1, Addendum to South Shoreditch Conservation Area Appraisal*) including :

21 – 26 Shoreditch High Street

Two storey Edwardian parade with commercial units at the ground floor. The buildings are faced in red brick with pitched roofs and a single, large central window to each bay.

27 – 31 Shoreditch High Street

Four storey former bank, circa 1850s with cornices at each floor level and decorative, dentilled cornice at parapet level. Timber sash windows with stone surrounds on the upper floors.

32 Shoreditch High Street

Four storey former pub, last known as the Unicorn PH, circa 1850s. Cornices at each floor level with decorative, dentilled cornice at parapet level. Windows appear to have been remodelled from their Victorian originals but retain a traditional appearance. The building has been the subject of unauthorised advert hoardings for many years.

167 – 169 Commercial Street

Four storey building, circa 1850s with cornices at each floor level and decorative, dentilled cornice at parapet level. Timber sash windows with stone surrounds at upper levels.

Boundary Wall on Commercial Street

Single storey brick wall associated with Great Eastern Railway. Blue engineering brick at base with yellow stock above and red brick detail incorporating 5 recessed bays.

These buildings are of a similar age, appearance and character to those within the South Shoreditch Conservation Area and the proposed extension will give the existing conservation area a more coherent boundary.

Whilst the area immediately west of the site was incorporated into the extended South Shoreditch Conservation Area in 2011, the proposed extension area was not fully surveyed at that time. This appears to have been an oversight, possibly because the buildings were mistakenly thought to be part of a neighbouring borough. Nevertheless, the extension merits inclusion in the South Shoreditch Conservation Area, and meets the statutory criterion for designation under Section

69 (1) of the Planning (Listed Buildings and Conservation Areas) Act 1990, that the area be of 'special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance'. The work carried out for the Local Plan and Future Shoreditch AAP brought to attention the fact that the proposed extension area met the criterion for designation set by Section 69 (1) and prompted consideration of extending the conservation area boundary.

The extension of the conservation area will have various consequences. Buildings within the area will be protected from uncontrolled demolition, and their setting will be safeguarded by the requirement for a higher standard of design for new development. Certain permitted development rights will be withdrawn, for example, for minor roof alterations, dormer windows and satellite dishes. Control over the erection of advertisements and signs will be greater, and the Council must be notified in advance of any proposed works to trees in the area. The Council could withdraw further permitted development rights by making Article 4 directions as appropriate.

Extension of the conservation area would mean that the buildings within the proposed extension could not be demolished without the Council's consent. However, this is not the consideration which should inform the decision to extend the conservation area. The primary consideration upon this review of the conservation area boundary is whether it is desirable to preserve or enhance the architectural and historic qualities of the proposed extension area owing to its special interest of character and appearance.

Legal Powers

The Council has the legal powers for this course of action. Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 places a duty on local planning authorities from time to time to determine which parts of their area are areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance, and to designate those areas as conservation areas.

Section 69 (2) places a duty on local planning authorities from time to time to review the past exercise of functions under this section and to determine whether any parts or further parts of their area should be designated as conservation areas, and if they so determine, to designate those parts accordingly. The present proposal arises out of this duty.

Section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990 places a duty on local planning authorities, in the exercise of their planning functions, to pay special attention to the desirability of preserving or enhancing the character or appearance of a conservation area.

The conservation area character appraisal is taken into account when exercising decision making functions within the planning process, and in appeals against refusals of conservation area consent for demolition and refusals of planning permission in a conservation area.

Decision-making principles

The proposal conforms to Council's principles of decision-making and public consultation. The property owners, occupiers and other key stakeholders with an interest in property within the proposed extension area have been invited to comment on the proposal as part of a 21 day consultation exercise. The initial

	<p>designation of the conservation area in 1991 (and extension in 2011) and the adoption of its appraisal was also done following public consultation with residents and other stakeholders. The proposed extension of the conservation area would also be published in the London Gazette and one local newspaper circulating in the Hackney area.</p> <p>The proposed extension covers a small area and accordingly this report is relatively short, with more detail provided in the appendices.</p> <p>The proposal takes account of Historic England guidance on conservation areas, <i>Conservation Area Appraisal, Designation and Management, 2019</i>.</p> <p>The extension is consistent with human rights. Although it introduces additional controls, planning applications are individually assessed on their own merits and any other relevant applicable considerations can be taken into account during the assessment of such applications.</p> <p>The extension will further the Council's aim to conserve its historic environment, and produce a more rationally-defined conservation area.</p>
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<p>1.</p>	<p>The City & Hackney system's summary response to the NHS Long Term Plan - An Update</p>
	<p>The Mayor introduced the report, then invited David Maher the CCG Managing Director to speak.</p> <p>David Maher explained that the Long Term Plan for City and Hackney brings together our partnership ambitions for improving the health and wellbeing of our residents. It builds on the work we have done through our Integrated Commissioning board and sets out a direction of travel for increased investment across primary care, community, and mental health services.</p> <p>Considering ongoing resource pressures in social care, this investment is welcome news for City and Hackney. It will support rapid development of our neighbourhood model of health and care, and allow us to build services around the individual in their communities. By 2021, the majority of our support for people will be focused on meeting needs across population footprints of 30-50000 with patients and their families at the centre of our planning. It will mean every GP practice has a dedicated community pharmacist, a dedicated social prescriber and named link workers across community health and social care.</p> <p>RESOLVED</p> <p>That the Cabinet noted the City & Hackney system response to the NHS Long Term Plan.</p>

<p>1.</p>	<p>Cabinet response to the Children and Young People Scrutiny Commission on support for LGBT+ students in Hackney</p>
	<p>Protesters (The London Renters Union and East End Sisters Uncut) interrupted the meeting and spoke out in support of Marian Court residents Margaret Mongan and Shahbana Bibi.</p>

	<p>“Sorry to interrupt. I’m going to make a very brief statement, and won’t take up too much of your time. As some of you may know, there’s a protest going on outside today. We are here to draw the council’s attention to it, and to the treatment of Shahbana Bibi and Margaret Mongan, residents of Marian Court. Ms Bibi in particular has been threatened with voluntary homelessness by an unelected officer of the council on the basis of support from her elected MP. She is being punished because she spoke out. This is a travesty of a responsible approach to the housing needs of vulnerable people in our borough. We call on the council as fellow union members to rectify the situation as quickly as possible. We welcome discussion with members of the council who want to take this issue seriously. No-one in our borough should be victimised for demanding what should be available for all. We are here today to show Hackney Council that they cannot bully local residents into accepting unsuitable and unsafe accommodation. Hackney Green Party are committed to fighting for the rights of local residents and will continue to campaign to solve the housing crisis.”</p> <p>The Mayor asked the Chief Executive Tim Shields to respond directly to the protesters’ statements.</p> <p>The Chief Executive said: “I’m limited in what I can say given the process that we are going through. A suitability review is currently being carried out, and is being undertaken by the head of the housing benefits team. A final decision on this review has not been made. The solicitors have been informed and have been given till the end of this month to provide further representations. Due to the ongoing suitability review, we can’t comment much further on these cases.”</p> <p>Deputy Mayor Bramble introduced the report to members.</p> <p>RESOLVED</p> <p>That the Cabinet noted the response to the Children and Young People Scrutiny Commission on support for LGBT+ students in Hackney</p>
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<p>1.</p>	<p>Appointment of Chair Schools Board</p>
	<p>Deputy Mayor Bramble introduced the report to members.</p> <p>The Mayor advised that there was an exempt appendix at item 22. He asked members if they would like to move into an exempt session to raise any points of clarification on the exempt appendix. Members did not have any points of clarification so the meeting did not move into an exempt session.</p> <p>RESOLVED:</p> <p>That the Cabinet noted the recommendation from the nomination committee, and confirms the appointment of the Chair of the Hackney Schools Group for a term of three years commencing on 1 October 2019 as set out in the exempt appendix.</p>

<p>1.</p>	<p>Schedule of Local Authority School Governor Appointments</p>
	<p>RESOLVED:</p> <p>That the Cabinet approved the school governor nomination.</p>

<p>1.</p>	<p>Appointments to Outside Bodies</p>
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	RESOLVED:
	That the Cabinet approved the appointment to Outside Bodies.

18 New items of Unrestricted Urgent Business

1.	Exclusion of the Press And Public
	Members did not have any points of clarification for items 20, 21 and 22, therefore the meeting did not move into an exempt session.

1.	LBH Britannia - Phase 2 Residential Project - Key Decision No. FCR P47
	No points of clarification were raised for this item.

1.	General Exception - Bridport House – Progress Update
	No points of clarification were raised for this item.

1.	Appointment of Chair Schools Board
	No points of clarification were raised for this item.

1.	New items of Exempt Urgent Business
	There were no new items of Exempt Urgent Business

Duration of the meeting: 6.00 - 6.50 pm

Mayor Philip Glanville
 Chair at the meeting on
 Monday, 16 September 2019

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UNRESTRICTED MINUTES OF A MEETING OF THE CABINET PROCUREMENT COMMITTEE

MONDAY, 9TH SEPTEMBER, 2019

Chair	Councillor Rebecca Rennison in the Chair
Councillors Present:	Councillors Cllr Jon Burke and Cllr Caroline Selman
Apologies:	Deputy Mayor Anntoinette Bramble
Officers in Attendance	Mr Rotimi Ajilore – Head of Procurement Ms Zainab Jalal – Category Lead Social Care Ms Susan Carran - Category Lead (Corporate Services), Finance & Corporate Resources Ms Karen Tait-Lane - Category Lead (Construction & Environment) Mr Patrick Rodger – Senior Lawyer – Procurement Mr Matt Clack – Public Health Strategist – Children, Adults & Community Health (CA&CH) Ms Amy Harmsworth - Public Health Strategist – (CA&CH) Mr Mark Mulvenna – Contracts & Commissioning Officer (CA&CH) Ms Jade Mercieca – Contracts & Commissioning Officer (CA&CH) Mr Norman Harding Ms Anisah Hilali – Paralegal – CE Services Ms Mary Aladegbola - Energy Manager, Finance and Resources Mr Sam Parry - Corporate Fleet Manager Mr Clifford Hart – Governance Services Officer

1 Apologies for Absence

At 19.00hrs, in the absence of the Chair (Councillor Rennison) the Clerk to the proceedings sought a nomination for the Chair of the meeting for either the duration of the proceedings or until the Chair arrived.

Councillor Burke nominated Councillor Selman.

There being no other nominations Councillor Selman took the Chair nemine contradicente..

NOTED

COUNCILLOR SELMAN IN THE CHAIR

An apology for absence was received on behalf of Deputy Mayor Bramble, and for lateness from Councillor Rennison.

NOTED

2 Urgent Business

There were no items of urgent business.

NOTED

3 Declarations of Interest - Members to declare as appropriate

There were no declarations of interests.

NOTED

4 Notice of Intention to Conduct Business in Private any Representation Received and the Response to any such Representations

There were no representations received.

NOTED

5 Deputations/Petitions/Questions

There were no deputations, petitions, or questions.

NOTED

6 Unrestricted Minutes of the Previous Meeting of Cabinet Procurement Committee held on 8 July 2019

RESOLVED

That the unrestricted minutes of the Cabinet Procurement Committee held on 8 July 2019 be confirmed as an accurate record of the proceedings.

At this point in the proceedings the Chair advised that the order of business on the agenda would be varied to next consider Item 9, and this agreed nemine contradicente.

7 Information Report- Renewal of Gas & Electricity Supply Contracts - Renewal of Gas & Electricity Supply

RESOLVED

that the outcome of the purchasing arrangements for the renewal of Gas & Electricity Supply Contracts which placed Supply contracts with the Energy companies be noted as detailed in i, ii, and iii below, and that it be further noted that the indicative aggregate cost impact for Hackney, including Housing and Schools, from the tender awards would be a 15% increase year on year, but that the actual impact would be monitored via OFP:

- i. The Half Hourly and Unmetered Electricity Supply contract awarded to Supplier A as detailed in exempt Appendix 1 of the report, estimated contract values of £2,146k and £ 830k respectively;**

- ii. **The Non-Half Hourly Electricity Supply contract awarded to Supplier B as detailed in exempt Appendix 1, at an estimated contract value of £ 4,119k.**
- iii. **The Gas Supply contract is awarded to Supplier C as detailed in exempt Appendix 1, at an estimated contract value of £ 2,610k.**

RELATED DECISIONS

Cabinet Procurement Committee approved the Business Case report in its meeting of the 15th March 2016. The report recommended the appointment of the Crown Commercial Service as the energy purchasing agent for the Council and also for the Group Director of Finance and Corporate Resources to engage the service provider for future years' purchases

REASONS FOR DECISION/OPTIONS APPRAISAL

This report provides Cabinet Procurement Committee with the results of the "risk managed flexible purchasing" exercise carried out on behalf of the Council by Crown Commercial Service (CCS) between Oct 2018 and March 2019 for all gas and large electricity supplies (Half Hourly including public street lighting) to secure a twelve month contract.

The report also provides the outcome of the purchase carried out by CCS who were also appointed to purchase the Council's small electricity supplies (NHH supplies) based on the delegated authority provided by Cabinet Procurement Committee to the Group Director of Finance and Corporate Resources in March 2013.

The current contract prices for all supplies include those large (HH) Half Hourly electricity supplies including Unmetered (UMS) public street lighting, all gas and small (NHH) Non-Half Hourly electricity supplies for the year commencing 1st April 2019 to 31st March 2020 were presented to the Council during April and May 2020.

This year's contracted prices (pence per unit) for the NHH electricity supplies are estimated at 19% higher than last year's prices. Increases in energy prices are due to a number of reasons. The increase in this cost is quoted by the suppliers as due to factors including an increase to 3rd party costs, commodity rates, renewable levies as well as transmission and distribution costs.

Contracted gas prices (pence per unit) are estimated at 28% higher than last year's prices. Gas prices has been impacted by concerns about nuclear availability, gas storage, and declining European gas production. Since the start of the winter, prices have fallen on the back of mild weather and a significant increase in deliveries of liquefied gas into Europe.

Large electricity supply prices have increased by an estimated 2% for both the Half Hourly (HH) and Unmetered (UMS) supplies. As with the NHH supplies, this is due to Non Electricity Costs which the government levies on supplies to help incentivise the low-carbon economy, as well as the cost of delivering the electricity.

For this year's supplies, the electricity contract was procured with 50% of its volume from primary "standard" electricity generation and an average 50% of electricity from renewable sources. The total premium on the renewable electricity is £7,680 at £0.30/MWh

The contracts for all supplies is for a twelve month period commencing from April 2019 to March 2020.

The Council will continue working with the CCS framework for the 2020/21 Energy Procurement exercise. We will also seek to secure a higher proportion of renewable energy within our contracts. The Council will be able to secure 100% REGO certificated electricity supply through the CCS arrangement. The additional premium for BG supplies is quoted at

Monday, 9th September, 2019

0.11p/kWh and 0.03p/kWh for the EDF supplies. The estimated total cost is circa £39,000 based on the 2017/18 electricity consumption at 49,295MWh. The Council will also explore the Energy Market to appraise how it can procure 100% Renewable Electricity through PPA agreements.

ALTERNATIVE OPTIONS (CONSIDERED AND REJECTED)

Previous Business Case reports and in particular the one considered and approved by Cabinet Procurement Committee in March 2016 detailed the options available to the Council for procuring its energy supplies contracts. The risk managed flexible purchasing of energy in advance of contract start date was and is still preferred to other types of purchasing arrangements.

At this point in the proceedings the Chair varied the order of business to next consider Exempt Item 17 and this was agreed nemine contradicente.

NOTED

- 8 Exclusion of the Public and Press

RESOLVED

That the press and public be excluded from the proceedings of the Cabinet Procurement Committee during consideration of Exempt item 17 on the agenda on the grounds that it is likely, in the view of the nature of the business to be transacted, that were members of the public to be present, there would be disclosure of exempt information as defined in para 3 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended.

SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS

- 9 Delegated authority notification - Provision of Vehicle Maintenance Services

AGREED to note the delegated authority notification in respect of the provision of Vehicle Maintenance Services.

- 10 REINCLUSION OF THE PUBLIC AND PRESS

The Chair moved and it was agreed nemine contradicente that the public and public be readmitted into the proceedings.

NOTED

- 11 General Exception - Contract Award Report for Clissold House Cafe

At this point in the proceedings Councillor Selman relinquished and Councillor Rennison took the Chair, having arrived at 18.15hrs during discussion of the previous item.

COUNCILLOR RENNISON IN THE CHAIR

The Chair asked for an introduction to the report. The Chair also advised that this report was being considered under General Exception procedures in accordance with the rules set out in the Council's constitution.

Monday, 9th September, 2019

The Parks Development Manager – Mr Sam Parry advised the Committee that Hackney Council was currently seeking a new cafe operator for Clissold House and Park. Clissold House and Park were renovated in 2011 as part of an £8.9 million Heritage Lottery Fund restoration project. Clissold House is a Grade II* listed building in the middle of Clissold Park that hosts community bookings, weddings, meetings and parties. The renovated café re-opened in 2012, and occupied part of the ground and first floor of Clissold House. It benefitted from outdoor seating and a pleasant landscape setting, with the children's playground, animal enclosure and tennis courts in close proximity.

Mr Parry further commented that as well as being a popular destination for park users, the cafe contributed income to the Parks and Green Spaces Service, helping to pay for the maintenance of Clissold Park and other green spaces across Hackney. The new café concession contract would contribute £50,000 a year to the Libraries, Leisure and Green Spaces Service's budget, from a base rent charged to the cafe operator. There would also be a profit sharing element within the new contract, based on a percentage of annual turnover over £500,000, which would contribute further to the Service's budgets.

Mr Parry further commented that the contract with the current service provider ended in October 2019, and a new operator was required to run the cafe from November 2019 for a period of five years. An Invitation to Tender was advertised in May 2019, with 4 operators expressing an interest in the opportunity. Following a competitive procurement exercise, it was recommended that the contract is awarded to Provider C (as detailed in the exempt appendix to the report) for five years.

The Chair thanked Mr Parry for his informative introduction and asked if there were any questions from Members.

Councillor Burke referred to the recently declared climate emergency and asked if these related carbon reductions could be included in the next contract. Councillor Burke also asked how would officers work with the successful company on further sustainability measures.

In response Mr Parry advised that in respect of the related carbon reductions issue these would be included within the next contract. In respect of working with the successful company on further sustainability measures Mr Parry advised that sustainability answers outlined by the successful tenderer should be seen as initial proposals. The successful bidder had committed to working with the Council on further sustainability matters going forward, and a review of such initiatives such as the use of compostable products and elimination of single use plastics, was planned.

The Chair expressed disappointment that the CPC had not had a chance to review the business case for the procurement exercise and that it was potentially a missed opportunity for bringing the service in house.

The Chair asked if it was possible for the successful bidder's business plan to be shared. Mr Parry advised that officers would be happy to share this subject to clarification that this would be permissible.

Councillor Selman sought clarification as regards any measure being taken by officers to promote local employment, e.g. by working with 'Hackney Works'?

Mr Parry responded that Hackney Council worked with the current provider on employment initiatives. As a result of introducing the current operator to the 'Ways into Work' team, they employed a local female cook, who was still working in the cafe to this day. There would be similar introductions made to the new operator, and they would be encouraged to work closely with 'Hackney Works' team on any future employment opportunities.

The Chair sought clarification as to how Hackney would ensure that the new operator would achieve its predicted success.

In response Mr Parry advised that officers met with the cafe operator at regular contract monitoring meetings. At these meetings there was a review of the success of the cafe, reviewing profit, loss and customer feedback. Officers would also suggest changes to the operations based on the feedback that had receive from the Park User Group.

In response to a further point of clarification from Cllr Burke as to how it would be ensured that the cafe was affordable for local people, Mr Parry advised that a key function of the cafe was to generate income to help pay for the maintenance of Hackney's parks, and the operator should be supported to do so. Affordability was also a key factor, however, and was a question asked of operators during the tender process. The previous operator offered a number of 'standard items' on their menu at an affordable price (e.g. a mug of tea and a bacon sandwich). The new operator had offered to do the same, as well as offering cheaper versions of some menu items.

In response to a further clarification from the Chair, as to if officers could confirm that the new operator would pay Hackney Council a percentage of profit rather than turnover, Mr Parry confirmed that this would indeed be profit.

There being no further points of clarification, on a MOTION by the Chair it was:

RESOLVED

That approval be given to the award of the Concession Contract for Clissold House and Park Cafe to Provider C, as detailed in Table 1 of Exempt Appendix One to the report, for a period of five years commencing in November 2019.

RELATED DECISIONS

A Low Risk Business Case requesting approval to carry out the procurement process was signed by the Group Director for Neighbourhoods and Housing on 18 April 2019.

REASONS FOR DECISION/OPTIONS APPRAISAL.

One of Hackney's best loved parks, Clissold Park, was opened in 1889 and has held a Green Flag award since 2006. Green Flags are awarded annually to the best green spaces in the country. Clissold Park and House were renovated in 2011 as part of an £8.9 million Heritage Lottery Fund restoration project. Clissold House is a Grade II* listed building in the middle of Clissold Park that hosts community bookings, weddings, meetings and parties.

The café in Clissold House is currently operated by a service provider. It is open to the public seven days a week (except Christmas Eve and Christmas Day) from 8.30 a.m. – 4 p.m. As well as being a popular destination for park users, the cafe contributes income to the Parks and Green Spaces Service, helping pay for maintenance of Clissold Park and other green spaces across Hackney.

The contract with the current service provider ends in October 2019, and a new operator is required to run the cafe from November 2019 for a period of five years.

ALTERNATIVE OPTIONS (CONSIDERED AND REJECTED)

As part of the Business Case approved prior to the procurement process, the following options were considered:

In-sourcing

The catering provision was deemed to be unfeasible for this service. An In-sourcing report has been appended to this report in Exempt Appendix 2.

Do Nothing

The current contract cannot be extended further. If a new contract is not awarded before the existing contract expires then the current operator would be delivering without contract, or the provision would cease without an alternative solution in place.

External Framework

No external procurement frameworks were identified that would be suitable to this contract.

12 Procurement of the Adult Integrated Drug and Alcohol Service - Key Decision No. CACH P89

The Chair asked for an introduction of the report.

Ms Amy Harmsworth - Public Health Strategist, Children, Adults and Community Health, advised the Committee that Hackney and the City of London had been working in collaboration to review and draw up proposals regarding the recommissioning of the separate specialist drug and alcohol services currently in place across the borough and the corporation.

The current drug and alcohol services in the London Borough of Hackney (LBH) and the City of London Corporation (CoL) were separately commissioned in 2015. Both tenders were won by the same provider (Westminster Drugs Project), and City residents had benefited from having access to a wider service offer in Hackney (e.g. access to prescribing services, group work etc.). Both of the contracts were due to end in October 2020.

Ms Harmsworth informed the Committee that over the last 10 months significant targeted consultation with key stakeholders had been completed, including service users, staff, potential providers and partners. A design Steering group was established with senior members across the Council and City of London Corporation, representatives from the integrated workstreams, GPs and the CCG to aid with the focus and design of the new service. The needs and available data concerning substance misuse within the City and Hackney were also researched and analysed in the new joint strategic needs assessment chapter on substance misuse.

Ms Harmsworth advised that the Committee were being asked to approve the recommissioning of the City and Hackney services together as one integrated service. This would continue to provide economies of scale for the CoL, as well as provide value for money across the local authorities that would share the costs of management fees and overhead charges from an external provider(s).

In terms of making a case for change of the provision Ms Harmsworth advised that it was a fact that individuals who had engaged or required engagement with specialist drug and alcohol services had changed over recent years. This included, but was not limited to an ageing treatment population whose complex and/or multiple health and social needs require additional and wrap-around support, an increase of individuals with co-occurring substance misuse and mental health needs, and a reduction of alcohol only service users engaging with the treatment service, despite estimated need remaining unchanged. This was illustrated locally within a recently completed Joint Strategic Needs Assessment (JSNA) Substance

Misuse Chapter which analysed and reviewed the current needs of drug and alcohol users across Hackney and the City.

With regard to the new Service Proposal Ms Harmsworth advised that the main changes from the previous service was as follows:

- **Integrated City and Hackney Service** - This would be one integrated City and Hackney Service managed as a unified system
 - **Increased Outreach** - The current model was traditional in nature, whereby drug and alcohol users were expected to attend a treatment hub to receive treatment. Whilst there was still a requirement for a treatment hub in this service, the service would now be asked to become more assertive in their approach to working with local drug and alcohol users by providing a team of outreach keyworkers to find and support individuals who may find traditional treatment challenging to engage with.

Ms Harmsworth concluded her introduction by advising that the service specification had been reviewed and signed off by the design steering group for this recommissioning. In addition, Hackney Public Health sourced a Clinical Expert in Substance Misuse to review the service specification. The clinical expert fed-back that the specification had been written to a good standard, without any significant omissions or oversights, and which demonstrated a clear and comprehensive understanding of clinical and NICE guidelines, evidence base and the local priorities for the City and Hackney. Also for the Committee's information there had been an update on the City of London contribution which differed slightly from that reported in the business case. The total contribution (which included the City of London Police Contribution) was £311,500.00.

The Chair thanked Ms Harmsworth for her introduction and asked if there were any questions from Members.

Councillor Selman sought assurances in respect of LB Hackney being confident that the market was able to provide a high quality service.

Ms Harmsworth in response advised that there was a very good market for drug and alcohol provision, including approximately 5 large reputable charities, and a number of NHS trusts that had also voiced an interest in this contract. Officers would be ensuring high quality bids throughout the tender process, including a 70% weighting on quality of the bids, and a minimum scoring criteria that will disqualify any poor quality bids.

The Chair sought clarification as to whether officer had completed a networking bid, including smaller charities, so they could meet and partner with the bigger providers, The Chair also sought confirmation as to why the young person service can be delivered in house but this proposed contract was not able to be.

In response Mr Harmsworth advised that officers had held a consultation day where a number of potential bidders were invited, and attended. This included smaller charities such as Build on Belief and Foundation for Change.

In respect of why this service could not be delivered in house whereas the the young person service can be delivered in house, Ms Harmsworth advised that this was because young hackney substance misuse service was not a clinical service, unlike the adult service which needed to be delivered by a highly skilled and clinically able team. If there were any under 18 year olds, or 18-24 year olds engaging with Young Hackney who required a clinical intervention, this would be provided by the new adult service. This was outlined in the service specification alongside a emphasis of the importance for a strong working relationship between these 2 services.

There being no further questions on a MOTION by the Chair it was:

RESOLVED

- i. That approval be given to the procurement strategy for an adult integrated drug and alcohol treatment system contract for the City of London Corporation and the London Borough of Hackney up to an annual maximum value of £4,930,850 for a period a five years commencing on 1 October 2020 with an option to extend for a further 2 years (plus 2 years) to a maximum contract value of £44,377,650; and
- ii. That it be noted that Young Hackney would continue to deliver the drug and alcohol service for young people (up to the age of 25 years) as in-house provision, subject to full service monitoring and review (as detailed in section 9 of the report).

RELATED DECISIONS

In February 2018 CPC agreed an STA for the existing contract until 30 September 2020 to allow for service review and redesign http://mginternet.hackney.gov.uk/documents/s59121/CDM-18849790-v3A-ISMS_CPC_Report_February_2018.pdf

OPTIONS APPRAISAL AND BUSINESS CASE (REASONS FOR DECISION)

Under the Health and Social Care Act 2012, local authorities have the duty to reduce health inequalities and improve the health of their local population by ensuring there are public health services aimed at reducing drug and alcohol misuse. The 2015/16 public health grant included a new condition (that has remained in the most recent grant) that requires: A local authority must, in using the grant, “...have regard to the need to improve the take up of, and outcomes from, its drug and alcohol misuse treatment services...”¹

The current contracts in the London Borough of Hackney (LBH) and the City of London (CoL) have been in place since October 2015. These contracts are due to end in October 2020 and the procurement outlined in this report will seek a joined up service across the two authorities into one integrated service managed as a unified system. LBH will lead on the overall contract management of this new service, with CoL having continued oversight and involvement.

Case for change: Individuals who engage or require engagement with specialist drug and alcohol services have changed over recent years. This includes, but is not limited to, the following:

- An ageing treatment population whose complex and/or multiple health and social needs require additional and wrap-around support
- individuals with co-occurring substance misuse and mental health needs
- A reduction of alcohol only service users engaging with the treatment service

The needs of LBH and CoL in regards to specialist drug and alcohol treatment has been reviewed extensively including the publication of a Joint Strategic Needs Assessment (JSNA) Substance Misuse Chapter (<http://www.hackneyjsna.gov.uk>), and a significant consultation exercise which sought the views of service users (including current and potential), professional drug and alcohol practitioners, direct partners (such as local GPs, police custody suite officers etc.) and a number of other stakeholders. This has directly informed the design of the new service specification.

The new contract will provide opportunities for innovation in the service delivery and design through a flexible drug and alcohol service framework designed to enable greater responsiveness to the changing needs of the treatment population.

¹ Public Health ring-fenced grant 2019/20 circular allocations and conditions, Grant Conditions, point 7

As with many other elements of the Public Health portfolio, this procurement will be carried out by Hackney on behalf of LBH and the CoL. Currently, the local authorities have standalone services. CoL's current specialist drug and alcohol treatment system supports a small number of residents that live or stay within the City, and there are existing partnership arrangements between the local authorities to support these individuals within the current Hackney Recovery Service (HRS) if required (e.g. opiate substitute prescribing and group work interventions). Following a number of consultation and review events, it has been decided to create one integrated system.

A minimum contract length of five years is being proposed following the work undertaken as part of this review and the publication by the [Advisory Council for Drug Misuse \(ACMD\) Recovery Committee Report](#) in September 2017. This report highlights a number of risks associated with frequent reprocurement of substance misuse services including poorer recovery outcomes and recommends commissioning cycles for substance misuse to take place every five to 10 years to minimise the use of vital resources, and disruption to service delivery. Furthermore issues have been identified by the Faculty of Addictions Psychiatry of the Royal College of Psychiatrists that as a consequence of frequent re-tendering there are risks around increased drug overdoses, increase in use of accident and emergency and acute hospitals, and increases in crime. These risks are particularly concerning at a time when drug related deaths are increasing.

Service redesign - The service to be procured as outlined in this report will provide specialist and community based drug and alcohol treatment for adults (over 18 years) that reside or stay (with a local connection) in the LBH or the CoL. The service will be provided by one provider or by a small number of providers that work together/in consortia with a lead organisation accountable to LBH for the delivery of the overall contract.

The service model will be:

- Recovery focussed
- Outcome based
- Inclusive
- Shaped by the needs, views and voices of service users, carers, families and communities in the boroughs
- Accessible and offer focussed support that will be available at any point during a service user's recovery journey
- Evidence based

The following key outcomes will be monitored for those actively engaged in the service as a minimum to assure an effective treatment service:

- Freedom from dependence on drugs and/or alcohol
- A reduction in crime and offending
- Prevention of drug related deaths and blood borne viruses
- Sustained employment, training and/or education
- Ability to access suitable accommodation
- Improvement in mental and physical health and wellbeing
- Improved relationships with family members, partners and friends
- The capacity to be an effective and caring parent and the safeguarding and support of vulnerable children

The treatment service will deliver on the following key areas in both LBH and CoL:

- Treatment and support for individuals using a variety of substances, including traditional drugs (such as opiates, cocaine etc.) as well as alcohol, novel psychoactive substances, and club drugs. The service will work with GPs on the misuse of prescription medications.
- A treatment service that provides a level of support and treatment at least 6 days a week across LBH and CoL, considering evening and weekend provision. The accessibility of the service is to be widened, maximising

- opportunities for co-location with partnership agencies, satellite clinics and increasing the level of outreach provided by the service.
- Psychosocial Interventions to address addictive behaviours and/or support sustained recovery from drug and alcohol misuse. This will include comprehensive assessment of need, goal setting, structured interviews and group work sessions.
 - Delivery of pharmacological interventions within drug and alcohol treatment including prescribing opiate substitute treatment, supporting community and inpatient detoxification from drugs and/or alcohol, and other prescribing needs (such as withdrawal management medication). This will also include close working relationships with local GPs and hospitals.
 - A family and carer service that will support families, friends and carers of drug and/or alcohol users in group and/or individual settings, as well as supporting identified parental substance users (or adults with significant child contact), and ensuring all children are safeguarded.
 - Wrap around support to address multiple needs that potential service users might present with such as physical and mental health, family support, and criminal justice involvement. This will be underpinned by significant focus on joint partnership working protocols, information sharing agreements and networking events to ensure service users have equitable access to health and social care services and support in a timely and coordinated fashion.
 - Harm reduction interventions to reduce substance related harm and deaths including access to needle exchange provision and naloxone (a drug that reverses the effect of an opiate overdose), in addition to providing testing and treatment for service user's with Hepatitis C (and other blood borne viruses). As such, the new service will support the City and Hackney to eliminate hepatitis C, in line with the NHS England commitment²
 - Step down recovery support on completion of treatment which enhances long term and sustained recovery and increases a service user's sense of community.
 - An increased responsibility in the overall prevention of drug and alcohol misuse throughout the local authorities. This will be completed via the publication of national and local campaigns and providing training to universal services and front line staff who are likely to have direct contact with individuals at risk of developing problems with drugs and alcohol.

For strategic context regarding the re-procurement proposal, please refer to section 7

Consultation - Significant consultation has taken place within four key groups including the current provider, potential providers, service users/potential service users and stakeholders for the service. Views have been captured using a variety of methods such as online surveys, focus groups, 1:1 interviews and an all-day consultation event. For additional detail on how consultation was completed, please refer to section 12.

The targeted consultation informed us there are many areas of the current treatment model that work well, but also some gaps in provision which could be addressed. Shared themes from the consultation that we have considered as part of the service redesign include:

- The service must be able to support complex and multiple health and social care needs
- The service needs to be tailored and flexible to individual needs presented by service users. (i.e. 'not one size fits all' when it comes to specialist drug and alcohol treatment)

² NHS England sets out plans to be the first in the world to eliminate Hepatitis C – www.england.nhs.uk/2018/01/hepatitis-c-2

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- A whole person approach is to be adopted when supporting individuals in a specialist drug and alcohol service i.e. support them to improve their sense of community, their use of time and support for families and children
- Equity of access of the service must be reviewed and increased as not everyone can or wants to attend a drug and alcohol treatment office.
- Retaining quality staff must be seen as a priority as this directly impacts service user's experience of treatment, and overall outcomes.

ALTERNATIVE OPTIONS (CONSIDERED AND REJECTED)

Option 1, Allow current contract to come to an end, and not provide a specialist drug and alcohol service from October 2020. This is not recommended. Hackney Council has a duty to provide services to reduce health inequalities, increase the uptake of drug and alcohol treatment and provide effective outcomes for substance users and the wider community via the allocation of the Public Health grant. In addition, we know that the impact of drug and alcohol use continues to be significant throughout the borough - with 1,600 alcohol specific hospital admissions a year and drug related deaths increasing. Substance misuse is also linked with criminal activity, increased unemployment rates and homelessness. As such the health, social and financial impact of substance misuse remains significant. Research by PHE has demonstrated that investment in specialist drug and alcohol services in the UK are effective and contribute to improvements and wellbeing, as well as providing value for money (it is estimated there is a £4 social return on every £1 invested in drug treatment, and £3 social return on investment in alcohol treatment throughout the country.)

Option 2, The service model to remain as it is, and the current contract is extended. The current service model has been in operation since October 2015 on a three year contract, which was extended for 2 years in 2018. Since 2015, the demography for local Hackney residents and their needs as part of drug and alcohol treatment has changed, as previously mentioned. It is recommended that a new service is designed to meet the ever changing needs of the drug and alcohol using cohort, and to increase treatment engagement throughout the borough.

Option 3, To insource adult specialist drug and alcohol treatment via Hackney Council. Due to the clinical aspect of the service, the service requires an approved clinical body to deliver safe and efficient prescribing care needs (e.g. an NHS Trust). The clinical requirements of this service are significant, and it would be a challenge for the Council to take this on. For example, the Council would be required to recruit the specialist qualified staff who require clinical supervision, training and insurance in order to provide a safe and effective service. Further detail on how in-sourcing this service was considered is available in Appendix A.

Option 4, Jointly commission a specialist drug and alcohol service that supports all ages (including under 18 year olds). Specialist drug and alcohol treatment for young people up to their 25th birthday is currently provided by a substance misuse team in Young Hackney, and Public Health explored the possible benefits of including the young person provision within the scope of this procurement exercise. The current budget allocated to this service via the Public Health Grant is £386,000.00.

Guidance for the commissioning of young person drug and alcohol treatment recommends that interventions delivered must be age appropriate and tailored to the various needs and risk factors that may be presented by young people - e.g. interventions to develop resilience, provide social service support, able to respond to safeguarding needs etc. Unlike the service user profile seen in the adult service, young people are more likely to use substances such as cannabis and alcohol and less likely to present using Class A drugs. As such, the needs of young people can be significantly different to the adult drug treatment population.

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Stakeholders consulted on this proposal acknowledged that one provider could deliver the young person and adult drug and alcohol treatment in LBH. However, all stakeholders agreed that adults and young people need separate services in location, delivery and even service branding for effective treatment outcomes and risk management/safeguarding for the different age groups. Stakeholders also suggested links with other young person services could be lost if removed from the Young Hackney system, for example, wrap-around support such as youth services, children's social care, and links with the youth offending service. Although it was agreed continuity of care and partnerships between the adult and young person drug and alcohol services may be improved if delivered by one provider, it was felt this benefit alone was not enough to enhance the service, and can be easily addressed within the newly designed service specification.

As such, it is felt there is no obvious advantage to this proposal. It is therefore recommended that Young Hackney continue to deliver the drug and alcohol service as an in-house provision, subject to a full service review in the future to ensure this service is well designed and contracted to meet the needs of young people in Hackney.

13 Any other Unrestricted Business the Chair Considers to be Urgent

There were no items of unrestricted urgent business.

NOTED

14 Dates of Future Meetings

NOTED - Meetings will be held at 6.00pm on:

7 October 2019
4 November 2019
2 December 2019
13 January 2020
10 February 2020
11 March 2020
6 April 2020
11 May 2020 – new meeting

15 Exclusion of the Public and Press

The Chair advised that the following items 16-19 allow for the consideration of exempt information in relation to agenda items 6, 7, 11 and 12, respectively.

RESOLVED

That the press and public be excluded from the proceedings of the Cabinet Procurement Committee during consideration of Exempt items 16-19 on the agenda on the grounds that it is likely, in the view of the nature of the business to be transacted, that were members of the public to be present, there would be disclosure of exempt information as defined in para 3 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended.

SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS

16 Exempt Minutes of the Previous Meeting of Cabinet Procurement Committee held on 8 July 2019

AGREED the exempt minutes of the Cabinet Procurement Committee held on 8 July 2019.

- 17 General Exception - Contract Award Report for Clissold House Cafe

AGREED AND NOTED the exempt Appendices 1 & 2 in relation to agenda item 7 in the unrestricted part of the agenda.

- 18 Procurement of the Adult Integrated Drug and Alcohol Service - Key Decision No. CACH P89

AGREED AND NOTED the exempt Appendix A in relation to agenda item 8 in the unrestricted part of the agenda.

- 19 Information Report - Renewal of Gas & Electricity Supply Contracts

AGREED AND NOTED the exempt Appendix 1 in relation to agenda item 9 in the unrestricted part of the agenda.

- 20 Any Other Exempt business the Chair Considers to be Urgent

There were no items of exempt urgent business.

NOTED

Duration of the meeting: 18:00 – 19:00

Contact:
Clifford Hart
Clifford.hart@hackney.gov.uk



<p>Capital Update Report</p> <p>Key Decision No . FCR P96</p>	
<p>CABINET MEETING DATE</p> <p>16 Oct 2019</p>	<p>CLASSIFICATION:</p> <p>Open</p> <p>If exempt, the reason will be listed in the main body of this report.</p>
<p>WARD(S) AFFECTED</p> <p>All Wards</p>	
<p>CABINET MEMBER</p> <p>Philip Glanville, Mayor of Hackney</p>	
<p>KEY DECISION</p> <p>Yes</p> <p>REASON</p> <p>Spending or Savings</p>	
<p>GROUP DIRECTOR</p> <p>Ian Williams Finance and Corporate Resources</p>	

1. CABINET MEMBER'S INTRODUCTION

- 1.1 This report on the capital programme for 2019/20 updates members on the capital programme agreed in the 2019/20 budget, and includes capital project approvals for Children, Adults and Community Health and Neighbourhoods and Housing (Non -Housing).
- 1.2 The significant investment in the expansion of the Garden School as set out in this report is yet another example of this Council continuing to invest in the education of its young people. This particular investment provides further evidence of our commitment to ensuring that those with special needs continue to receive a high quality education in the borough.
- 1.3 The report seeks approval for a further £4m of funding to ensure that the roads and pathways in the borough continue to be maintained to a high standard. This is continuation of our annual programme of road maintenance which helps to ensure that the local streetscene is safe and fit for purpose, once again underlying our commitment in this area.

2. GROUP DIRECTOR'S INTRODUCTION

- 2.1 This report updates Members on the current position of the Capital Programme and seeks spending and resource approval as required to enable officers to proceed with the delivery of those schemes as set out in section 9 of this report.

3. RECOMMENDATION(S)

- 3.1 **That the schemes for Children, Adults and Community Health as set out in section 9.2 be given approval as follows:**

The Garden School Post 16 and Expansion: Resource and Spend approval of **£2,038k (£50k in 2019/20, £200k in 2020/21, £1,458k in 2021/22 and £330k in 2022/23)** to fund the expansion at The Garden School.

- 3.2 **That the schemes for Neighbourhoods and Housing (Non) as set out in section 9.3 be given approval as follows:**

Wick Road: Resource and spend approval of **£42k in 2019/20** is requested to increase the existing funding for the two-way conversion of Wick Road.

Highways Planned Maintenance: Spend approval of **£4,000k in 2019/20** is requested in order to deliver the 2019/20 Planned Maintenance Highways Programme.

3.3 That the capital programme adjustments summarised below set out in detail in para 9.4 be approved accordingly:

Summary of Capital Adjustments	Budget 2019/20	Change 2019/20	Updated 2019/20
	£'000	£'000	£'000
Non-Housing	8,060	(23)	8,036
Housing	41,068	(0)	41,068
Total	49,127	(23)	49,104

3.4 That the S106 schemes as set out in section 9.5 and summarised below be given resource and spending approval as follows:

S106	2019/20 £'000	2020/21 £'000	Total
	£'000	£'000	£'000
Revenue	41	41	83
Total S106 Resource and Spend approvals	41	41	83

3.5 That the schemes outlined in section 9.6 be noted.

4. REASONS FOR DECISION

4.1 The decisions required are necessary in order that the schemes within the Council's approved Capital programme can be delivered as set out in this report.

4.2 In most cases, resources have already been allocated to the schemes as part of the budget setting exercise but spending approval is required in order for the scheme to proceed. Where however resources have not previously been allocated, resource approval is requested in this report.

5. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None.

6. BACKGROUND

6.1 Policy Context

The report to recommend the Council Budget and Council Tax for 2019/20 considered by Council on 25 February 2019 sets out the original Capital Plan

for 2019/20. Subsequent update reports considered by Cabinet amend the Capital Plan for additional approved schemes and other variations as required.

6.2 **Equality Impact Assessment**

Equality impact assessments are carried out on individual projects and included in the relevant reports to Cabinet or Procurement Committee, as required. Such details are not repeated in this report.

6.3 **Sustainability**

As above.

6.4 **Consultations**

Relevant consultations have been carried out in respect of the projects included within this report, as required. Once again details of such consultations would be included in the relevant detailed reports to Cabinet or Procurement Committee.

6.5 **Risk Assessment**

The risks associated with the schemes detailed in this report are considered in detail at individual scheme level. Primarily these will relate to the risk of the projects not being delivered on time or to budget. Such risks are however constantly monitored via the regular capital budget monitoring exercise and reported to cabinet within the Overall Financial Position reports. Specific risks outside of these will be recorded on departmental or project based risk registers as appropriate.

7. **COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES**

7.1 The gross approved Capital Spending Programme for 2019/20 currently totals **£357.997m (£186.757m non-housing and £171.239m housing)**. This is funded by discretionary resources (borrowing, government grant support, capital receipts, capital reserves (mainly Major Repairs Reserve and revenue contributions) and earmarked funding from external sources.

7.2 The financial implications arising from the individual recommendations in this report are contained within the main report.

7.3 If the recommendations in this report are approved, the revised gross capital spending programme for 2019/20 will total **£375.755m (£204.516m non-housing and £171.239m housing)**.

Directorate	Revised Budget Position	Capital Adjustments	Oct 2019 Cabinet Update	Updated Budget Position
	£'000	£'000	£'000	£'000
Children, Adults & Community Health	28,267	(18)	50	28,299
Finance & Corporate Resources	118,924	(6)	16,000	134,918
Neighbourhoods & Housing	39,566	-	1,732	41,298
Total Non-Housing	186,757	(23)	17,782	204,516
Housing	171,239	-	-	171,239
Total	357,997	(23)	17,782	375,755

8. COMMENTS OF THE DIRECTOR OF LEGAL

- 8.1 The Group Director, Finance and Corporate Resources is the officer designated by the Council as having the statutory responsibility set out in section 151 of the Local Government Act 1972. The section 151 officer is responsible for the proper administration of the Council's financial affairs.
- 8.2 In order to fulfil these statutory duties and legislative requirements the Section 151 Officer will:
- (i) Set appropriate financial management standards for the Council which comply with the Council's policies and proper accounting practices, and monitor compliance with them.
 - (ii) Determine the accounting records to be kept by the Council.
 - (iii) Ensure there is an appropriate framework of budgetary management and control.
 - (iv) Monitor performance against the Council's budget and advise upon the corporate financial position.
- 8.3 Under the Council's Constitution although full Council set the overall Budget it is the Cabinet that is responsible for putting the Council's policies into effect and responsible for most of the Council's decisions. The Cabinet has to take decisions in line with the Council's overall policies and budget.
- 8.4 The recommendations include requests for spending approvals. The Council's Financial Procedure Rules (FPR) paragraphs 2.7 and 2.8 cover the capital programme with 2.8 dealing with monitoring and budgetary control arrangements.
- 8.5 Paragraph 2.8.1 provides that Cabinet shall exercise control over capital spending and resources and may authorise variations to the Council's Capital Programme provided such variations: (a) are within the available resources (b) are consistent with Council policy.
- 8.6 With regard to recommendation 3.4 and paragraph 9.5 where Cabinet is being invited to approve the allocation of monies from agreements under section 106 of the Town and Country Planning Act 1990, s.106 permits anyone with an

interest in land to enter into a planning obligation enforceable by the local planning authority. Planning obligations are private agreements intended to make acceptable developments which would otherwise be unacceptable in planning terms. They may prescribe the nature of the development (for example by requiring that a percentage of the development is for affordable housing), secure a contribution to compensate for the loss or damage created by the development or they may mitigate the development's impact. Local authorities must have regard to Regulation 122 of the Community Infrastructure Levy Regulations 2010. Regulation 122 enshrines in legislation for the first time the legal test that planning obligations must meet. Hackney Council approved the Planning Contributions Supplementary Planning Document on 25 November 2015 under which contributions are secured under S106 agreements. Once completed S.106 agreements are legally binding contracts. This means that any monies which are the subject of the Agreement can only be expended in accordance with the terms of the Agreement.

9 CAPITAL PROGRAMME 2019/20 AND FUTURE YEARS

9.1 This report seeks spending approval for schemes where resources have previously been allocated as part of the budget setting process, as well as additional resource and spending approvals for new schemes where required.

9.2 Children, Adults and Community Health Services:

9.2.1 **The Garden School Post 16 and Expansion:** Resource and Spend approval of **£2,038k (£50k in 2019/20, £200k in 2020/21, £1,458k in 2021/22 and £330k in 2022/23)** to fund the feasibility study and future expansion at The Garden School, a school for pupils with Autistic Spectrum Disorder (ASD) and Severe Learning Difficulties (SLD). The Government has committed £365m of capital funding (special provision capital fund) to help local authorities create new school places and improve existing facilities for children and young people with SEND. The funding is intended for children and young people who have an education, health and care plan (EHP) for whom the local authority is responsible. Hackney Council has been allocated overall £2.4m from the special provision fund. The Council consulted with the local community to complete a plan showing how they plan to invest their funding. The budget allocated from the SEND capital funding is £1.538m and the school will contribute £500k, giving a total investment of £2.038m. This capital project will increase the number of places and expand KS1 to KS3 alongside the development of Post-16 ASD Specialist places at The Garden School. The suitability of the site and a realistic cost of capital works, together with an outline programme, will be determined by conducting a feasibility study. This capital project links in with the Council's 2018-2028 Sustainable Community Strategy Priority 2 'A borough where residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity and contributes to community life'. This approval will have no net impact on the

capital programme as the resources will be funded by government grant and a capital contribution from The Garden school.

9.3 Neighbourhood and Housing (Non):

9.3.1 **Wick Road:** Resource and spend approval of **£42k in 2019/20** is requested to increase the existing funding for the two-way conversion of Wick Road. We have successfully secured a further £42k of grant funding from Olympic Park Transport Environment Management Strategy (OPTEMS) and the London Legacy Development Corporation (LLDC). Wick Road reverted to two-way traffic in August 2019 and this funding will go towards the implementation costs of the transformation of the road. This builds upon £2,250k budget approved in November 2018 Cabinet bringing the total capital project to £2,292k. Between the A12 slip roads and Kenworthy Road, Wick Road is two-way and forms part of the Transport for London Road Network. Between Kenworthy Road and Morning Lane, Wick Road is one-way westbound only and effectively forms part of a larger one-way network/system which includes Cassland Road (one-way eastbound) and Victoria Park Road (one-way westbound). There are a number of other local roads in the area with traffic management restrictions but Wick Road, Cassland Road and Victoria Park Road are considered the key distributor routes in this area. Returning Wick Road to two-way working will meet the Council's commitment to relieving pressure on Hackney's Roads. It will also increase accessibility to and from the Olympic Park area by allowing the bus route 30 to use the same route in both directions. This capital project links in with the Council's 2018-2028 Sustainable Community Strategy Priority 3 'A greener and environmentally sustainable community which is prepared for the future' and Priority 4 'An open, cohesive, safer and supportive community'. This approval will have no net impact on the capital programme as the resources will be funded by grant.

9.3.2 **Highways Planned Maintenance 2019/20:** Spend approval of **£4,000k in 2019/20** is requested in order to deliver the 2019/20 Planned Maintenance Highways Programme as set out in the tables below. This capital resource will enhance the environment and contribute to the green infrastructure of the borough ensuring the area is accessible and welcoming with pleasant spaces to walk, play, cycle with managed flow of traffic. This capital project links in with the Council's 2018-2028 Sustainable Community Strategy Priority 3 'A greener and environmentally sustainable community which is prepared for the future' and Priority 4 'An open, cohesive, safer and supportive community'. This approval will have no net impact as the resources already form part of the capital programme.

Minor Footway Schemes		
Road	Location	£'000
Cassland Road	Between Meynell Road and Kenton Road.	41
Cassland Road	From opposite No.204 to opposite No.198 Cassland Road.	26
Green Lanes	Outside Clissold Park, either side of bus stop (2434).	26

Batley Road	Leswin Road to Glading Terrace	51
Green Lanes	Junction with Brownswood Road (outside parade of shops).	34
Gilpin Road	Whole Road.	70
Total		247
Minor Carriageways schemes		
Road	Location	£'000
Moundfield Road	Between the junction of Craven Park Road and No. 72 Moundfield Road.	15
Cranwich Road	Large patch outside No. 35 Cranwich Road.	38
Portland Rise	Between the junction of Seven Sisters Road and the emergency gate.	30
Dunston Road	Whole Road.	42
Stoke Newington Church Street	At the junction of Albion Road.	34
Wick Road	Junction with Cassland Road	50
Millfields Road	Between Mandeville Street and Pedro Street.	45
Total		253
Major Footway Schemes		
Road	Location	£'000
Palatine Road	Whole road - both sides.	278
Holmleigh Road	From the junction with East bank to the junction with the A10 - old PCC paving.	270
Walderton Road	Whole road - both sides.	105
Sydney Road	Whole road - both sides.	180
Egerton Road	Various Sections - both sides.	180
Almack Road	Whole road - both sides.	90
Green Lanes Walk	Outside parade of shops.	75
Durlston Road	Whole road - both sides.	210
Horton Road	Whole road - both sides.	129
Barretts Grove	Modular paving only.	135
Total		1,652
Major Carriageway Schemes		
Road	Location	£'000
Wardle Street	Whole Road.	135
Bayston Road	Whole Road.	176
Clermont Road	Between King Edwards Road and Victoria Park Road.	74
Buckland Street	Whole Road.	78
Clunbury Street	Whole Road.	38
Cherbury Street	Whole Road.	68
Almack Road	Whole Road.	68
Church Crescent	Whole Road.	158
Brownswood Road	From Blackstock Road to Queens Drive.	175

Brownswood Road	From Queens Drive to Green Lanes.	
Dumont Road	Whole Road.	70
Amhurst Park	Between Bethune Road and Cranwich Road.	70
Groombridge Road	Various Sections.	77
Durlston Road	Whole Road.	140
Kynaston Road	Whole Road.	112
Homerton Road	Between Marsh Hill and Lee Conservancy Road.	292
Castlewood Road	Between house No. 26 and house No. 115 Castlewood Road.	119
Total		1,849
Grand Total		4,000

9.4 Capital Programme Adjustments:

9.4.1 Capital Programme adjustments are requested in order to adjust and reappropriation the 2019/20 approved budgets to better reflect project delivery of the anticipated programme. The full details for the required changes are set out in the table below:

Capital Adjustments	Budget 2019/20	Change 2019/20	Updated 2019/20
	£	£	£
Children, Adults & Community Health			
My Place Portfolio Contingency	652	(652)	0
Early Ed. for 2 Year Olds	38,000	(17,000)	21,000
Springfield AMP	162,701	(115,655)	47,046
William Patten AMP	55,178	115,655	170,833
Clapton Park AMP	47,770	(30,770)	17,000
Princess May AMP	2,907	11,028	13,935
Millfields AMP	8,214	(8,214)	0
Orchard AMP	3,836	(3,836)	0
Primary School AMP Needs	147,224	31,793	179,016
Façade Development & Profes Cost	95,597	684,175	779,772
Gainsborough Façade Repair	1,539,619	(59,375)	1,480,245
London Fields Façade	373,562	3,631	377,193
Princess May Façade	423,331	(50,000)	373,331
Contingency Facade Repairs	229,410	(3,631)	225,779
Colvestone Façade	254,824	(40,000)	214,824
De Beauvoir Façade	344,279	(60,000)	284,279
Gayhurst Façade	719,371	(60,000)	659,371
Grasmere Façade	344,824	(50,000)	294,824
Hoxton Gardens Façade	843,805	(70,000)	773,805
Mandeville Façade	149,508	(40,000)	109,508
Millfields Façade	357,430	(40,000)	317,430

Morningside Façade	74,252	(20,000)	54,252
Randal Cremer Façade	515,546	(50,800)	464,746
Rushmore Façade	236,142	(50,000)	186,142
Sebright Façade	1,081,546	(94,000)	987,546
Finance & Corporate Resources			
Acqn of building for Family Learning Intervention Project	5,684	(5,684)	0
Neighbourhood & Housing (Non)			
HTH Square CCTV Cameras	14	(14)	0
Zero Emissions Network	4,600	0	4,600
Housing			
Decent Homes legacy payments	0	300,000	300,000
Drainage	497,484	302,516	800,000
Dom Boiler Replace/Cen Heating	1,603,016	396,984	2,000,000
Road & Footpath Renewals	171,445	28,556	200,000
Void Re-Servicing	1,917,017	82,983	2,000,000
Disabled Adaptations	810,467	389,533	1,199,999
H & S and Major Replacement	445,425	1,377,100	1,822,525
Integrated Housing Manag Sys	1,730,596	269,405	2,000,000
Boiler Hse Major Works	544,687	167,652	712,339
Lightning Conductors	600,000	80,000	680,000
Estate Boundary Security Imp	57,883	42,117	100,000
Garage Review	27,495	372,506	400,000
Capitalised Salaries	4,653,811	346,189	5,000,000
Green initiatives	2,917,620	(1,644,407)	1,273,212
Contingency PM	4,822,550	(2,822,550)	2,000,000
Major Legal Disrepairs	0	200,000	200,000
Hardware Smoke Alarms	0	27,000	27,000
Better Estates Cherbury Court	1,215,582	84,418	1,300,000
Estate Renewal Implementation	0	3,210,435	3,210,435
ER1 Tower Court	14,362,206	(4,334,633)	10,027,573
Kings Crescent Phase 1+2	0	144,151	144,151
Colville Phase 1 (Bridport)	0	570,946	570,946
ER1 Colville phase 3	0	16,561	16,561
Aikin Court	0	141,860	141,860
Great Eastern Building	0	35,040	35,040
King Edwards Road	56,601	215,640	272,241
Housing Supply Programme	85,043	1,648,549	1,733,592
Balmes Road	177,158	96,524	273,682
Pedro Street	3,006,932	(1,886,398)	1,120,533
Lincoln Court	684,242	77,624	761,866
Rose Lipman Project	429,392	47,850	477,242
Housing Supply Programme - Woolridge Way	250,894	15,851	266,745

Total	49,127,373	(23,350)	49,104,019
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9.5 S106 Revenue Approvals:

- 9.5.1 Revenue Resource and Spend approval is requested for **£83k (£41k in 2019/20 and £41k in 2020/21)** in respect of the projects detailed below, to be financed by S106 contributions. The works to be carried out are in accordance with the terms of the appropriate S106 agreements.

Planning Site No.	Project Description	Agreement Development Site	2019/20 £'000	2020/21 £'000	Total
2016/3333	Employment Engagement Officer	35 Shore Road, London, E9 7TA	15	-	15
2016/1930		Tower Court Clapton Common London, E5 9AJ	26	41	68
Total Revenue S106 Approvals			41	41	83

9.6 For Noting:

- 9.6.1 The s106/CIL Corporate Board Meeting dated 11 September 2019 considered and approved the following bids for resource and spend approval. As a result **£1,690k in 2019/20** was approved to spend in accordance with the terms of the appropriate s106 agreements.

Planning Site No.	Project Description	Agreement Development Site	2019/20 £'000
2012/1214	Highway Works at The Lion Club, 140 Pitfield Street	The Lion Club, 140 Pitfield Street, Hackney, London, N1 6JR	31
2015/1996	Highway Works at 37 Cremer Street	Cremer Business Centre, 37 Cremer Street, Hackney, London, E2 8HD	55
2012/3871	Highway Wks at The Stage	Land @ Curtain Road, Hewett Street, Great Eastern	219
2012/3871	Public Realm at The Stage	Land @ Curtain Road, Hewett Street, Great Eastern	608
2015/2717	Highway Wks at 293-295 Old St	293-295 Old Street London EC1V 9LA	12
2012/0767	Highway Wks at 180-182 Lordship N16 5ES	180-182 Lordship Road, London N16 5ES	7
2014/2552	Highway Wks at Zaim Trading Estate	Zaim Trading Estate Leaside Road, London, E5 9LU	13
2015/3968	Highway works at Homerton Baptist Church	Homerton Baptist Church Barnabas Road, London E9 5SD	32
2014/2819	Highway Wks at 1a & 1c Shepherdess Walk	1A&1C Shepherdess Walk N1 7QE	47

2015/3923	Highway Wks at Land 83 Upper Clapton Road	Land to the rear of 83 Upper Clapton Road, and adjoining 16 Rosendale Street, London, E5 9BU	58
2015/3455	Highway Wks at 97-137 Hackney Rd	97-137 Hackney Road, London E2 8ET	236
2013/1381	Highway Wks at 1-8 & Corner Regen Way	1-8 & Land at Corner Regen Way London N1 6PB	23
2016/2413	Highway Wks at Mare St Studios	Mare Street Studios 203-213 London E8 3QE	215
2016/3736	Highway Wks at Cranwood & Napier House	Hertford and Napier House 1-2 Cranwood Street London EC1V 9PE	134
Total Capital S106 Approvals			1,690

9.6.2 Cabinet Report dated 29 April 2019 approved the spend and delivery of the Hackney Workspace Programme across the six identified **Garage sites**, starting with two pilot sites; York Row (North) on Kingsland Road and Exbury House on Frampton Park Estate. The Hackney Workspace Programme will bring underused and redundant council assets back into use by converting them to affordable workspace aimed at businesses such as start-ups, small and medium sized enterprises and social enterprises. The new workspace provider will not only manage lettings and the day-to-day running of the space, but also cultivate a network of enterprises, promote business growth, and deliver skills development among tenants and the wider community to ensure that the economic growth resulting from the project will benefit as many people as possible. The Council has a list of 25 Approved Workspace Providers committed to providing workspace at below market rates, wrap-around business advice and support, and wider community benefits, including networking events, marketing and promotion business-to-business collaboration and learning opportunities. The project will reduce anti-social behaviour as a result of empty spaces and make savings on capital repairs to garages. The project will be self-financing through future rental income generated by letting the workspace. This will be paid into the Housing Revenue Account (HRA) to cover the cost of the conversion works and to generate an income stream. This capital project links in with the Council's 2018-2028 Sustainable Community Strategy Priority 1 'A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth'. This approval will have no net impact on the capital programme as the resources will be funded by HRA revenue contributions.

9.6.3 Cabinet Report dated 29 April 2019 approved the acquisition of 25 properties from Anthology in consideration of the Fourth Lease Payment due under the terms of the Agreement for Lease for the Colville Phase 3 site. The Council will then sell the properties to the Council's Housing Company to be let at a full market rent. This agreement agreed the addition of **£16m** to the General Fund Capital Programme, authorise a loan of £11.2m and the investment of £4.8m of equity to **Hackney (PRS) Housing Company Limited**. This transfer of assets

will ensure that the Council receives the value due to it under the agreement in a timely fashion as well as offering the opportunity to generate early revenue for Hackney's Housing Company which can be used to accelerate the delivery of homes for Living Rent. The Hackney Housing Company's (established in 2018) primary objectives are: to deliver the Council's #betterrenting principles; to generate surpluses from long term capital growth; to subsidise the delivery of alternative tenures and products; and to mitigate sales risk for the Council's regeneration programmes. The core principle is that through the letting of homes at a market rent, the company will generate a surplus that can be used to provide housing at a Hackney Living Rent where a household would pay no more than around a third of its income on rent. This capital project links in with the Council's 2018-2028 Sustainable Community Strategy Priority 1 'A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth'. This approval will have no net impact on the capital programme as the resources will be funded from revenue contributions from General Fund.

APPENDICES

None.

BACKGROUND PAPERS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required.

None.

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**2019/20 Overall Financial Position, Property Disposals And Acquisitions Report
(August 2019)**

Key Decision No. FCR P97

CABINET MEETING DATE 2019/20

16TH OCTOBER 2019

CLASSIFICATION:

OPEN

WARD(S) AFFECTED:

All wards

CABINET MEMBER

Councillor Rebecca Rennison

Cabinet Member for Finance and Housing Needs

KEY DECISION

Yes

REASON

Spending or Savings

GROUP DIRECTOR

Ian Williams: Finance and Corporate Resources

1. Cabinet Member's Introduction

- 1.1 This is the third Overall Financial Position (OFP) report for 2019/20 and is based on detailed August 2019 provisional outturn monitoring data from directorates. We are forecasting an overspend of £4,833k at year end.
- 1.2 This overspend will be substantially funded by the application of the unspent 2018/19 Council Tax and NNDR Collection Fund surpluses carried forward into 2019/20. It must be noted that there is no guarantee that these surpluses will continue in future years and so they must be regarded as one-off funding streams only.
- 1.3 An explanation of each directorate's forecast outturn position is detailed in the directorate commentaries below.
- 1.4 As with 2018/19, our projected overspend primarily reflects severe spending cuts by central government since 2010 and increasing cost pressures in services which remain underfunded by the Government. These include social care, homelessness and special educational needs (SEN). The government's failure to provide any additional funding to date to address the inherent increasing demands and cost pressures within these services, and to support wage increases for local government staff makes our financial position next year and in the following years, extremely challenging.
- 1.5 In September, the Government published the Spending Review covering the 2020/21 financial year. It is true that some of the provisions make us temporarily better off than we were planning for, but it is simply too little too late. For example, £700m injected for special needs education in England is about half of what schools across the country need and the funding is only guaranteed for one year. Similarly, the £1.5bn boost for social care is again only guaranteed for one year and falls way short of covering the ongoing £2.5bn gap in funding. Worse still it only includes £1bn of grant with local authorities assumed to fund the other £0.5bn by a council tax increase.
- 1.6 In fact, the overall funding increase announced by the Government assumes all councils increase their council tax levels by the maximum allowable amount thereby placing further burdens on local residents. For a London borough the maximum allowable council tax increase is 4%.
- 1.6 Meanwhile the Fair Funding Review, which is due to now come into effect from 2021/22, will remove important funding considerations such as deprivation and homelessness from the formula the Government uses to calculate funding for boroughs. Its plans mean that some of the key issues that affect inner city areas like Hackney will effectively be ignored by the Government.
- 1.7 Finally, we won't know for sure how much funding we will get for 2020/21 until the Government announces it in December, and it is unlikely that we will know our

funding level for 2021/22 until December of next year. It is no understatement to say that local government finances have never been so uncertain.

1.8 I commend this report to Cabinet.

2. Group Director of Finance and Corporate Resources Introduction

2.1 The OFP shows that the Council is forecast to have a £4,833k overspend which is equivalent to 0.5% of the total gross budget. At year end, this overspend will be substantially funded by the application of the unspent 2018/19 Council Tax and NNDR Collection Fund surpluses carried forward into 2019/20. As there is no certainty that these surpluses will continue in future years they must be regarded as one-off funding streams that can be used in 2019/20 only.

2.2 Where there are service overspends of a recurrent nature, and/or funding shortfalls, we have dealt with this in the growth assumptions in our medium-term financial plan and will manage down the overspends by a phased application of additional resources to the relevant services. It is necessary to do this in a phased way to smooth out the impact on the rest of the budget and council tax.

2.3 In September the Government published the 2019 Spending Review which set out the spending plans for 2020/21. The main provisions affecting local government are as follows: -

- the postponement of Fair Funding and the 75 per cent Business Rates Retention scheme until 2021/22
- the “roll forward” of the current core funding spending
- The decision not to roll forward the London 75 per cent Business Rates Retention Pilot into 2020-21
- An additional £700m SEND funding
- An additional £1bn social care funding
- A 1.8% increase in Public Health Grant

2.4 We are forecast to make a temporary one-year gain in 2020/21 compared to what we were planning, from the postponement of Fair Funding and the rolling forward of core funding, although these gains are partially offset by a funding loss arising from the failure to roll forward the London 75% Business Rates Retention scheme. On the basis of London Councils’ and our estimates of these gains, it looks like our budget gap in 2020/21 will reduce although we will need to wait until early December for this to be confirmed. However, it must be stressed that this is one-off gain only and is not sustainable into future years. The total budget gap over the period 2020/21 to 2022/23 is £25m and so the need for making significant savings remains.

2.5 Turning to the rolling forward of the core social care grants (winter pressures and support grant) and the new social care grant, it must be recognised that the Government has only committed to doing this for a year. Moreover, on a related matter, the ASC precept has only been confirmed for 2020/21. It follows that there is still considerable uncertainty about social care funding streams in future years.

2.6 The SEND additional funding has again only been committed to for one year and so again considerable uncertainty remains about the funding for this service.

Moreover, the injection is only about half of what will be needed nationally, and our estimated share is again about only half of what we need.

- 2.7 The latest position in relation to **GENERAL FUND REVENUE EXPENDITURE** is summarised in table 1 below.

Table 1: General Fund Forecast Outturn As At August 2019

Revised Budgets	Service Unit	Forecast: Change from Revised Budget after Reserves £k	Change from Previous Month £k
		£k	£k
86,623	Children's Services	1,009	313
91,094	ASC & Commissioning	3,244	4
32,764	Community Health	-	-
210,481	Total CACH	4,253	317
36,338	Neighbourhood & Housing	78	-98
14,957	Finance & Corporate Resources	402	21
8,938	Chief Executive	100	33
49,338	General Finance Account	0	0
320,052	GENERAL FUND TOTAL	4,833	273
	Application of One-Off Funding	4,833	273
	Forecast End Year Position	0	n/a

3.0 Recommendations

- 3.1 To update the overall financial position for August, covering the General Fund and the HRA, and the earmarking by the Group Director of Finance and Corporate Resources of any underspend to support funding of future cost pressures and the funding of the Capital Programme.

4. Reasons for Decision

- 4.1 To facilitate financial management and control of the Council's finances.

4.2 Children, Adult Social Care and Community Health (Cach)

The CACH directorate is forecasting an overspend of £4,253k after the application of reserves and drawdown of grant.

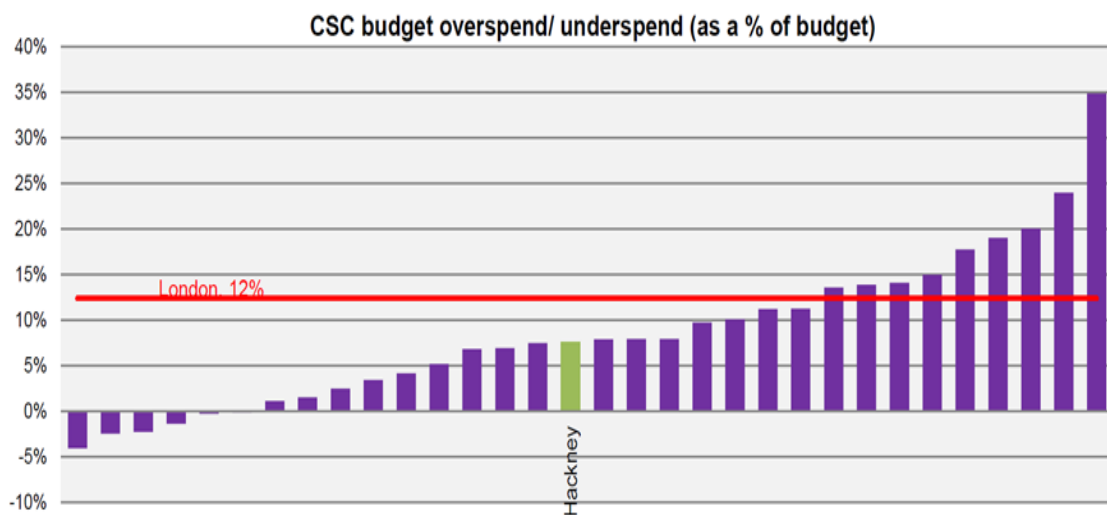
Children & Families Service

Children & Families Service (CFS) is forecasting a £1,009k variance against budget after the application of reserves and grants. The draw down from reserves includes:

- £2.3m from the Commissioning Reserve, set up to meet the cost of placements where these exceed the current budget.

- £1.1m for additional staffing required to address a combination of increased demand across the service and management response to the Ofsted focused visit earlier in the year.
- £0.6m is drawn down to offset pressures in relation to the increase in young people currently held on remand.

The sustained pressure on CFS budgets is a position that is not unique to Hackney, as shown by the results of a survey on Children’s Social Care spend carried out jointly by the Society of London Treasurers (SLT) and the Association of Directors of Children’s Services (ADCS). The graph below shows how Hackney’s year end position for 2017/18 (before the use of reserves) compared to other London boroughs for Children’s Social Care.



A similar survey is currently underway in relation to 2018/19 outturn and this will be reported as soon as it is available.

The main budget pressures in CFS are in relation to looked after children (LAC) placements within Corporate Parenting, young people held on remand within Youth Justice and staffing in several areas across the services. Further details are set out below.

Corporate Parenting is forecasting to overspend by £822k after the use of £2,300k of commissioning reserves. This position also includes the use of £1,200k of non-recurrent Social Care funding that was announced in the October 2018 Budget. Spend on LAC and Leaving Care (LC) placements (as illustrated in the table below) is forecasted at £20.05m compared to last year’s outturn of £18.3m – an increase of £1.7m.

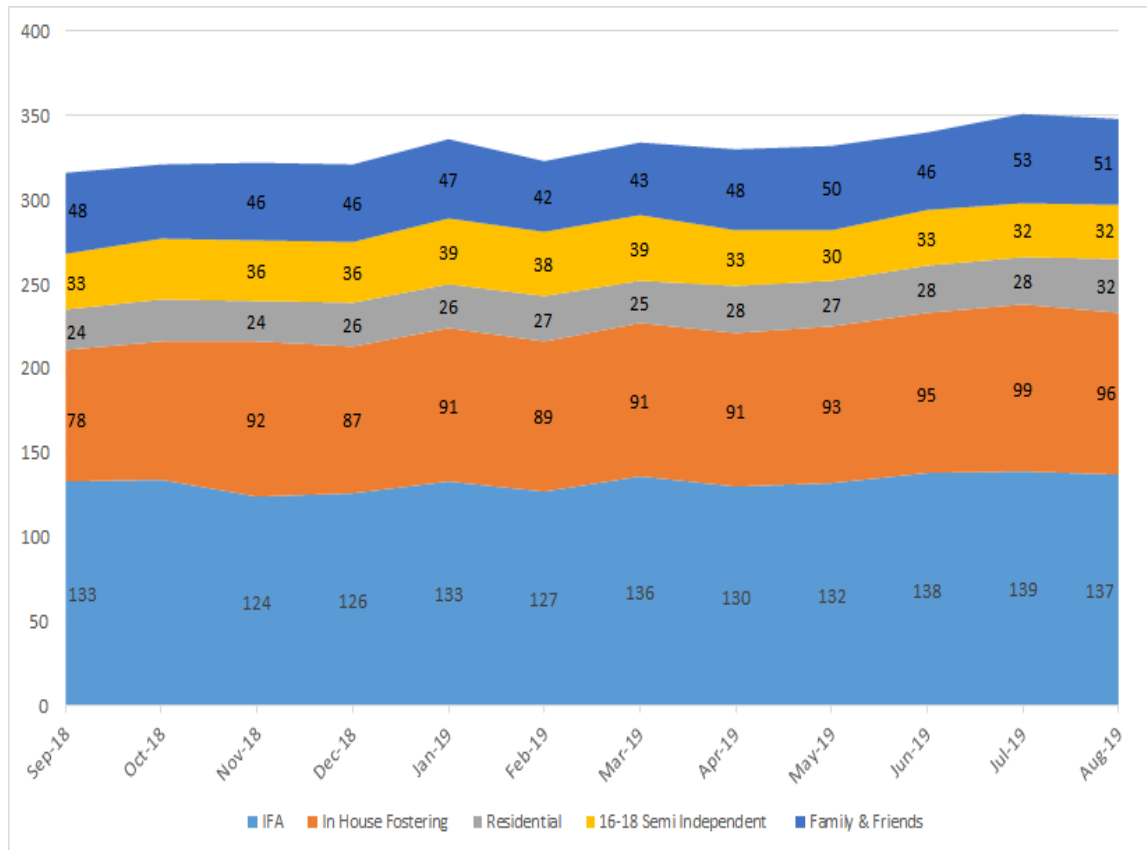
Table 2: Placements Summary for LAC and Leaving Care

Service Type	Budget	Forecast	Forecast Variance	Budgeted Placements*	Current Placements	Management Actions
Residential	4,331	5,466	1,135	21	32	<p>There are a number of initiatives in place to seek to contain these cost pressures, for example the Family Learning Intervention Project (FLIP), the Edge of Care workers, the Residential project and re-negotiation of high cost placements. The first two of these have been in train for some time and tracking of the financial impact is undertaken on a case by case basis. Evidence from this tracking indicate significant costs avoided suggesting the cost pressure would be significantly greater if these were not in place.</p> <p>We will continue to monitor residential placement moves and the resulting effect on other placement types across future periods. The impact of Mockingbird, the extended family model for delivering foster care with an emphasis on respite care and peer support, and new arrangements for implementing Supported Lodgings will also be reviewed going forwards.</p>
Semi-Independent (Under 18)	1,570	1,878	308	26	32	
Other Local Authorities	-	230	230	-	6	
In-House Fostering	1,800	2,138	338	78	96	
Independent Foster Agency Carers	6,488	6,628	140	134	137	
Residential Family Centre (M&Baby)	-	203	203	-	1	
Family & Friends	569	807	238	32	51	
Extended Fostering	-	29	29	-	-	
Staying Put	200	364	164	13	25	
Overstayers	290	472	182	11	25	
Semi-independent (18+)	1,370	1,839	469	48	108	
Total	16,618	20,054	3,436	363	513	

*based on average cost of placements. Residential budget also includes one-off social care funding of £1.2m)

The table below shows the trend in LAC placements over the past 12 months.

Table 3: Headcount Data for LAC



There have been four additional residential placements since July (14% increase), which has led to an additional pressure of £400k in the forecast this month. As illustrated in Table 3 above, since this time last year there has been a favourable movement in the ratio between IFA and in-house placements (although this has declined slightly in the last month). This is driven primarily by the in-house foster carer recruitment which has seen some success and the matching officer post which has been in the structure since 2018. At around £50k per annum the cost of a child placed in independent foster care is double that of a placement with one of our own foster carers.

One of the main drivers for the cost pressure in Corporate Parenting continues to be the rise in the number of children in costly residential placements which has now sustained for the past year and the number of under 18s in high-cost semi-independent placements. Where children in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages.

This year we have seen significant pressures on staffing. This is mainly due to over-established posts recruited to meet an increase in demand (rise in caseloads), additional capacity to support the response to the Ofsted focused visit earlier in the year and cover for maternity/paternity/sick leave and agency premiums.

Children in Need is forecasted to overspend by £417k. The overspend is mainly due to staffing overspends relating to supernumerary social worker posts to meet service pressures, maternity cover, agency premiums associated with covering vacant posts and these items collectively total £451k. Underspends in non-staffing expenditure totals £34k.

The Disabled Children's Service is forecasted to overspend by £393k. Staffing is projecting an overspend of £228k due to additional staff brought in to support backlogs in the service. The remaining overspend is attributed to placements (£122k, including homecare, direct payments and residential respite) and £43k on other expenditure. This is offset by a £148k reserve drawdown.

The Youth Justice Service is forecasting a balanced position after the use of £434k of remand reserves and an additional £123k of reserve which has been repurposed from an existing reserve to offset pressure in the service due to a major incident resulting in three young people currently being held on remand.

Overspends across the service are partly offset by underspends elsewhere in the Directorate Management Team, Safeguarding and Learning Services and No Recourse to Public Funds Team.

The Directorate Management Team is forecast to underspend by £640k. This is due to the utilisation of additional reserves within the service to offset staffing pressures, including those in Children in Need and Parenting Support service.

The Safeguarding and Learning Service is forecast to underspend by £84k. This is due to vacant posts that will not be filled this financial year. There is also pressure from unachieved income targets.

Following growth in the base budget this year the No Recourse to Public Funds (NRPF) Team is forecasting an underspend of £29k after use of £93k legal reserves. The underspend is primarily from Section 17 where we are currently supporting 69 families who have no recourse to public funds, a decrease of 7 families from the previous month. This position has improved significantly from the previous year, and the service continues to work to ensure that services are targeted at those in need.

Hackney Learning Trust

The Hackney Learning Trust (HLT) forecast is consolidated into the Children and Families position. As part of the delegated arrangements for HLT, any overspend or underspend at year end will result in a drawdown-from or contribution-to the HLT reserve and expenditure is reported 'on budget'.

HLT are forecasting a significant drawdown on the HLT reserve (between £3.5m and £4.5m), mainly due to pressures in special educational needs. This forecast has been updated following the latest funding updates announced by the government in July 2019. This is an early forecast that will be adjusted as data on any new demands on HLT services become known throughout the year.

Special educational needs activities cost £9.5m in excess of agreed budgets 2018/19; and expenditure is currently expected to increase by a further £2.0m in 2019/20. Within the HLT forecast, the SEND overspend is mostly offset with savings made across other HLT departments. Costs associated with special educational needs have complex cost drivers and senior leadership across HLT and the wider Council continue to look into ways where the Council might be able to bring expenditure under control. Recent reports submitted to HLT SLT estimate that HLT reserves will be fully utilised in 2019/20.

The SEND cost pressure is attributable to the increase in the number of Education and Health Care Plans (EHCPs) as the pupil population has grown significantly and there are growing demands on the system since the reforms introduced by the Children and Families Act 2014. The impact of these factors is that, in Hackney, the number of EHCP's have increased by more than 50% since 2011. With the exception of SEN transport, SEN costs should be met from the High Needs block of the Dedicated Schools Grant– however, despite the significant rise in numbers and costs there has not been an adequate increase to this funding source.

Adult Social Care & Community Health

The forecast for Adult Social Care is a £3,200k overspend. The position for Adult Social Care last year was an overspend of £4,083k and this has improved through adjustments for corporate growth items and additional use of non-recurrent funding. The revenue forecast includes significant levels of non-recurrent funding including iBCF (£1,989k), Social Care Support Grant (£1,200k), and Winter Pressures Grant (£1,400k).

Recent announcements on social care funding as part of the Spending Review 2019 has provided further clarity on funding levels for 2020/21, however, it is still unclear what recurrent funding will be available for Adult Social Care post 2020/21. The non-recurrent funding was only intended to be a 'stop-gap' pending a sustainable settlement for social care through the Green Paper, however this is subject to ongoing delay. The implications of any loss of funding will continue to be highlighted in order that these can be factored into the Council's financial plans. This will include ensuring that it is clear what funding is required to run safe services for adults. Alongside this the service continues to take forward actions to contain cost pressures. Some of these management actions are outlined in the table below, and further information is provided in Appendix 1.

Care Support Commissioning (external commissioned packages of care) contains the main element of the overspend in Adult Social Care, with a £2,300k overspend. The forecast includes £1,400k of the Winter Pressures grant to fund additional costs resulting from hospital discharges. It was anticipated that the grant funding would be released through the year to offset additional pressures from hospital discharges, however an analysis of information on discharge levels and care packages has identified that the full £1,400k has already been committed.

Service type	2019/20 Budget	Aug 2019 Forecast	Full Year Variance to budget	Full Year Variance to Jul 2019	Management Actions
	£k	£k	£k	£k	
Learning Disabilities	15,000	16,081	1,082	94	<ul style="list-style-type: none"> - ILDS transitions/demand management and move on strategy - Multi-disciplinary review of care packages (delivered £667k) - Three conversations - Review of homecare processes - Review of Section 117 arrangements - Personalisation and direct payments - increasing uptake
Physical and Sensory	12,843	13,354	512	39	
Memory, Cognition and Mental Health ASC (OP)	7,710	8,216	505	(83)	
Occupational Therapy Equipment	740	888	148	75	
Asylum Seekers Support	170	181	11	7	
Total	36,462	38,720	2,258	132	

The Learning Disabilities service is the most significant area of pressure with a £1,082k overspend. £290k of this pressure arises from the estimated costs of new transition clients in the year. This forecast pressure is significantly less than last year due to the application of both budget growth and one-off funds in this service area.

Work is ongoing with the Clinical Commissioning Group (CCG) colleagues to embed the joint funding model for high cost Learning Disability packages as business as usual. There is an agreement between both parties for all packages to be reviewed for joint funding. A process of quarterly reconciliation and financial reimbursement will be managed through the Learning Disability Section 75 review group on behalf of the Planned Care Workstream. The CCG have committed to ring-fence £1.9 - £2.7m within their financial planning for 2019/20 and £1.9m has been factored into the forecast above. The partners also acknowledged that by implementation of the joint funding policy the amount paid for health need will be based on the assessment of patient/residents and that health needs for individuals could be potentially less or more than the initial identified range. Progress has been slow in embedding the joint funding model which has resulted in fewer than expected cases going through the panel process to date. This is being closely monitored by all partners and measures have been taken to ensure completion of all joint funding assessments by the end of the year, which includes having dedicated project support from the PMO in adult services to ensure the smooth day to day operation of the process, given its high priority and funding risk.

Physical & Sensory Support is forecasting an overspend of £512k, whilst Memory, Cognition and Mental Health ASC (OP) is forecasting an overspend of £505k. The cost pressures being faced in both service areas has been driven by the significant growth in client numbers as a result of hospital discharges in 2018/19, which has been partially mitigated by one-off funding from the Winter Pressures grant of £1,400k.

Discussions have been held with the service in order to develop a set of management actions to mitigate the ongoing cost pressure as a result of increased clients being discharged from hospital with more complex needs. These actions include the creation of a multi-disciplinary team (MDT) to facilitate the review of care packages, and this has delivered savings to date of £667k (full year effect). As a result of the savings achieved the MDT project has been extended for a further six months to the end of Jan 2020.

The Mental Health service is provided in partnership with the East London Foundation Trust (ELFT) and is forecast to overspend by £552k. The overall position is made up of two main elements - a £724k overspend on externally commissioned care services and £173k underspend across staffing-related expenditure.

Provided Services is forecasting a £84k overspend, while Preventative Services is forecasting an underspend of £421k. The latter is mainly accounted for within the Median Road position, while project plans for an in-house interim bed provision is confirmed. Full year expenditure of £512k on outsourced interim beds is noted within the forecast position.

ASC Commissioning is forecasting a £752k overspend due to delays in delivering savings from the Housing Related Support (HRS) service. Plans have been developed and the service is confident they will deliver these savings next year as part of the ongoing redesign. The savings target was revised to incorporate savings attributed to telecare charging. The decision not to go ahead with telecare charging was taken after benchmarking against other local authorities which highlighted the planned charging proposals would only yield a small amount of additional income which would not be sufficient to meet the agreed savings target. New proposals around assistive technology are now being looked at and is expected to inform the charging model for service users going forward.

Public Health

Public Health is forecasting a breakeven position. There are pressures in the service due to the delay in implementation of the Public Health restructure and the review of physical activity for adults. However, this pressure is being managed within the overall budget and it is not anticipated to result in an overall overspend.

Sexual health service is delivering progress as expected to support the financial sustainability of the wider Public Health service as the competitive pricing achieved through the Pan London contract is beginning to show better value for money. The forecast has been updated to reflect the agreed increase of sexual health tariffs (ISHT) across London as part of the recent ISHT review. There is also a progressive uptake of e-services alongside clinical service provision and both activities are subject to continuous review with commissioners to ensure sustainable future provision within allocated SH budget in this financial year.

4.3 Neighbourhoods And Housing

The forecast position for Neighbourhoods and Housing Directorate is a £78k overspend - an improvement of £98k from the July forecast. The forecast includes the use of £1.5m of reserves, the majority of which are for one off expenditure/projects.

There is a forecast overspend in Planning services of £147k, which is an improvement of £42k since the July forecast. The reason for the overspend is due to a projected shortfall of £147k against the planning application fee income budget, (£2.3m), after offsetting higher than budgeted Planning Performance Agreement (PPA) receipts. A detailed review of major applications and potential income has been undertaken and those 25 major developments currently at pre-application stage with a target submission date during this financial year have been reflected in the forecast, alongside trend-based forecasts for income from minor applications which continue to be stable. The position on these developments will be closely monitored and changes reflected in the forecast going forward. There has been no assumption of income from proposed developments where pre-application advice has not recently been requested.

In order to mitigate the income shortfall, the Head of Service is re-modelling staffing in the major applications team to enable Team Leaders to take on additional case load work for major applications and reduce staffing costs within the service.

Building Control income is on an upward trend with an additional income source through the inspection of boiler replacements on housing estates. £50K income has been assumed in the forecast as at July and there is the potential for a further £90K this year – this will be confirmed and reflected in the forecast next month. In addition, the Council has been advised that several private sector 'Approved Inspectors' for Building Control work have had their insurance indemnity removed, which is expected to result in more local authority Building Control chargeable work over the coming months. It is anticipated that continued improvements in the Building Control position will off-set any shortfalls against Planning's wider income targets.

Street scene is forecast to under spend by £63k which is an improvement of £32k from previous month which is due to additional income. There is an ongoing analysis of Street scene income to determine potential improvements in the outturn position for 2019/20 as initial figures indicate that due to an increasing number of developments across the borough Streetscene is likely to overachieve its income budget for the year resulting in an increased underspend for the full year.

Parking and Markets, Community Safety, Enforcement and Business Regulation (CSEBR), and Leisure and Green Spaces are forecasting break-even positions, with Libraries showing a minimal forecast overspend. Directorate Management is forecasting a marginal underspend.

Housing General Fund is forecast to be just below budget at this stage, with marginal variances within both Housing and Regeneration.

4.4 **Finance & Corporate Resources**

The forecast is an overspend of £402k.

The overspend in Facilities Management (£450k) is primarily due to increases in business rates costs on council owned buildings in the borough which are partially offset by reserves. The largest increases are in Hackney Town Hall, Hackney Service Centre and Florfield Road.

In Property services, the cost pressure primarily results from: - providing additional staffing resources within the service to address essential works; and the re-classification of a significant revenue item as a capital receipt. The service is currently reviewing their operations to address the former and the allocation of overall budget, both capital and revenue, needs to be reviewed to address the latter.

Financial Management and Control are forecasting an underspend of £345k due to vacancies across all services

Directorate Finance Teams are projecting an underspend of £105k which mainly relates to salaries and projected additional income from service fees

Revenues and Benefits and Business Support, Registration and Audit and Anti-Fraud are forecast to come in at budget.

Housing Needs is forecast to come in at budget after the application of the Flexible Homeless Grant and Homelessness Reduction Act Grant. Whilst we will continue to receive the Flexible Homeless Grant, it is probable that this grant will reduce over time and there may be other calls on the Grant. Further, since April 2018 when the Homelessness Reduction Act was introduced there has been a 33.4% increase in approaches for housing advice, expected to result in significantly higher accommodation costs over time.

4.5 **Chief Executive**

Overall the Directorate is forecasting to overspend by £100k after forecast reserves usage.

Communications, Culture & Engagement

The service is forecasting an overspend of £160k. This partly reflects residual costs relating to Hackney House and partly reflects an estimate of the advertising revenue that may be lost as a result of the Government's decision to prohibit the fortnightly publication of Hackney Today and a recent court case which upheld this decision.

The rest of Communications including Design & Film are forecast to break even.

The Culture team will be spending a higher amount on the carnival this year due to increasing numbers of attendees and the need to move the main stage to a new location due to this. It has been agreed for the funding to come from Neighbourhood Community Infrastructure Levy.

Legal & Governance

The combined Legal & Governance Service are forecasting an underspend of £60k on their budget.

There is an overspend reported in Governance which is primarily due to Internal Printing Recharges estimated at £31k which has no budget and £47k is for an unfunded Team Manager's post previously funded by HRA. The management team is reviewing current and future income to establish sources of additional income for the 2019/20 financial year.

Internal Legal is projecting an underspend of £135k in relation to under spends on salaries budget. A £126k salary underspend is mainly due to vacancies and there is also additional income from Traded Services and HLT £49k.

All other services are forecast to come in at budget.

4.6 HRA

The projected outturn on the HRA is at budget.

Income

The only significant variation on income is Other charges for services and facilities which is over budget by £960k and is mainly due to the extension of the LBH collection of water rates on behalf of Thames Water. The income was negotiated to continue throughout 2019/20 after the budgets had been set. In addition, income from gross dwellings is forecast to be £393k over budget which primarily reflects a new lease agreement for properties rented to housing associations.

Expenditure

Repairs and Maintenance is £1,212k over budget which is mainly due to reactive repair costs and an increase in legal disrepair expenditure. This is currently partly offset by vacant posts within the new R&M structure.

The Special services overspend of is due to agreed increased costs within estate cleaning, but this is expected to reduce in 2020/21 as the effects from restructuring of the service are realised.

There is an underspend on Supervision and Management which is due to a reduction in consultancy staff which is partly offset by an increase in recharges from Housing Needs which is currently under review due to increased workloads from Homeless Reduction Act and the unrealised (50%) vacancy factor included in the 2019/20 budget setting.

5.0 Details of Alternative Options Considered and Rejected

This report is primarily an update on the Council's financial position and there are no alternative options here.

6.0 **Background**

6.1 **Policy Context**

This report describes the Council's financial position as at the end of August 2019. Full Council agreed the 2019/20 budget on 21st February 2019.

6.2 **Equality Impact Assessment**

Equality impact assessments are carried out at budget setting time and included in the relevant reports to Cabinet. Such details are not repeated in this report.

6.3 **Sustainability**

As above

6.4 **Consultations**

Relevant consultations have been carried out in respect of the forecasts contained within this report involving, the Mayor, the Member for Finance, HMT, Heads of Finance and Assistant Directors of Finance.

6.5 **Risk Assessment**

The risks associated with the schemes Council's financial position are detailed in this report.

7. **Comments of the Group Director of Finance and Corporate Resources**

7.1 The Group Director, Finance and Corporate Resources' financial considerations are included throughout the report.

8. **Comments of the Director of Legal and Governance**

8.1 The Group Director, Finance and Corporate Resources is the officer designated by the Council as having the statutory responsibility set out in section 151 of the Local Government Act 1972. The section 151 officer is responsible for the proper administration of the Council's financial affairs.

8.2 In order to fulfil these statutory duties and legislative requirements the Section 151 Officer will:

(i) Set appropriate financial management standards for the Council which comply with the Council's policies and proper accounting practices and monitor compliance with them.

(ii) Determine the accounting records to be kept by the Council.

(iii) Ensure there is an appropriate framework of budgetary management and control.

- (iv) Monitor performance against the Council's budget and advise upon the corporate financial position.
- 8.3 Under the Council's constitution although full Council set the overall budget it is the Cabinet that is responsible for putting the Council's policies into effect and responsible for most of the Council's decisions. The Cabinet must take decisions in line with the Council's overall policies and budget.
- 8.4 Paragraph 2.6.3 of FPR2 Financial Planning and Annual Estimates states that each Group Director in charge of a revenue budget shall monitor and control Directorate expenditure within their approved budget report progress against their budget through the Overall Financial Position (OFP) Report to Cabinet. This Report is submitted to Cabinet under such provision.
- 8.5 All other legal implications have been incorporated within the body of this report.

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<p>PROPOSALS FOR AMENDMENT OF THE FEES STRUCTURE FOR THE SELECTIVE LICENSING SCHEME (PRIVATE SECTOR HOUSING) FOR MULTI-DWELLING BLOCKS.</p> <p>Key Decision No. NH P88</p>	
<p>CABINET MEETING DATE (2018/19)</p> <p>16th October 2019</p>	<p>CLASSIFICATION:</p> <p>Open report</p> <p>Appendix 2 Exempt</p>
<p>WARD(S) AFFECTED</p> <p>Brownswood, Cazenove and Stoke Newington</p>	
<p>CABINET MEMBER</p> <p>Philip Glanville, Mayor of Hackney Cllr Sem Moema, Mayoral Adviser for Private Renting and Housing Affordability</p>	
<p>KEY DECISION</p> <p>Yes</p> <p>REASON</p> <p>Affects more than two wards</p>	
<p>CORPORATE DIRECTOR</p> <p>Kim Wright, Group Director, Neighbourhoods and Housing</p>	

1. CABINET MEMBER'S INTRODUCTION

1.1 The number of private renters in Hackney has grown significantly over the last decade to 34,000 or nearly one in three households – a result of the wider housing crisis which means that, for people on low and even middle incomes, renting privately is often the only option for finding a home.

1.2 While most landlords provide good-quality homes and treat their tenants fairly, far too many private renters suffer from poor conditions and management. Our research estimates that 11% of privately rented homes suffer from serious hazards or disrepair - rising to almost 20% in the worst affected areas and in Houses in Multiple Occupation (HMO) properties borough-wide.

1.3 Through our #BetterRenting campaign we're tackling these issues by pushing government to introduce measures to make renting fairer, giving private renters in Hackney the advice and support they need, working with good landlords, and doing everything we can to tackle rogue landlords in our borough.

1.4 Our property licensing measures are a key part of this - they will ensure that private renters in homes where they are most likely to suffer from serious hazards or mistreatment get the protection they deserve, and that we can take tougher action against landlords that don't comply.

1.5 With enforcement of our additional licensing for HMO properties already in place, the changes recommended in this report, to the application and fee processes for selective licensing, will mean enforcement against rogue landlords of all homes in the Brownswood, Cazenove and Stoke Newington wards - where conditions in privately rented homes are at their worst - can begin.

1.6 I commend this report and its recommendations to Cabinet.

2. GROUP DIRECTOR'S INTRODUCTION

2.1 In October 2018 the Council introduced a pilot selective licensing scheme in three wards of the Borough, Brownswood, Cazenove and Stoke Newington, with the aim of improving property conditions and housing management standards in the Private Rented Sector.

2.2 Following the introduction of the scheme, a representation was received from a landlord of a privately rented block of flats covered by the scheme regarding the process for applying for licenses for the block, the fees charged for processing licence applications and the structure of the licences subsequently issued. This report recommends changes to these processes as they apply to privately rented blocks of flats where all the flats are in the same ownership and under the same management control. The recommended changes are in response to the representation received and are being made to ensure full compliance with legislation. The representation concerns complex and untested interpretation of the legislation that required careful consideration. The changes recommended in this report take into account such consideration.

2.3 While the representation is considered, the determination of licence applications under the selective licensing scheme has been put on hold and no licences have been issued. Approval of the recommendations in this report will enable these applications to be determined and issued, and for the scheme to become fully operational. It will also allow a programme of inspections to begin with the five-year objective of inspecting all rented homes in the three wards covered by the scheme. Alongside this, enforcement activity will begin in earnest for those landlords who have failed to apply for licences.

3. RECOMMENDATIONS

Cabinet is recommended to approve the amendment of the Selective Licensing application and approval process as follows:

3.1 The Council will accept, in certain circumstances, an application for a single licence in respect of a block of flats or in respect of a combination of flats within a block, where all of the flats covered by the application are:

- (i) in the same building,**
- (ii) all under the same ownership and management control, and**
- (iii) all are let on tenancies or licences which are not exempt tenancies¹ or licences.**

Cabinet is also recommended to approve and note the following:

3.2 The functions of the Mayor and Cabinet under Part 3 of the Housing Act 2004 (designation of discretionary licensing area and licensing relating to it) be delegated to the Director of Regeneration and the Head of Private Sector Housing, with each of those officers being authorised to further delegate those functions to officers within the Private Sector Housing Team, as they deem appropriate from time to time, subject to the Director of Regeneration or the Head of Private Sector Housing briefing

¹ Exempt tenancies and licences as set out in Section 79(3) and the Selective Licensing of Houses (Specified Exemptions)(England) Order 2006

the Mayor and Lead Member on any exercise of those functions when they relate to a change to the discretionary licensing scheme.

3.3 The London Borough of Hackney's Designation of an Area for Selective Licensing 2018 that is dated 10 May 2018 and which came into force on 1 October 2018.

4. REASONS FOR DECISION

4.1 Every property falling within the scope of the selective licensing scheme must be licensed².

4.2 A person commits an offence if they are a person having control of, or managing, a property, which is required to be licensed under any of these schemes, but is not so licensed. An application is not duly made if it is an incomplete application or the licence fee has not been paid as part of the application.

4.3 In common with most other local authorities that operate selective licensing schemes, the Council's intention at the time of the introduction of the scheme was, in respect of blocks containing more than one dwelling, to require an individual licence application and to issue an individual licence for each dwelling rather than one composite application and one composite licence for the whole block. There are very good reasons for this approach as set out below.

4.3.1 A dwelling may be sold without affecting the licences for other dwellings in the building;

4.3.2 A dwelling may be let on an exempt tenancy without affecting the licences for other dwellings in the building;

4.3.3 A dwelling may be left vacant, for example to allow refurbishment, without affecting the licences for the other dwellings in the building;

4.3.4 A landlord can change managing agent for one of the dwellings, or make physical alterations to a particular dwelling, without affecting the licences of all the other flats in the block.

4.3.5 Enforcement action may be taken in respect of a particular dwelling e.g. a Prohibition Order being made, without affecting the licences for other dwellings in the building.

² Section 79(1) of the Housing Act 2004

4.3.6 There is very little benefit in landlords seeking a single application for a block, as the application process will require all the same documentation and application details for each of the flats as for individual applications. The Council's on-line application system for individual licences makes applications quick and easy.

4.4 Following designation of the selective licensing scheme³, the Council received a representation from a landlord of a large block of flats covered by the scheme. The representation challenged the legitimacy of the individual dwelling licence policy. In response, a review of the policy was undertaken. This review concluded that for the reasons in 4.3 above it will always be preferable to seek individual dwelling applications and grant individual dwelling licences for such blocks. However, the legal framework to selective licensing in Part 3 of the Housing Act 2004, does not permit the Council, in certain circumstances, to refuse a single application or refuse the granting of a single licence for an entire block or part of a block containing more than one flat.

5. BACKGROUND

5.1 This section outlines the background to the review of the policy for licensing of multi-dwelling blocks under the selective licensing scheme, based on Counsel's opinion.

5.2 For selective licensing schemes made under Part 3 of the Housing Act 2004, the requirement to licence a property is to be found in section 79(1) of the Act, which provides for "Part 3 houses" to be licensed. However, difficulties arise with the definition of what constitutes a "Part 3 house" as defined in section 79(2) of the Act. The drafting of this Part of the Act is complex and unclear. After seeking clarification it is believed that the way the Act is drafted means that in the case of a block of multiple dwellings, a "Part 3 house" can be interpreted as being any one, or all, of the following:

- each of the individual dwellings can be a "Part 3 house",
- any combination of dwellings can be a "Part 3 house",
- the block itself can be a "Part 3 house".

5.3 An illustrative example of these interpretations can be seen in the shape of a block containing three flats; Flat A, Flat B and Flat C.

5.4 Even in this relatively simple scenario, there are seven different interpretations of "Part 3 houses" which are as follows:

- Flat A, Flat B and Flat C are each a "Part 3 house",
- Flats A and B together are a "Part 3 house",

³ London Borough of Hackney, Designation of an area for Selective Licensing, section 80 Housing Act 2004: date 10 May 2018.

- Flats A and C together are a “Part 3 house”,
- Flats B and C together are a “Part 3 house”,
- The entire block is a “Part 3 house”.

5.5 As such the legislation places the Council in an unenviable position in responding to the representation it has received. Therefore, it is recommended that the safest way to proceed is to operate the selective licensing scheme in relation to multiple-dwelling blocks, such that, in certain cases, single-block licence applications can be accepted and single-block licences can be issued. To continue a policy of only accepting licence applications on an individual dwelling basis presents the risk that, if challenged, the scheme may be found to be unlawful. Therefore, the recommendation of this report is to adopt a policy for selective licensing of blocks containing multiple dwellings.

5.6 For blocks containing multiple dwellings, while the Council for the reasons set out in paragraph 4.3 will usually prefer a separate licence for each flat, if approved, it will now consider an application for a single licence in respect of a block of flats or in respect of a combination of flats within a block, where all of the flats covered by the application are:

- (i) in the same building,
- (ii) all under the same ownership and management control, and
- (iii) all are let on tenancies or licences which are not exempt tenancies or licences.

6. IMPLICATION OF AMENDED POLICY FOR LICENCE FEES

6.1 The Council is empowered under section 87 of the Housing Act 2004 to require an application for a selective licence to be accompanied by a fee. The fee can be set at a level that covers the Council’s costs in setting up and administering the licence application process, including the processing and issuing of licences. The fee cannot be set a level that produces a surplus. The Council has calculated these costs as set out in Appendix 1.

6.2 The average cost to the Council of processing an application for a selective licence that relates to a block containing more than one dwelling is, pro-rata per dwelling, only marginally lower than the cost attributable to processing separate applications for the same number of dwellings. This is because, in both scenarios, all the same stages of processing the application need to be carried out in respect of each dwelling to ensure that:

- the proposed licence holder is a fit and proper person to be the licence holder, and is, out of all the persons reasonably available to be the licence holder in respect of the house, the most appropriate person to be the licence holder;
- that the proposed manager of the house is either the person having control of the house, or a person who is an agent or employee of the person having control of the house;
- that the proposed manager of the house is a fit and proper person to be the manager of the house; and

- that the proposed management arrangements for the house are otherwise satisfactory.

6.3 The costs of processing an application for a block containing multiple dwellings are therefore multiplied when compared to a single-dwelling application. These costs will therefore need to be reflected in the level of fee charged for multi-dwelling applications. As a result there will be no financial detriment to landlords who submit individual dwelling applications for each dwelling within such a block compared with those who submit whole-block applications.

6.4 The current selective licensing fee is set at a level that is lower than the average cost attributable to processing an application for a licence; see Appendix 1. As such, the marginal cost saving referred to in paragraph 6.2 in processing whole-block applications, compared to individual dwelling applications, will not result in a lower fee than that approved by Cabinet in March 2018, because this fee is less than the costs the Council incurs in either scenario.

6.5 Following recent court decisions⁴, the representation the Council has received and the comments in 6.4 above, the Council intends to review the fee structures for its property licensing schemes to ensure they comply with the Court decisions and reflect the actual costs incurred in processing licence applications. The Council does not currently charge within the licence fee the costs of enforcement against non-compliant landlords. As part of the proposed review of fees, consideration will be given to the levying of an additional fee at the time of granting a licence in respect of the costs of enforcement action under the schemes. The proposals resulting from this review will be brought to Cabinet at a later date.

6.6 Until the review of licensing fees referred to in 6.5 above is completed, the Council's current fees for selective licensing will remain unchanged, as follows:

- Single dwelling applications; £500 per dwelling,
- Where a single application relates to a block containing more than one dwelling, the fee will be £500 multiplied by the number of dwellings covered by the application.
- There will be a discount of £75 per individual dwelling in each scenario where landlords are accredited under approved landlord accreditation schemes, as set out on the Council's website

7. DECISION MAKING PROCESS UNDER THE COUNCIL'S CONSTITUTION AND SCHEMES OF DELEGATION

⁴ R(Hemming t/a Simply Pleasure Ltd) v Westminster City Council; Supreme Court 19/07/17 R(Gaskin) v Richmond-upon-Thames LBC; 31/07/18

7.1 Cabinet is requested to confirm that under the Scheme of Delegations within the portfolio of the Group Director Neighbourhoods and Housing, the powers under *The Housing Act 2004, Part 3, 'Designation of a selective licensing area and licensing powers relating to it'*, can be made by the Director of Regeneration and the Head of Private Sector Housing, who will brief the Lead Member and Mayor accordingly.

8. Equality Impact Assessment

8.1 An equalities impact assessment was included in the report to Cabinet in March 2018 and the recommendations in this report do not affect or alter that assessment.

9. Sustainability

9.1 Selective licensing schemes are designed to be cost neutral to the Council in so far as the costs of setting up and administering the licence application process, including the processing and issuing of licences. These costs can be recovered through licensing fees over the five-year duration of the scheme.

9. Risk Assessment

9.1 A risk assessment for the recommendations in this report is included in Appendix 2 to this report.

10. COMMENTS OF THE CORPORATE DIRECTOR OF FINANCE AND RESOURCES

10.1 The recommendations in the report should have minimal financial impact.

11. COMMENTS OF THE DIRECTOR OF LEGAL SERVICES

11.1 The Housing Act 2004, Part 3 sets out the legal requirements to be followed in setting up a selective licensing scheme. It includes things such as: designation and conditions, requirements for Part 3 houses to be licensed and exemptions, grant or refusal of licences, variation and revocation of licences, procedure and appeals and enforcement.

11.2 The power for the Council to charge a fee with an application is provided under s.87(3) of the Housing Act 2004.

11.3 Prior to designation of the selective licensing scheme the Council undertook extensive consultation in line with legal requirements. The original proposed fee structure within the selective licensing scheme was one of four issues raised within a potential challenge against the Council by a landlord of a block of flats affected by the scheme and its original fee structure. As a result of this potential challenge and the subsequent advice sought, the option of a revised fee structure has been proposed in this report in which case there would be two categories of application fee;

- i) an application fee where the licence would relate to a single dwelling and
- ii) an application fee where the licence would relate to more than one dwelling.

11.3

Currently the Mayor's scheme of delegation reserves to the Mayor and Cabinet, the –'Designation of discretionary licensing area and licensing relating to it' with regards to the Housing Act 2004 ('HA 2004'), Part 3 (page 16 of the Mayor's Scheme). This would mean that all decisions falling within the remit of HA 2004 part 3 are reserved to the Mayor and Cabinet.

11.4 Within the Scheme of Delegation of Neighbourhoods and Housing it provides that the 'Designation of selective licensing area and licensing powers relating to it' (set-out within NH532, page 127 of this Scheme) can be made by the Director of Regeneration and the Head of Private Sector Housing. It would therefore, on the face of it, appear that the function of designations and the powers relating to them (within the remit of the HA 2004 Part 3) are delegated. However, for absolute completeness and clarity this report seeks to delegate this power to the Director of Regeneration and Head of Private Sector Housing.

APPENDICES

Appendix 1: Summary cost calculation for licence fees under the Selective Licensing Scheme.

Appendix 2: Assessment of risk related to the proposals in this report .

BACKGROUND PAPERS

None applicable

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Cabinet

16 October 2019

PROPOSALS FOR AMENDMENT OF THE FEES STRUCTURE FOR THE SELECTIVE LICENSING SCHEME (PRIVATE SECTOR HOUSING) FOR MULTI-DWELLING BLOCKS

KEY DECISION NO. NH P88

Appendix 1

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Appendix 1: Summary cost calculation for licence fees under the Selective Licensing Scheme

Proposed licence fees

Licence fees will be payable in full at the application stage and are non-refundable. The fees for the full five-year duration of the licence are given below.

Borough-wide Additional Licensing Scheme for Houses in Multiple Occupation	£ 9 5 0
Three ward Selective Licensing Scheme	£ 5 0 0

A discount of £75 will be offered to applicants who are members of an approved accreditation scheme.

Costs allocated to selective licence applications

Predicted number of licence applications under the scheme (5 years)	3,769
Selective licences as a percentage of all licences	52%
Setting-up staffing costs	
Staff costs (not including Private Sector Housing Officers or Business and Technical Support Officers.)	£772,382
Other set-up costs	
IT	£51,954
Staff costs relating to set-up	£29,082
Training	£3,372
Recruitment	£3,372
Total set-up costs	£87,780
On-going costs	
Transport and parking permits	£104,741
Equipment	£3,365
IT	£7,934
Subscriptions	£1,855
Printing and copying	£17,475

Training	£8,071
Fixed central recharges	£432,762
Total on-going costs	£576,203
Total non-direct costs (staff, set-up and ongoing)	£1,436,364
Total non-direct costs per licence (staff, set-up and ongoing)	£381
Direct staff costs per licence (Private Sector Housing and Business and Technical Support Officers)	£280
Total cost per licence	£661
Fee per licence	£500
Surplus/(loss)	(£161)



Hackney Schools Group Board – Board Members Nomination

<p>CABINET MEETING DATE (2019/20)</p> <p>16 October 2019</p>	<p>CLASSIFICATION:</p> <p>Open</p>
<p>WARD(S) AFFECTED</p>	
<p>Cabinet Member</p> <p>Deputy Mayor Bramble</p> <p>Cabinet member for education, young people and children’s social care</p>	
<p>Group Director</p> <p>Anne Canning, Children, Adults & Community Health</p>	

1. Deputy Mayor’s Introduction

1.1 We are committed to working hard to protect the values that have contributed to the success of our schools, and doing all we can to ensure we support our family of schools to access important services. We are also committed to continuing to campaign for fair funding and continue to oppose forced academisation.

1.2 The Hackney Schools Group (HSG) Board concept was developed in response to the views expressed by residents in the Schools for Everyone consultation and the changing educational landscape in England. The HSG Board proposal seeks to safeguard the local schools’ system from fragmentation and to make it sustainable for the years

ahead. It represents the next stage in the school improvement journey Hackney began almost two decades ago.

- 1.3 A significant number of the HSG Board members are Hackney residents. They will act in an advisory role, championing educational excellence in the local school system and promoting improvement and high standards. Their role will also include the mental health and well-being of children and young people, as well as ensuring local democratic accountability: our schools will continue to serve their local communities.
- 1.4 Schools will play a key role in setting the direction for school improvement and performance in Hackney, taking collective responsibility for collaboration and sharing of policy, as well as contributing to capacity building through the development of new education strategies and pedagogic practice. Three experienced, successful headteachers, from the Early Years, primary and secondary phases are recommended for appointment to the HSG Board. Two chairs of governing bodies are also recommended, to provide their valuable perspective.
- 1.5 The HSG Board is the practical realisation of the extensive research into what makes good schools systems better. The Board will help to deliver the Mayor's Manifesto commitments for school improvement, promoting research-based innovation and the sharing of excellent practice across the local system. By working together we can ensure fair access, and equal opportunity for all children and young people, continue to raise attainment and improve wellbeing outcomes, including the physical, mental & emotional health for children and young people and promote the life chances of all Hackney residents.
- 1.6 I commend these appointments to Cabinet.

2. Background

- 2.1 At their meeting on 29 April 2019, Cabinet approved the establishment of the Hackney Schools Group Board. Working together with the Cabinet Member for Education, Young People and Children's Social Care and the Director of Education and Council, the HSG Board will provide leadership and accountability for the Hackney schools system in line with the Council's Corporate Plan, Mayor's Priorities, as well as the Mayor's manifesto.
- 2.2 The Hackney Schools Group Board will act in an advisory role, championing educational excellence in the local school system through: promoting improvement and high standards, underpinning fair access and inclusion for all young people, and ensuring the equal promotion of wellbeing and good mental health in the school system.

- 2.3 As the practical manifestation of the Borough's school system leadership, the HSG Board (and its panels) will give school leaders a voice at the highest level in how pedagogy, curriculum, professional development, and staff and pupil wellbeing, change and develop in the future.
- 2.4 In September, the Cabinet approved the appointment of Eleanor Schooling to chair the HSG Board, securing the right leadership to ensure it is a source of independent external expertise.
- 2.5 The Cabinet is now asked to approve the appointment of members of the HSG Board for the following positions:
- 3 Headteachers (from Hackney schools or settings)
 - 2 Chairs of Governors (from Hackney schools or settings)
 - 4 Independent board members
- 2.6 In addition, the Cabinet Lead Member with responsibility for Education will sit on the Board as an *ex-officio* member. The Mayor of Hackney can appoint a second Councillor. The Director of Education (Head of Hackney Learning Trust) and the Group Director for Children, Adults and Community Health will be executive members.
- 2.7 A nomination committee, comprising the Group Director for Children, Adults & Community Health, the Director of Education and the Chair of the HSG Board, interviewed a number of applicants for the positions over the period July - September 2019
- 2.8 The nomination committee's recommendation to the Cabinet is that the following will be members of the Hackney Schools Group Board.

Elected members	Position
<i>Cllr Anntoinette Bramble</i>	Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care
<i>Cllr Christopher Kennedy</i>	Cabinet Member for Families, Early Years and Play
Headteachers	School
<i>Ben Hassan</i>	Head of Wentworth Nursery
<i>Louise Nichols</i>	Head of the Kingsmead/Mandeville/Gayhurst Federation
<i>Justine MacDonald</i>	Head of Our Lady's Convent High School
Chairs of Governors	School
<i>Kristoffer McGee</i>	Princess May
<i>Marisa Childs</i>	Lauriston/Daubeny/Sebright and a parent of an SEND child.

Independent Board members	Position
<i>Jermain Jackman</i>	Chair of Young Futures Commission
<i>Chris Jones</i>	Senior national OFSTED strategy lead who provides a national policy perspective.
<i>Andrea Powell</i>	Ernst & Young, a local parent and has worked on gender and routes into work.
<i>Debra Robinson</i>	Assistant Head Teacher of Mossbourne, also involved in the Young Black Men project.
Executive Directors	Position
<i>Anne Canning</i>	Group Director for Children, Adults & Community Health,
<i>Annie Gammon,</i>	Director of Education and Head of HLT

- 2.9 It is expected that HSG Board members will chair any panels that are established as committees of the HSG Board. The membership of these Panels will draw on the broad range of educational and professional expertise in the Borough, including – where appropriate - school leaders, curriculum leads, trade union members, parents and governors.

3. Recommendations

- 3.1 **That Cabinet notes the appointment of:**

**Cllr Anntoinette Bramble,
Anne Canning, and
Annie Gammon**

To serve as ex-officio members of the Hackney Schools Board from 13 November 2019, In line with the HSG Board's terms of reference.

- 3.2 **That Cabinet notes the recommendation from the Deputy Mayor and nomination committee, and approves the appointment of:**

**Cllr Christopher Kennedy,
Ben Hassan,
Louise Nichols,
Justine MacDonald,
Kristoffer McGee,
Marisa Childs,
Jermain Jackman,
Chris Jones,
Andrea Powell, and
Debra Robinson.**

To serve as members of the Hackney Schools Board for a term of three years commencing on 13 November 2019.

4. Reasons for the recommendations

- 4.1 The Board will guide and steer local improvement in the following ways:
- (i) Through its focus on pedagogic practice, professional development, enquiry and research, and its ability to engender peer to peer collaboration across the schools system, and
 - (ii) The Board's unique role and position in relation to the Council's education service and the existing school networks provides the means through which it can steer improvement and promote participation.
- 4.2 Conceived as a 'think tank', the Board's membership should contribute cumulative intellectual influence and impact to school leadership, classroom practice and professional development. In addition, the Board should promote a sense of collegiate endeavour and professional pride across the system.
- 4.3 The nominees each provide diverse perspectives in the field of teaching, research and creativity in learning and a strong commitment to child welfare.
- 4.4 Together, their collective experience, and the insight they bring to the HSG Board will ensure that educational professionalism, intellectual curiosity and desire to explore new approaches to teaching, learning and pupil welfare is the predominant driver in the Hackney school system.

5. Responsibilities of the HSG Board members

- 5.1 The membership of the Hackney Schools Group Board will comprise the widest possible expertise and professional competence across a range of different areas, including school leadership and improvement, policy making, academic research and business.
- 5.2 The members of the Board of the HSG will have key responsibilities in the following areas:
- (i) Strategic leadership - Contributing to the setting of a clear strategic approach for the Hackney Schools Group Board,
 - (ii) Overseeing System Performance and Development - Supporting and guiding the Board in the assessment of performance and attainment of the Hackney local schools' system, and
 - (iii) Advocating on Behalf of the Hackney Schools Group Board - Taking a lead role in championing excellence in the local school system,

promoting improvement and high standards, and ensuring fair access for all young people.

- 5.3 Members will serve an initial three-year term, with a possible extension to this term of office for a further three-years.
- 5.4 Once appointed, members of the Board will act in the best interests of the Hackney Schools Group Board as a whole. They will not represent any particular interest, nor will they align themselves with any constituency, voting group or other stakeholder.
- 5.5 The HSG Board members will attend 4 Board meetings a year. Those chairing a Board Panel will also attend these meetings. They should also be able to commit additional time in exceptional circumstances.
- 5.6 The position of member of the HSG Board will not be remunerated. Reasonable expenses will, however, be reimbursed for work undertaken on behalf of the Board.

6. Comments of The Group Director, Children, Adults & Community Health

- 6.1 Members of the Hackney Schools Group Board will need to be committed to contributing their experience, energy, and knowledge to the leadership of an exceptional, ambitious local education system.
- 6.2 In their interviews, the applicants had to demonstrate their experience across a range of areas: proven strategic leadership; effective corporate governance; success in overseeing system performance and development; and advocating improvement and high standards.
- 6.3 The quality of all of the applicants was high. The headteachers, chairs of governing bodies and independent experts who we are recommending demonstrate the necessary combination of experience and passion about raising achievement and ensuring every child makes the best possible start in life, regardless of their background, physical or material circumstances.

7. Comments Of The Group Director, Finance And Corporate Resources

- 7.1 This report recommends that Cabinet notes the recommendation from the nomination committee, and approves the appointment of Members of the Hackney Schools Group Board, either as ex-officio members or for a term of three- years commencing on 13 November 2019. These position are not remunerated. Reasonable expense will be met from existing HLT budgets.

8. Comments of The Director, Legal And Governance

- 8.1 The Terms of Reference for the Hackney Schools Group Board approved by Cabinet on the 29 April 2019 provided for the nomination committee to recommend to the HSG Board a candidate for appointment to fill a place and an appointment will be agreed or rejected by the HSG Board members and Hackney Cabinet.

- 8.2 The LA has a statutory duty under Section13(1)(a) of the Education Act 1996 to ensure that their relevant education functions and their relevant training functions are (so far as they are capable of being so exercised) exercised by the authority with a view to—
 - (a) promoting high standards,
 - (b) ensuring fair access to opportunity for education and training, and
 - (c) promoting the fulfilment of learning potential by every person to whom this subsection applies.

(2) subsection (1) applies to the following—

 - (a) persons under the age of 20;
 - (b) persons aged 20 or over and for whom an EHC plan is maintained”

- 8.3 To support the Mayor’s priorities, Hackney Council will be discharging its function by setting up the Hackney Schools Group Board, which will be advisory in nature and will include the Director of Education sitting on the board as an executive member who will be accountable to the Group Director for Children’s, Adults and Community Health and the Lead Member for Education, Young People and Children’s Social Care. The Director of Education has responsibility for this duty in accordance with CACH 114 of the Children, Adults and Community Health scheme of delegation.

- 8.4 They are no further legal implications arising from this report.

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City and Hackney Safeguarding Adults Board Annual Report 2018/19

<p>CABINET MEETING DATE (2018/19)</p> <p>16th October 2019</p>	<p>CLASSIFICATION:</p> <p>Public</p> <p>If exempt, the reason will be listed in the main body of this report.</p>
<p>WARD(S) AFFECTED</p> <p>All</p>	
<p>CABINET MEMBER</p> <p>Cllr Feryal Clark</p> <p>Cabinet Member for Health, Social Care, Leisure and Parks</p>	
<p>KEY DECISION</p> <p>No</p> <p>REASON</p> <p>Report for information purposes</p>	
<p>GROUP DIRECTOR</p> <p>Anne Canning, Director Children, Adults and Community Health</p>	

1. CABINET MEMBER'S INTRODUCTION

- 1.1 The City and Hackney Safeguarding Adults Board (the Board) is a statutory board required under s43 of the Care Act 2014. One of the statutory duties of the Board is to complete an annual report outlining what it has achieved in respect of adult safeguarding in the previous year.

2. GROUP DIRECTOR'S INTRODUCTION

- 2.1 This report outlines the key achievements of the Board, areas for further development as well as what the Board will prioritise in the forthcoming year. An overview of the safeguarding data for the London Borough of Hackney is also included for reference.

3. RECOMMENDATION(S)

The report is for information purposes only.

4. REASONS FOR DECISION

Not applicable

5. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Not applicable

6. BACKGROUND

6.1 The City and Hackney Safeguarding Adults Board is a multi-agency partnership, represented by statutory and non-statutory stakeholders. The role of the Board is to assure itself that robust safeguarding procedures are in place across the City and Hackney to protect adults at risk of abuse and neglect. Where abuse and neglect does occur the Board and its partners are committed to tackling this and promoting person centred care for all adults experiencing abuse or neglect. The Board's annual report sets out an appraisal of safeguarding adults' activity across the City of London and Hackney in 2018/19.

6.2 The Care Act 2014 sets out a clear statutory framework for how local authorities and other key partners, such as care providers, health services, housing providers and criminal justice agencies, should work together to protect an adult's right to live in safety, free from abuse and neglect. It introduced new safeguarding duties for local authorities including: leading a multi-agency local adult safeguarding system; making or causing enquiries to be made where there is a safeguarding concern; carrying out Safeguarding Adults Reviews; arranging for the provision of independent advocates; and hosting Safeguarding Adults Boards.

6.3 In setting out a statutory requirement for Safeguarding Adults Boards for the first time, the Care Act 2014 established three core duties for those Boards: The Board must:

- a) Publish a strategic plan for each financial year that sets out how it will meet its main objectives and what the members will do to achieve this.
- b) Conduct any Safeguarding Adults Reviews as may be required.
- c) Publish an annual report detailing what the SAB has done during the year to achieve our main objectives and implement its strategic plan.

6.4 This annual report is provided in line with this requirement.

Current Position

Key achievements 2018/19

2.1 In line with its strategy, the key achievements for the Board in 2018/19 include:

- 1) Prioritising co-production and engagement with service users and residents by setting up a task and finish group to plan how to obtain their views on safeguarding related matters. The task and finish group produced a service user newsletter and also co-produced posters on a financial abuse awareness campaign. The Board received positive feedback from those that co-produced the work, who were happy to see that the Board had implemented their suggestions
- 2) Utilising our safeguarding champions to help us raise awareness of safeguarding across community groups in the City and Hackney. Refugee and migrant communities, African Muslim groups, women and adults with no recourse to public funds were specifically targeted by our Champions
- 3) Published two Safeguarding Adults Reviews (SARs), regarding Hackney residents, helping us identify what we need to do better to support adults at risk of abuse and neglect in the community
- 4) Held a staff forum to help us understand where staff have improved their safeguarding and what further actions they need the CHSAB to take to support us
- 5) Asked our partners to audit their safeguarding performance internally. A total of 26 organisations across the City and Hackney completed an audit and the findings were used to help the Board identify our priorities for 2019/20
- 6) Ensured that relevant actions from SARs are included in the health and social care transformation agenda and neighbourhood model in the City and Hackney
- 7) The Board arranged an Inter-Board Transitional Safeguarding workshop in response to concerns about young people's vulnerability as they reach adulthood where safeguarding services are not always available to them
- 8) The Quality Assurance Framework (QAF) was developed by the QAF task and finish group to obtain qualitative information to the Board's decisions

Areas for further development

2.2 The Board will continue to progress work around the following actions that were initiated in 2018/19:

- 1) Efforts were made to hear directly from people who have experienced safeguarding services, unfortunately we were not been successful in achieving this
- 2) Work around modern day slavery and recording guidelines remains on-going and has not yet been finalised
- 3) Work to provide assurance to the Board that processes are in place to safeguard people who have care and support needs and are homeless, this was carried forward into 2019/20.

Data sets for 2018/19

2.3 The key data was collected in relation to safeguarding for London Borough of Hackney:

- 1,392 concerns were raised, which led to 477 s42 enquiries and 285 'other' enquiries, where an enquiry may be carried out at the discretion of the Local Authority if a person does not meet the requirements for a s42 enquiry under the Care Act, for example they do not have care and support needs
- Abuse continues to be most prevalent in the home by someone known to the individual, with neglect and acts of omission, financial abuse and physical abuse being the most common forms of abuse
- Of the 416 concluded cases, 311 expressed their desired outcomes. 165 people had their desired outcomes fully achieved and 120 partially achieved.

Priorities for 2019/20

2.4 The Board has set itself the following strategic priorities for 2019/20:

- 1) To ensure that Making Safeguarding Personal is embedded in practice and the culture of all partner organisations
- 2) To assure itself that the Mental Capacity Act is applied appropriately by all partner organisations
- 3) To build upon awareness of safeguarding issues amongst residents of the City and Hackney
- 4) To ensure that professionals across the Board's partnership are supported to work effectively to support and protect people in need
- 5) To work to develop the Board's Strategy for 2020 – 2025
- 6) To ensure that adults at risk of abuse and neglect are offered advocacy
- 7) To work with partners to address safeguarding issues affecting people who are homeless or sleep rough
- 8) To develop overarching principles to support a transitional safeguarding approach for working with adolescents and young people

6.1 Policy Context

In completing the Annual Report for 2018/19 the City and Hackney Safeguarding Adults Board is complying with its duties under s43 of the Care Act 2014.

6.2 Equality Impact Assessment

Not applicable

6.3 Sustainability

Not applicable

6.4 Consultations

Not applicable

6.5 Risk Assessment

Not applicable

7. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

- 7.1 The purpose of this report is to reflect on Hackney's Adults Safeguarding service performance during the 2018/19 financial year. There are no direct financial implications emanating from this report.

8. VAT Implications on Land & Property Transactions

Not applicable

9. COMMENTS OF THE DIRECTOR, LEGAL & GOVERNANCE SERVICES

- 9.1 The report raises no legal implications.

APPENDICES

City and Hackney Safeguarding Adults Board Annual Report 2018/19

EXEMPT

Not applicable

BACKGROUND PAPERS

In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required

Description of document (or None)

The City and Hackney Safeguarding Adults Board Annual Report 2018/19

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Cabinet

16 October 2019

**CITY AND HACKNEY
SAFEGUARDING ADULTS BOARD
ANNUAL REPORT 2018/19 –**

NON KEY DECISION

Appendix 1

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CHSAB Annual Report 2018 – 2019

People should be able to live a life free from harm in communities that are intolerant of abuse, work together to prevent abuse and know what to do when it happens

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Message from the Independent Chair

I am very pleased to introduce the Annual Report for the City and Hackney Safeguarding Adults Board 2018/19. As the Independent Chair of the Board, I continue to be very grateful to all partners for their contributions to the Board, and their ongoing support. The partnership has continued to grow and develop, as reflected in this annual report.



We have continued to look at information about safeguarding activity to inform our priorities for improvement as well as cases where people have died and Safeguarding Adults Reviews (SARs) were done to understand what happened and what needs to change. We continue to share this learning and look at whether it is making a difference.

Raising awareness of safeguarding in City and Hackney's communities, with the help of community and voluntary groups, continues to be a priority. We have tried to respond to what people have said is important to them, and worked together to produce leaflets about financial abuse and scams (see <https://hackney.gov.uk/chsab-resources>).

This annual report is important because it shows what the Board aimed to achieve during 2018/19 and what we have been able to achieve. It shows that many of the tasks were completed during the year. The annual report provides a picture of who is safeguarded in City and Hackney, in what circumstances and why. This helps us to know what we should be focussing on for the future. It includes the Delivery Plan for 2019/20, which says what we want to achieve during the next year (see Appendix One).

There continues to be significant pressure on partners in terms of resources and capacity, so we want to thank all partners and those who have engaged in the work of the Board, for their considerable time and effort.

There is a lot that we need to do and want to do to reduce the risks of abuse and neglect in our communities and support people who are most vulnerable to these risks. This is a journey that we are all making together, and I look forward to chairing the partnership in the next year to continue this journey.

**Dr Adi Cooper OBE,
Independent Chair City and Hackney Safeguarding Adults Board**

Overview of 2018/19

What the CHSAB did in 2018/19?

In the past year, the CHSAB has:

- 1) Continued to improve the information we collect about safeguarding activity, which has helped improve our understanding of what is going on in the City and Hackney so that we can ensure that the work we do reflects the needs of the community
- 2) Prioritised involving service users and residents with the CHSAB by setting up a task and finish group to plan how to obtain their views on safeguarding related issues. We have produced a service user newsletter and have co-produced posters for the CHSAB financial abuse awareness campaign (see <https://hackney.gov.uk/chsab-resources>)
- 3) Continued to raise safeguarding awareness in the community through our safeguarding champions
- 4) Held a staff forum to help us understand where staff have improved their safeguarding and what further actions they need the CHSAB to take to support them
- 5) Asked our partners to review their performance internally in relation to safeguarding activity and used the findings to help the CHSAB develop priorities for 2019/20
- 6) Worked with other Boards to make sure that where we have joint responsibilities and we are committed to working well together
- 7) Published two Safeguarding Adult Reviews (SARs) that have told us what we need to do better to support adults at risk of abuse and neglect in the community
- 8) Ensured that relevant actions from SARs are included in the health and social care transformation agenda and neighbourhood model

What didn't we do so well?

Whilst we met many of our strategic aims, there are some aims that we need to continue working on:

- 1) Despite efforts to hear directly from people who have experienced safeguarding services, we have not been successful
- 2) We have had to carry over some work to 2019/20 such as agreeing the Modern Slavery Protocol and recording guidelines
- 3) We have set the terms of reference for a task and finish group on Homelessness and Safeguarding. Work around providing assurance to the Board that processes are in place to safeguard people who have care and support needs and are homeless will begin in 2019/20

- 4) Agree shared priorities with other Boards, the Board will continue to identify joint working opportunities with other groups and Boards.

Comments from Service Users and Residents on the Annual Report 2017/18 and plans for 2018/19

On the co-production of financial awareness raising posters, a service user said with a broad smile “I see you have included what I suggested”

Service Users told us that they want:

- More awareness raising in the community.
- To be trained so that they can raise safeguarding awareness amongst their peers.
- To have a focus group to discuss issues related to safeguarding that are important to them.

Our plans for 2019-20

The role of the CHSAB is to ensure that organisations across City and Hackney are meeting their obligations around adult safeguarding. This year it will:

- 1) Start work on developing the Board’s Strategy for 2020 - 25
- 2) Use qualitative and quantitative data more effectively to identify ways to prevent abuse and neglect
- 3) Continue to communicate and co-produce work with service users, via newsletters and focus groups to discuss issues related to safeguarding that are important to them.
- 4) Further explore ways in which we can hear back from people who use safeguarding services
- 5) Maintain regular contact with staff and support them with safeguarding related work
- 6) Continue to work with agencies to ensure that improvements in relation to SAR findings are made and sustained
- 7) Increase the number of Safeguarding Champions in the Community
- 8) Continue to work with other Boards to identify shared priorities, and with the partnership to improve their delivery of safeguarding activity

A full copy of the Strategic Priorities can be found at Appendix One.

Who Are We?

The City & Hackney Safeguarding Adults Board (CHSAB) is the statutory board for the City and Hackney and is a partnership of statutory and non-statutory organisations, representing health, care, criminal justice, support providers and the people who use those services across the City of London and the London Borough of Hackney.

The work of the Board is driven by its vision, that in the City and Hackney:

People should be able to live a life free from harm in communities that are intolerant of abuse, work together to prevent abuse and know what to do when it happens

The main objective for the Board, to achieve this vision, is to assure itself that effective local adult safeguarding arrangements are in place and that all partners act to help and protect people with care and support needs in the City and Hackney.

The CHSAB has three core duties under the Care Act 2014 that it must fulfil:

- Develop and publish a Strategic Plan setting out how it will meet its objective and how its partners will contribute to this;
- Publish an Annual Report detailing how effective their work has been; and
- Commission Safeguarding Adults Reviews (SARs) for any cases that meet the criteria.

This Annual Report sets out:

- How effective the CHSAB has been during 2018/19;
- What we have accomplished in relation to the Board's Strategic Plan for 2018/19;
- The Board's Strategic plan for 2019/20 (See Appendix One);
- Details of the SARs that the Board has commissioned;
- How its partners have contributed to the work of the Board to promote effective adult safeguarding.

Our Principles

Public consultation, undertaken during 2015/16, agreed that four principles should underpin our 5-year strategy. These principles are:

- + All of our learning will be shared**
- + We will promote a fair and open culture**
- + We will understand the complexity of local safeguarding needs**
- + The skill base of our staff will be continuously improving**

The CHSAB strategy will be reviewed during 2019/20.

Governance

Dr Adi Cooper was the independent chair of the Board during 2018/19.

The CHSAB partnership consists of representation from:

- | | |
|--|--|
| ● City of London Corporation | ● London Borough of Hackney Adult Social Care |
| ● City and Hackney Clinical Commissioning Group | ● East London NHS Foundation Trust |
| ● Homerton University Hospital NHS Foundation Trust | ● Barts Health NHS Trust |
| ● London Ambulance Service | ● Safeguarding Children's Partnership |
| ● Metropolitan Police Service (Hackney) | ● City of London Police |
| ● London Fire Brigade | ● Hackney CVS |
| ● Hackney Healthwatch | ● City of London Healthwatch |
| ● City and Hackney Public Health | ● The Advocacy Project |
| ● Community Rehabilitation Company | ● National Probation Service |
| ● Housing Providers Representative | ● Older People's Reference Group |

The full CHSAB partnership meets quarterly, and arranges extra meetings when required. The CHSAB also held a development day, which focused on homelessness during 2018/19. Our Board's attendance is:

Partners	Attendance
Independent Chair	100%
London Borough of Hackney ASC	100%
City of London Corporation	100%
City & Hackney CCG	80%
Homerton University Hospital	40%
Barts Health NHS Trust	40%
East London NHS Foundation Trust	80%
London Fire Brigade	100%
Metropolitan Police	80%
City of London Police	60%
Older People's Reference Group	60%
Hackney Healthwatch	60%
City of London Healthwatch	0%
City & Hackney Public Health	80%
Hackney Council for Voluntary Services	100%
National Probation Service	60%
Housing Providers	20%
Safeguarding Children's Partnership	20%
London Ambulance Service	0%
CHSAB Business Support	100%

The CHSAB is supported by two core oversight groups:

- Executive Group: The Group, chaired by Dr Cooper, consists of senior managers from key partner agencies who meet quarterly to oversee the work of the Board, ensuring that it runs effectively
- City of London Adult Safeguarding Sub-Committee: This Committee focuses solely on the safeguarding related work and arrangements of agencies in the square mile. This ensures that there is a focus on City related safeguarding priorities. The Committee is also chaired by Dr Cooper.

Subgroups



Quality Assurance (QA) Subgroup

The QA subgroup considers both quantitative and qualitative information about safeguarding activity, which supports the Board to have a picture of what is happening in the City and Hackney. This information is then used to inform the Board's work and priorities.

Safeguarding Adults & Case Review Subgroup (SAR subgroup)

The SAR subgroup is the means by which the CHSAB exercises its duty to arrange a SAR. A SAR occurs where someone with care and support needs has died or suffered serious harm due to abuse or neglect, and there is concern about the way agencies worked together to protect the person. The subgroup will make recommendations to the Chair when it considers that a SAR is required. The subgroup will also develop and monitor action plans to make sure learning from a SAR is embedded into all partner agencies' work.

User Engagement Task and Finish Group

The group focuses on how the CHSAB can reach all communities in the City and Hackney. The group has specifically looked to engage with:

- people who can support the safeguarding agenda
- those who could be at risk of abuse or have been abused; and
- people who have been through the safeguarding process

Homelessness/Rough Sleeping and Safeguarding Task and Finish group

The group is newly formed and will be working on safeguarding issues arising for people who are homeless or sleeping rough.

Our Strategic Links

The CHSAB has links with partnerships and boards working with communities in the City of London and Hackney, including: City and Hackney Children's Safeguarding Partnership, Community Safety Partnerships; and Health and Wellbeing Boards. The Board is also a member of the Community Strategy Partnership Board.

Financial Arrangements

This year the CHSAB received total contributions of £213,450 from partners as listed below.

Partners	Income Received (£)
City of London Corporation	(28,875)
East London NHS Foundation Trust	(27,500)
Homerton University Hospital	(12,000)
NHS City and Hackney CCG	(20,000)
Metropolitan Police Authority	(5,000)
Bart's and London NHS Trust	(5,000)
City of London Police	(4,400)
London Fire Brigade	(500)
City of London Corporation (FB)	(500)
LB Hackney	(109, 675)
Total income	(213,450)

Other partners were not able to make financial contributions but they have contributed with their time and commitment to the Board's work and by providing access to resources such as meeting venues, etc.

The Board spent the following in 2018/19 to achieve its aims:

CHSAB Expenditure	Amount (£)
Staff Related	(139,235)
External Training	(5,530)
Independent Chair	(18,350)
Miscellaneous Expenses	(11,045)
Other Planned Expenses & SARs	(8,890)
Service Overheads	(36,207)
Total Income	(219,257)

The Budget retains a reserve of £96,500 carried over from 2017-18 to support unplanned expenditure, such as Safeguarding Adult Reviews.

Work of the CHSAB 2018/19

The Board's work in 2018/19 focussed on:

- 1) Quality Assurance
- 2) User Engagement
- 3) Raising awareness in the community
- 4) Workforce development
- 5) Work within the partnership
- 6) Working in partnership with other Boards
- 7) Work with transformation agenda and the neighbourhood model
- 8) Safeguarding Adult Reviews

Quality Assurance (QA)

1. The QA subgroup met four times throughout the year. It improved the multiagency dashboard to enable better interrogation of multi-agency safeguarding data. The dashboard includes data from health, Adult Social Care, police and fire services.
2. In response to the data, the Safeguarding Champions were asked, in 2018/19, to focus on raising awareness amongst groups where the number of concerns was proportionately low for their demographic when compared to their population in numbers in Hackney and the City.
3. The group started looking at reports about concerns that did not lead to safeguarding enquiries to understand whether prevention measures need to be implemented. Going forward into 2019/20 prevention will be a focus for the QA subgroup.
4. The Quality Assurance Framework (QAF) was developed by the QAF task and finish group to obtain qualitative information to inform the Board's decisions. The full year findings, which will be discussed at the first meeting in 2019/20, will inform further actions to be taken by the Board.

User Engagement in the City of London & Hackney

1. During 2018/19, the CHSAB held a Financial Abuse Awareness campaign which included posters, leaflets on how to keep safe, an article in Hackney Today and a social media campaign. These are available for anyone to download and use: <https://hackney.gov.uk/chsab-resources>. The posters were co-produced with service users, who were pleased to have the opportunity to get involved in the work of the Board. Going forward, the Board will continue to ensure that we co-produce work where we are able to.

2. People who have care and support services span across many service areas. The Board set up a user engagement task and finish group to decide how best to reach these service users as well as the community more generally. The group has representatives from key agencies. We have mapped the service user groups in the City and Hackney and agreed that they will be the conduits for communicating information about safeguarding to and from their respective service users.
3. In June 2018, service user representatives told us that they want us to stay in touch with them during the year, which the Board agreed to do. We started a newsletter to provide Board updates and also met with service users to talk to them about our priorities going forward. They told us that raising awareness in the community was key to people being safe. Service users have also asked to be briefed on safeguarding so that they can share messages with peers; further briefings are being planned for 2019/20. They asked us to host a focus group to consider issues related to safeguarding that are important to them and this also is planned for 2019/20.
4. The CHSAB commissioned an external psychologist to hear directly from people who had been through the safeguarding process. Unfortunately, but not surprisingly due to the nature of safeguarding, no one came forward to take part. During 2019/20, other initiatives will be considered as the Board would like to hear people's experiences of safeguarding services. It is core practice that people who go through the safeguarding process are asked at the start of the process what outcomes they want from the safeguarding process and at the end of the processes they are asked whether these outcomes were achieved. You can find this information in our data section on page 17. This information tells the Board how well practitioners are helping service users achieve what they want from the safeguarding processes.

Raising awareness in the Community

1. The Board supported the training of Safeguarding Champions in the voluntary sector to brief voluntary organisations and service users about safeguarding adults. Peer reviewers, who attended to evaluate how Hackney Adult Social Services was doing in safeguarding adults, commended this initiative. The Champions have continued to raise awareness in the community, carrying out 11 safeguarding workshops which were attended by 252 residents of Hackney. There will be more opportunities to train as a Champion in 2019/20 and residents and service users have already been approached about this. There will also be opportunities for people to be trained as safeguarding peer-to-peer supporters.
2. HCVS also worked with other voluntary organisations to use the safeguarding compliance tool commissioned by the CHSAB. This will help voluntary organisations to understand how well they have embedded safeguarding into their own organisations.

Workforce Development

1. In 2017, the Board embarked on an intensive learning programme to inform staff about the findings from SARs and what the Board had done to address these issues. We also listened to staff who told us what support they needed to improve.
2. In 2018/19, we arranged a feedback session for staff to tell us if their situation had improved. They told us that some of the work that has been done has resulted in issues such as self-neglect, high risk cases, service refusal, no contact and fire safety becoming 'business as usual' due to policies that have been put in place and training that has been received. They said that the fact that the SARs are referenced in training sessions ensures that issues remain fresh and relevant.
3. They asked for more bespoke learning and some other policies to support their work. In response to this, the CHSAB agreed to set up a workforce learning and development process that will take these issues forward.
4. The attendees also agreed to be a reference group for the Board and the CHSAB will maintain regular contact with staff via a newsletter.

Work within the partnership

1. During 2018/19, CHSAB partners were involved in a challenge event that supported them to delve deeper into their self-audits and identify issues that they needed to take forward in their own organisations. The events identified some shared issues for the Board to progress collectively and findings from the self-audit have informed the Board's strategic priorities for 2019/20.
2. We also carried out a review of how the partnership was doing in relation to Making Safeguarding Personal (MSP). The partnership recognised that a move to a person-centred approach will need a culture change within organisations. All partners felt that they needed more support from the Board to embed MSP in their structures and ways of working.
3. The CHSAB has offered on-going support through external training to agencies to help make this change.

Working with other Boards

The CHSAB:

1. Worked with other boards in Hackney and the Human Trafficking Foundation to devise a Modern Slavery Strategy and protocol; the final Strategy and an action plan around this is due to go live in 2019/20. Whilst the City has its own Modern Slavery Strategy, it will be looking at what work could be done jointly with Hackney.
2. Attended an inter-board workshop on domestic violence and partners have agreed to work closely together to progress the new Violence against Women and Girls Strategy in 2019/20.

3. Arranged an Inter-Board Transitional Safeguarding workshop in response to concerns about young people's vulnerability as they reach adulthood where safeguarding services are not always available to them. The City and Hackney Children's Partnership and CHSAB agreed to develop a shared priority in their plans for 2019/20
4. Has been part of the Community Safety Partnership Board and attended related meetings

Work with the Transformation Agenda and Neighbourhood Model

The CHSAB has worked with the Transformation Agenda and Neighbourhoods Model to ensure that safeguarding influences all elements of their work. Key actions taken in relation to this work include:

1. A set of Safeguarding Principles were developed to make sure that safeguarding was considered as part of core business. This has provided different workgroups a guide on how to embed safeguarding in their work so it is business as usual
2. Learning from SARs has been provided to relevant work streams to ensure that learning can be incorporated into their work
3. There is representation from the Neighbourhood Models team on the CHSAB
4. Each work stream has hosted a focused discussion on safeguarding to make sure that they are meeting commitments in relation to safeguarding
5. The Neighbourhood Models team has delivered on some of the actions within the SAR action plans

Safeguarding Adult Reviews (SARs)

The CHSAB received three SAR referrals during 2018/19, two of which met the criteria for a SAR and one did not. There were two SARs published in 2018/19, Ms Q and Ms F – these are our fifth and sixth SARs respectively, since the Care Act 2014 set a duty for SABs to commission SARs.

There are currently two SARs in progress, further details of the SARs will be included in the 2019/20 Annual Report.

Ms Q

Case Outline

Ms Q was a woman of White British heritage aged 71 years old at the time of her death and living at home with her daughter. Ms Q was known to experience multiple health concerns including severe chronic obstructive pulmonary disease (COPD) and pressure ulcers. She was also known to experience falls, self-neglect and she had declined care services. Ms Q needed daily support to manage her personal care, continence issues and provide her with encouragement to eat and drink.

Ms Q was admitted to Homerton after being found unable to mobilise. She presented with suspected hypotension and hypoglycaemia. Unfortunately, Ms Q died at Homerton Hospital on 6 June 2016. The cause of death was recorded as '1a pneumonia 1b COPD and 2 Frailty'.

The SAR case referral identified that there were a number of agencies involved in providing care to Ms Q and that there may have been a lack of effective multi-agency working to manage identified risks to Ms Q's, including self-neglect.

Objective of the Review

The objective of the Review was to inform multi-agency practice when working with people who are less able to engage with care and support services by identifying where relevant:

- o Repeated patterns of service provision that previous CHSAB SARs have identified
- o New learning identified in addition to the findings of previous CHSAB SARs
- o Areas where service provision has improved in relation to previous CHSAB SARs

Ms Q died before the previous 4 SARs had been published. The learning identified therefore was similar to the previous SARs. Full details of the SAR can be found: <https://hackney.gov.uk/CHSAB-sars>

Ms F

Case Outline

Ms F was a 44 year old woman living with her younger adult son and daughter. Her son had cerebral palsy and a 24 hour live in carer. Her daughter was reported to have had a mild learning disability and recent diagnosis of multiple sclerosis.

Mrs F was confined to a profiling bed due to her reduced mobility. She was transferred via hoist and unable to sit up for long periods due to reduced head and trunk control. She required assistance with eating and drinking, managing continence, and other daily activities. Her communication was challenging due to dysarthria, which is a speaking difficulty. She had capacity to make decisions and consented to the safeguarding process and to a referral for a SAR.

The SAR Case Referral identified:

- o Ms F's mattress deflated and took 7 days to fix causing Mrs F to suffer significant harm; specifically she incurred a pressure sore and was hospitalised for a significant period of time
- o Agencies or professionals in contact with Mrs F did not recognise or respond appropriately to the risk of leaving her with a deflated mattress therefore causing harm to Mrs F

Objective of the Review

The objective of this Review was to establish:

- o Learning from the events to ensure robust processes to prevent such a situation in the future guided by the subject of the SAR

The report found that systems did not work as well as they could together, and the SAR highlighted issues for commissioning. The review also identified that there was a need for effective responses to people's pain. The full report can be found: <https://hackney.gov.uk/CHSAB-sars>

City of London Adult Safeguarding Committee - City Specific Priorities

The City of London's Safeguarding Adults Committee is made up of a range of professionals and resident representatives. It meets quarterly and considers developments in relation to the Board priorities as well as City specific priorities in the strategic plan. In 2018/19 the priorities remained:

- Homelessness and rough sleeping;
- Modern Slavery
- The on-going implementation of the Social Wellbeing Strategy, including social isolation

Homelessness and rough sleeping

The assessment hub model has expanded its role, increasing from quarterly to monthly meetings, enabling staff to help more people in a more efficient manner. The Task and Action meeting was reviewed to ensure the right people come to meetings, and to streamline the agenda for the meeting so more focus can be given to each individual. This, combined with a strong commitment to following up actions, is enhancing partnership work.

The severe weather response (SWEP) utilised learning from the previous year resulting in over 30 people being assisted on over 200 occasions, each one a potentially life-saving intervention. The No First Night Out project, shared with Hackney and Tower Hamlets, achieved over 190 prevention outcomes, exceeding its funding targets. Significant amounts of learning continues to emerge from this project which is used to inform prevention and relief approaches.

Modern Slavery

The City of London Corporation developed the Modern-Day Slavery Statement in November 2018. This set out the steps that the City has taken and is continuing to take to ensure that modern slavery is not taking place within the business sector, or within the supply chains. There is a multi-agency modern day slavery group which meets bi-monthly, the focus of this group is to identify referral pathways for victims of modern-day slavery, raise awareness about modern day slavery and provide training.

On-going implementation of the Social Wellbeing Strategy and social isolation

Since the launch of the Strategy, a total of 30 actions have been initiated, of which 14 have been completed and 16 are in progress. Significant achievements include:

- 1) The development of the community builders initiative, to help build community resilience, with completion of a successful pilot on the Golden Lane estate. Work is underway to roll this out to other estates.
- 2) The success of inclusion groups to prevent social isolation, for example the Mansell Street Women's Group facilitated by Age Concern has supported older BAME women and "Out and About at the Barbican" has been created for older LGBT residents.
- 3) A City Guide listing details of community groups and social activities which have been made available in venues across the City of London

Priorities for 2019/20

At the City Sub Committee Development Session for 2019/20, the main issues for partners were:

- Homelessness and rough sleeping
- Making Safeguarding Personal
- Embedding learning from SARs
- Service user engagement
- Workforce development
- Prevention

Full details of the City of London's key strategic priorities can be found in Appendix 2.

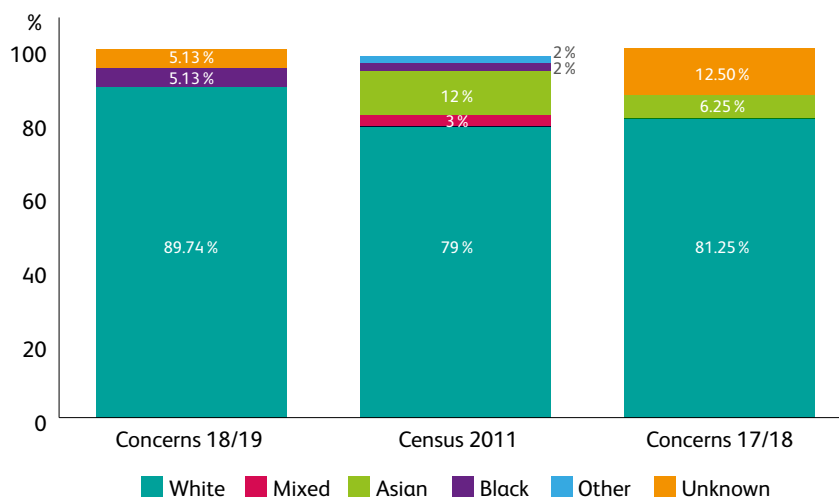
Safeguarding Data

The safeguarding data for the year 2018/2019 is presented separately for the two authorities. City of London and Hackney submit annual statutory returns on safeguarding activity to NHS Digital, known as the Safeguarding Adults Collection, and this is included in the data below.

City of London

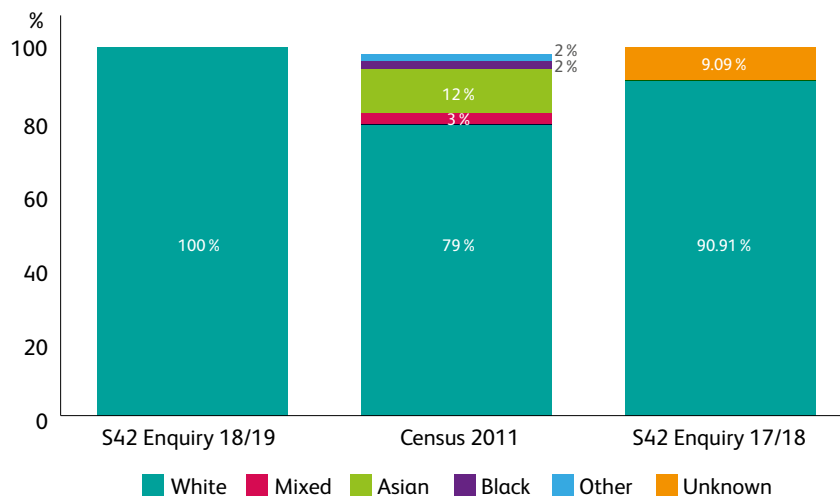
- 39 concerns were raised
- 42 led to a Section 42 Enquiry
- Of the 22 concluded cases, 13 expressed their desired outcomes. 11 people had their desired outcomes fully achieved and 2 partially achieved.
- 13 repeat concerns were raised

Concerns by Ethnicity



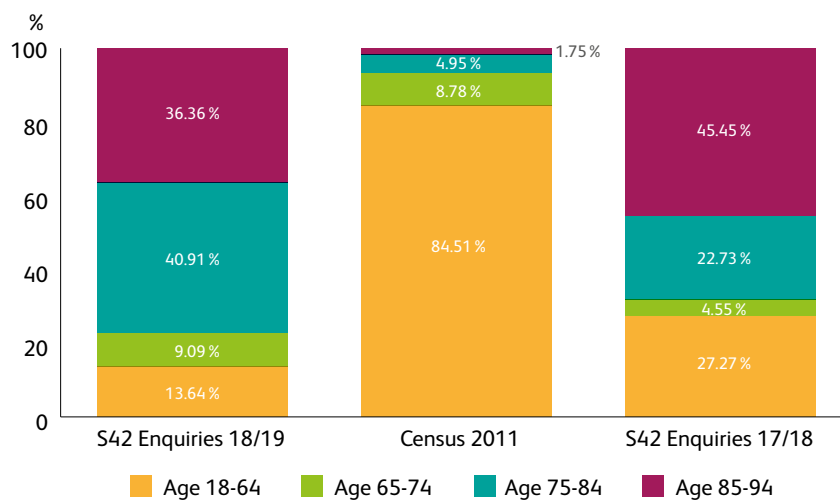
In 2018/19, most concerns were raised about people who were 'white'. This is slight over-representation based on the 2011 census. There was no representation again this year from the Asian community despite them being the second highest population in the City, although there is a possibility that their data is captured within the 'unknown' category. There was also a slightly higher representation of people from the black community, at 5% although this is consistent with the amount of referrals from the black community in previous years.

S42 Enquiries by ethnicity



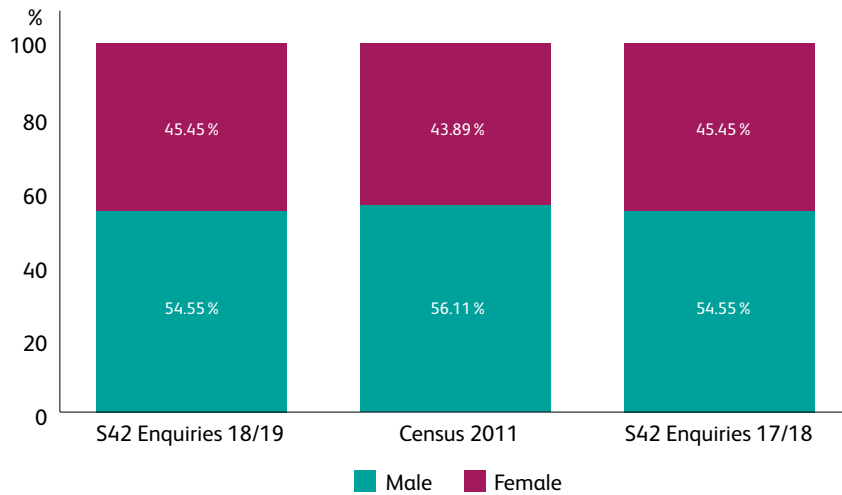
This year all safeguarding concerns reaching s42 enquiry were from people who were white. This was an unusual outcome when compared with previous years, where the data was more reflective of the 2011 census. .

Section 42 enquiries by Age



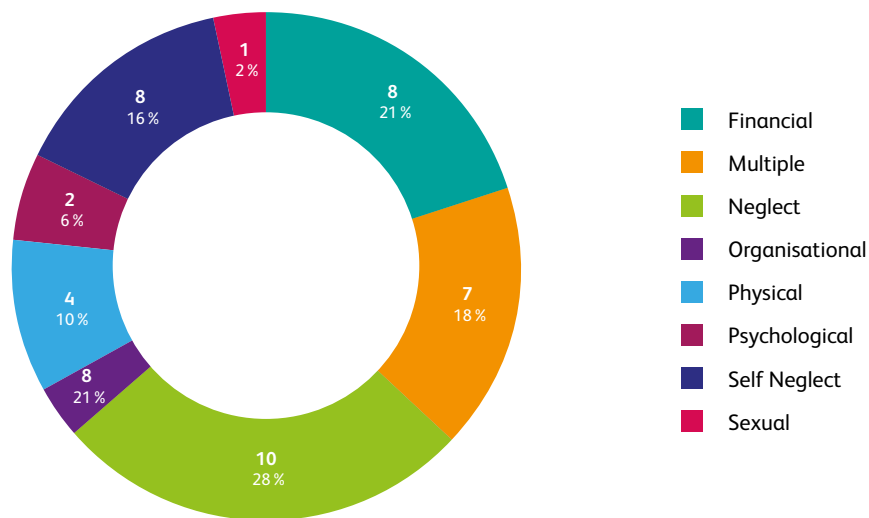
Despite only making up 4.95% of the population in the City of London, 75 - 85 year olds accounted for 40.91% of the enquiries. This is a significant increase on previous years data. Whilst there has been a decrease in people aged 85 - 94 involved in s42 enquiries, people aged over 75 years make up three quarters of the safeguarding concerns for City of London. There is an under representation from people aged 18 - 64 years old who only made up 13.64% of the safeguarding enquiries despite making up nearly 85% of the population.

Section 42 Enquiries by Gender



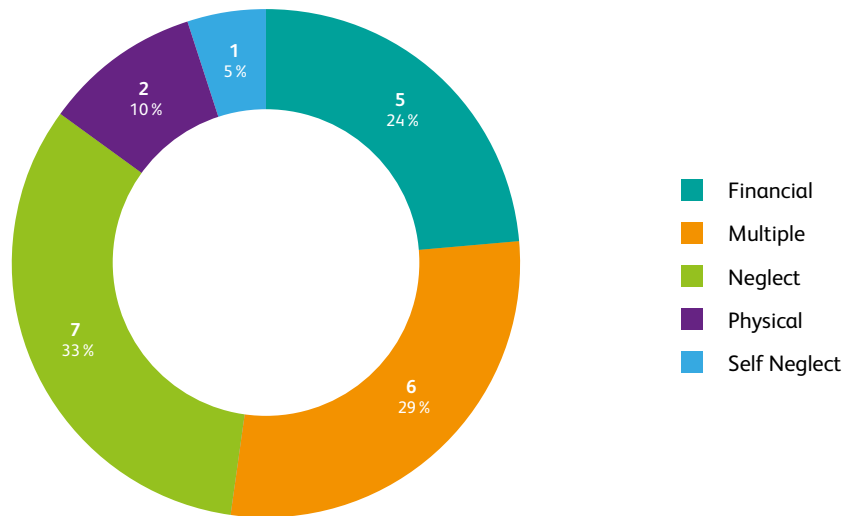
The gender breakdown for 2018/19 remains the same as 2017/18. This is reflective of the 2011 census which shows a slightly higher proportion of males living in the City of London.

Types of Abuse - Concerns Raised



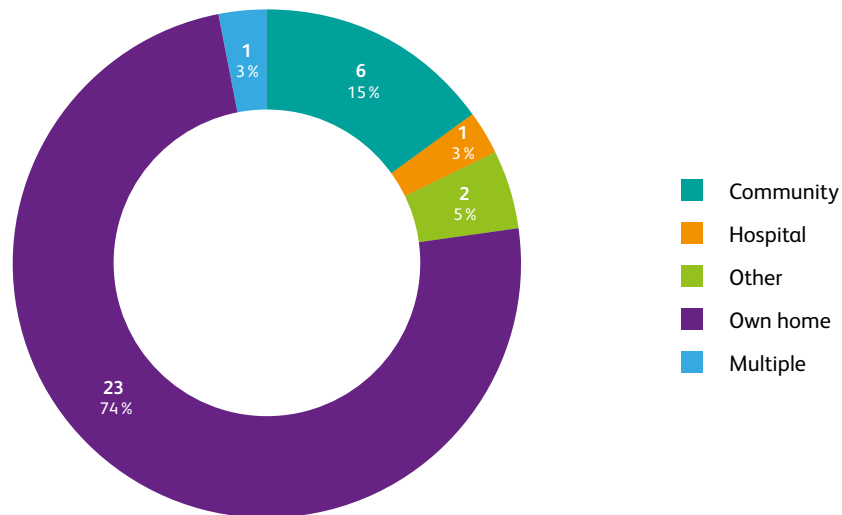
The most common forms of abuse for 2018/19 were neglect and acts of omission and financial abuse. These were also the top forms of abuse for previous years. It was noted that the majority of financial abuse was not due to scams but usually due to someone who has a personal relationship with the individual i.e. family, friend or carer.

Type of Abuse – Section 42 Enquiries



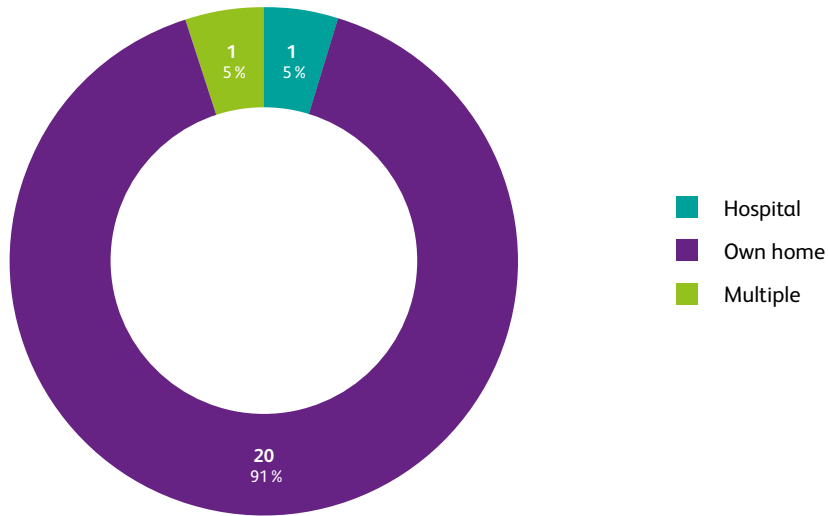
The most common forms of abuse meeting the s42 enquiry threshold were neglect and acts of omission, multiple abuses and financial abuse. Interestingly none of the concerns around sexual, organisational and psychological abuse met the threshold for a s42 enquiry.

Location of risk



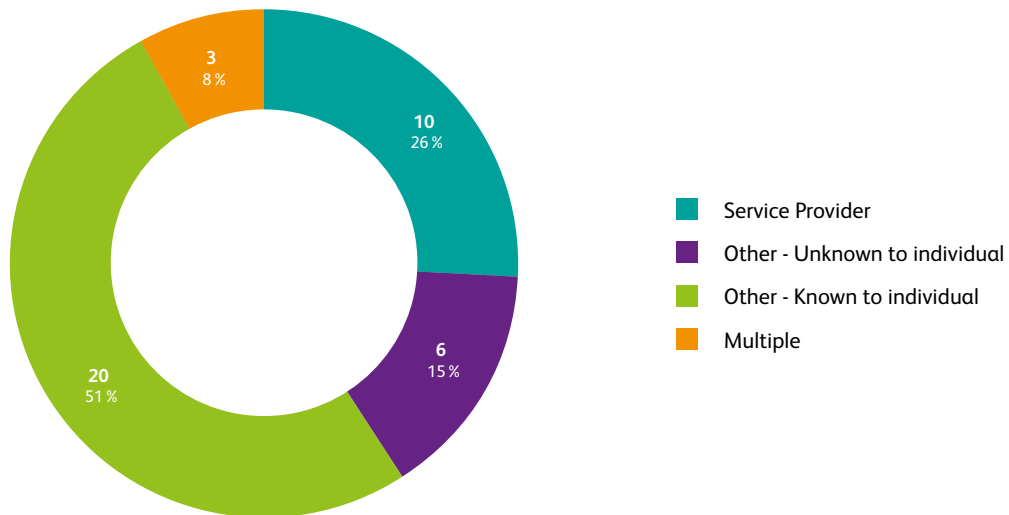
Most safeguarding concerns are alleged to have taken place in the individual's own home. This is consistent with national statistics which show that abuse typically happens in people's homes. Where abuse happened in multiple settings, this was in the home and in hospital.

Location of Risk – Section 42 Enquiries



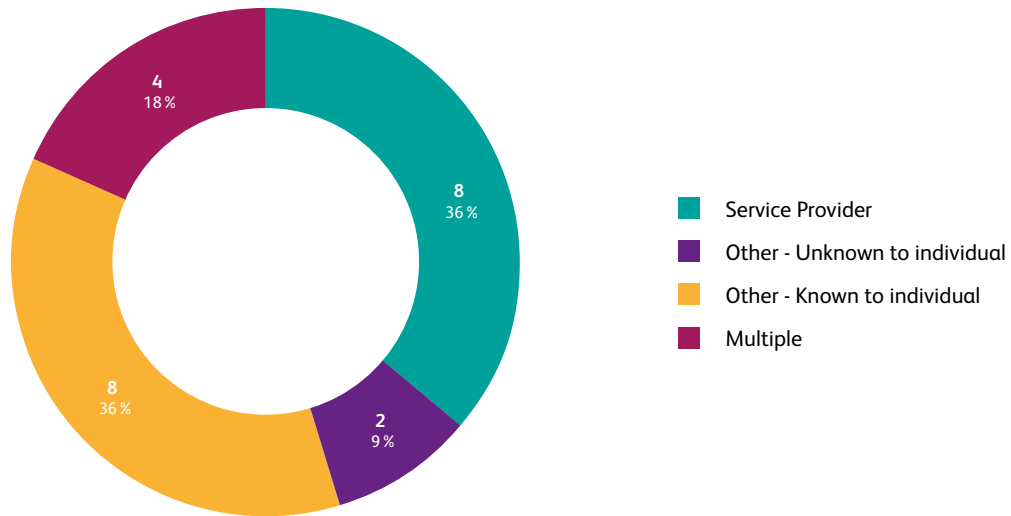
In 2018/19 nearly all the safeguarding enquiries involved individuals where the location of risk was in their own home. None of the concerns where the location of abuse was alleged to have been in the community met the criteria for a s42 enquiry.

Source of Risk



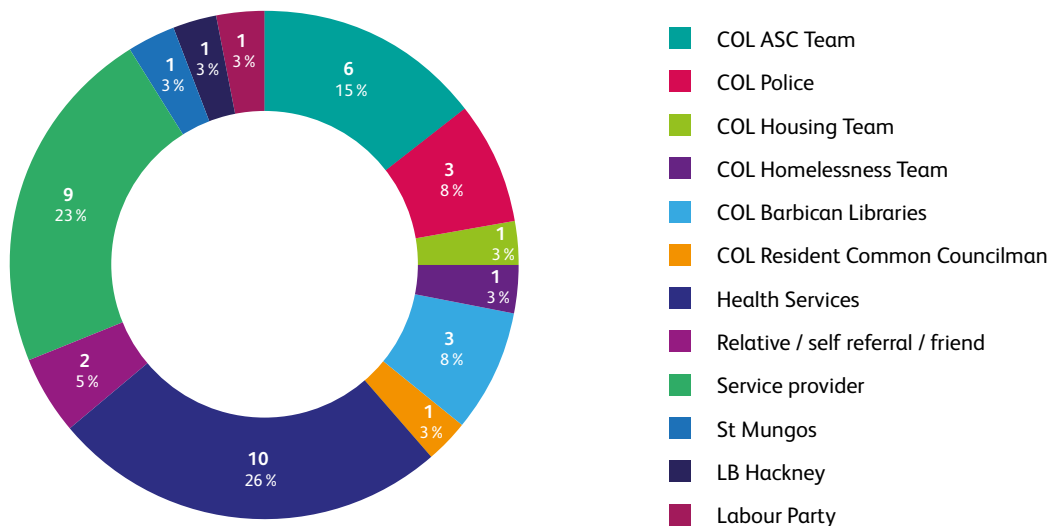
In over half of the concerns, the source of risk was a person known to the individual. This is consistent with national figures. In just over a quarter of cases the source of risk was recorded as the service provider.

Source of Risk – Section 42 Enquiries



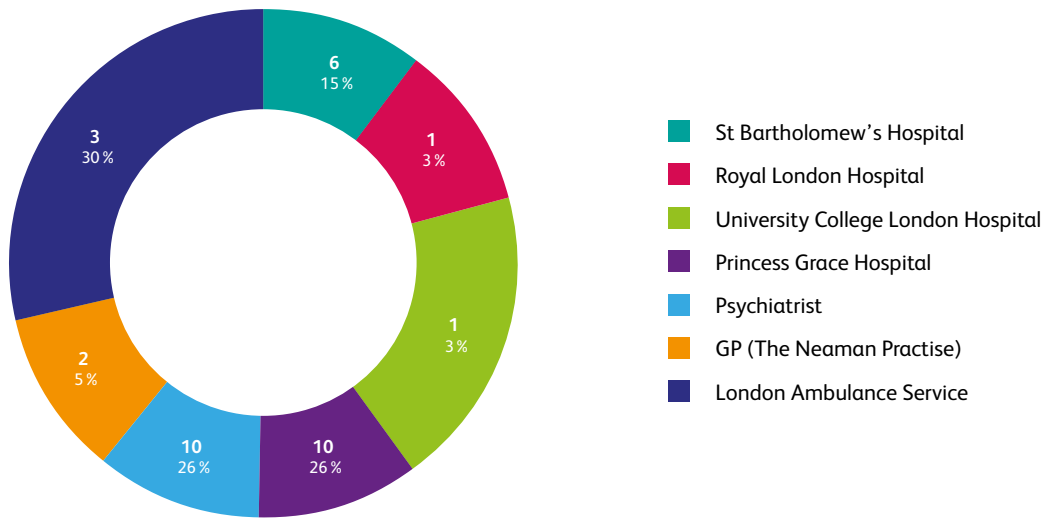
In 2018/19, both service provider and an individual known to the service provider were the most commonly recorded alleged source of risk. This is in contrast to 2017/18 where the majority of enquiries listed the service provider as the alleged source of risk. There were four cases where there was alleged to have been multiple sources of risk, these typically involved a service provider and someone known to the individual.

Source of Referrals



It is positive to see referrals from a wider range of services for 2018/19, with referrals being made from 12 different sources. A quarter of referrals were made from someone working in the health service, this could include a GP, hospital worker or district nurse. A number of referrals were also made from service providers. In total, 12 referrals were made by employees of City of London Corporation and it is positive to see referrals being made by staff who do not work in Adult Social Care.

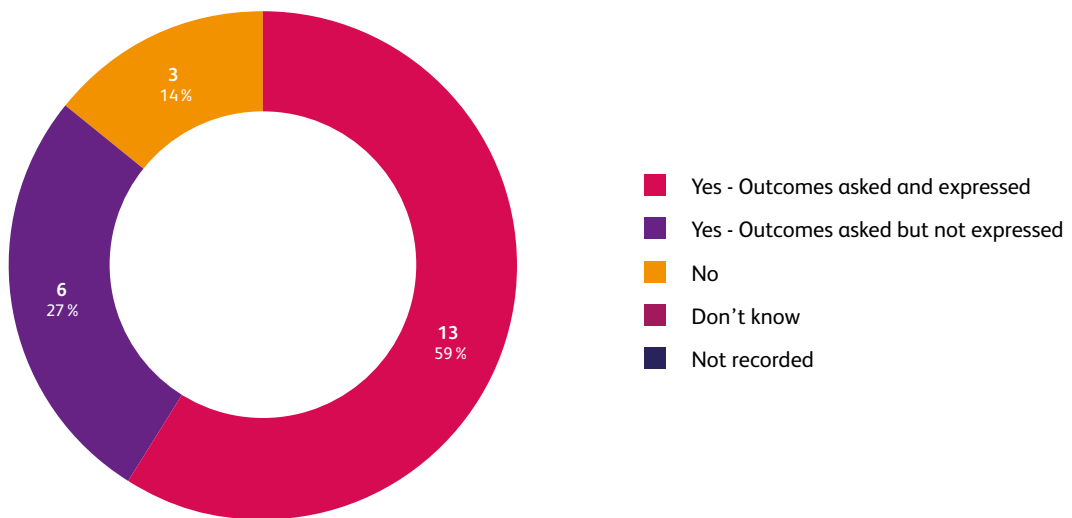
Source of Referrals – Health Breakdown



The London Ambulance Service made the most safeguarding referrals in health, this was closely followed by University College London Hospital who made two safeguarding referrals. .

Making Safeguarding Personal – Personal Outcomes

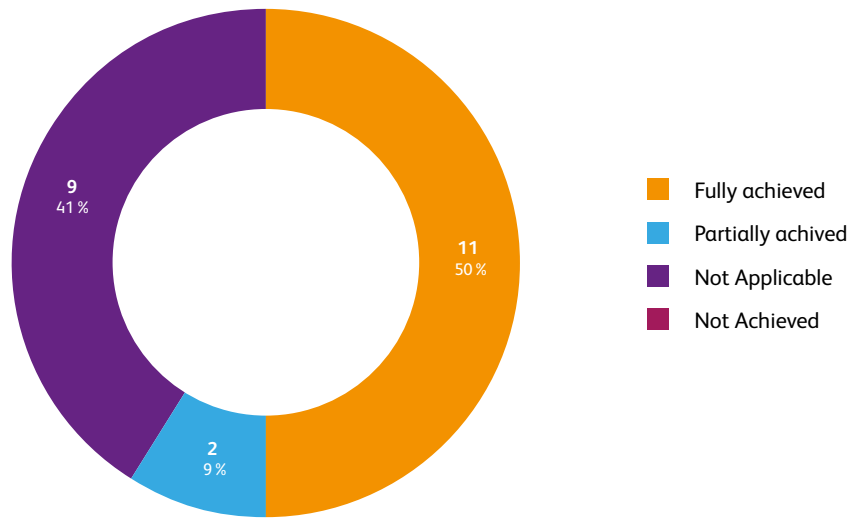
2018/19 MSP Concluded S42 Enquires Personal Outcomes (Source: SAC2018/19)



In 73% of enquiries the individual was asked about what outcomes they wanted from the safeguarding enquiry. In all six cases where outcomes were not asked this was because the people involved were not in a position where they could communicate their wishes.

Concluded Making Safeguarding Personal Section 42 Enquiries

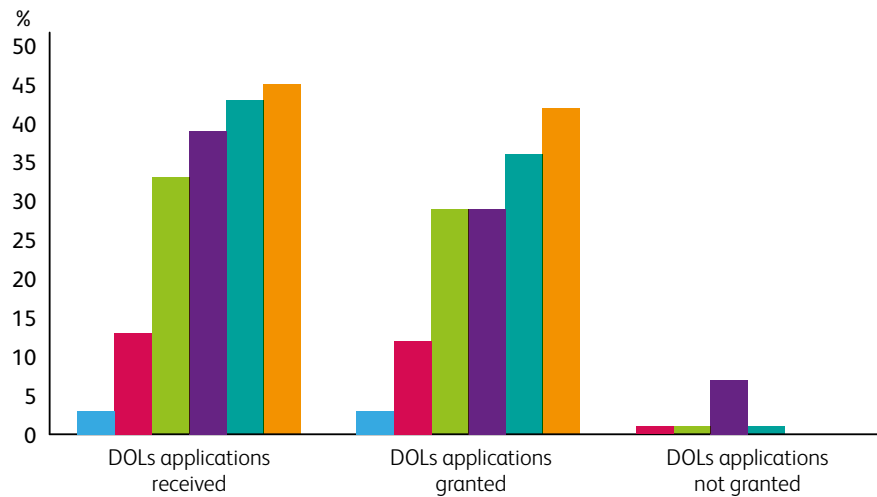
2018/19 MSP Concluded S42 Enquires Asked and Achieved (Source: SAC2018/19)



In all safeguarding enquiries where the individual was able to express their wishes they were either partially or wholly achieved.

City of London – Deprivation of Liberty Safeguards (DoLS)

COL DoLS applications 2013/14 to 2018/19



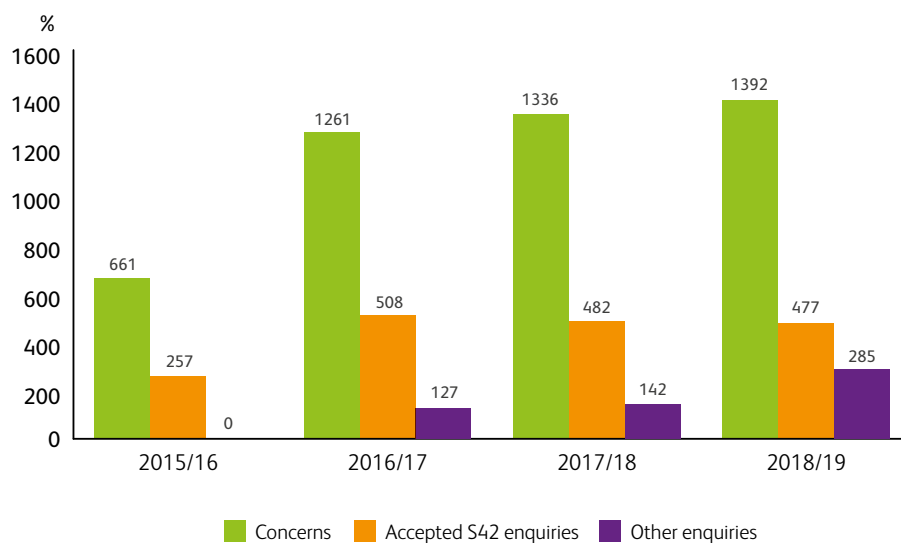
The amount of DoLS has continued to increase, with a total of 45 applications being made in 2018/19. Of these 41 applications were granted. The outstanding four were DoLS that were not completed and therefore no further action took place.

London Borough of Hackney Safeguarding Activity

- 1,392 concerns were raised;
- 477 concerns led to a s42 enquiry and 285 an 'other' enquiry
- Of the 416 concluded cases, 311 expressed their desired outcomes. 165 people had their desired outcomes fully achieved and 120 partially achieved.

Safeguarding Concerns /Section 42 Enquiries

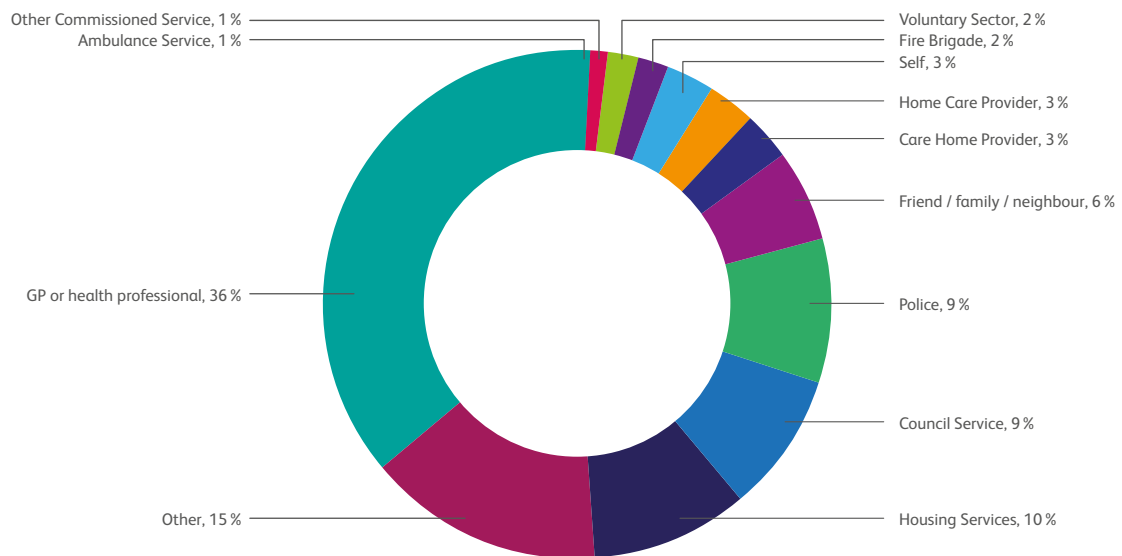
Total number of Safeguarding Concerns and Enquiries 2015 to 2019 (SG1f)



There continues to be an increase in the amount of safeguarding concerns being referred to Hackney Adult Social Care reflecting a trend that has been on-going since 2015/16. The rise in concerns being reported to Adult Social Care is welcomed and represents a greater awareness of our duty to report safeguarding concerns. It is noted that there has continued to be a decrease in concerns becoming a s42 enquiry, however there has been a significant increase in other enquiries being undertaken. The Care Act 2014 statutory guidance states that Local Authorities have the discretion to undertake an 'other' non-statutory enquiries where the individual may not have care and support needs but may be experiencing abuse or neglect. An audit was conducted reviewing the appropriateness of the other enquiries and it was found that actions taken by the local authority were proper.

Source of Referral

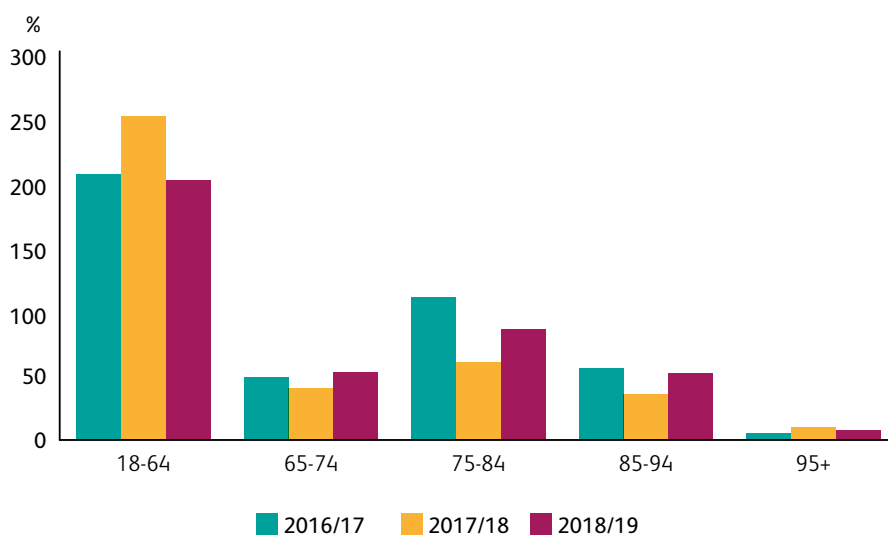
Proportion of Concerns by Source of Referral 2018/19



The health profession continues to be the biggest referrer of safeguarding concerns, making 36% of the referrals to Adult Social Care. There have been increases in the number of safeguarding referrals made from housing services, the police and people who have a relationship with the adult at risk or abuse and neglect. This demonstrates that safeguarding awareness continues to grow amongst professionals in Hackney.

Section 42 Enquiries - Age

S42 Enquiries by age group

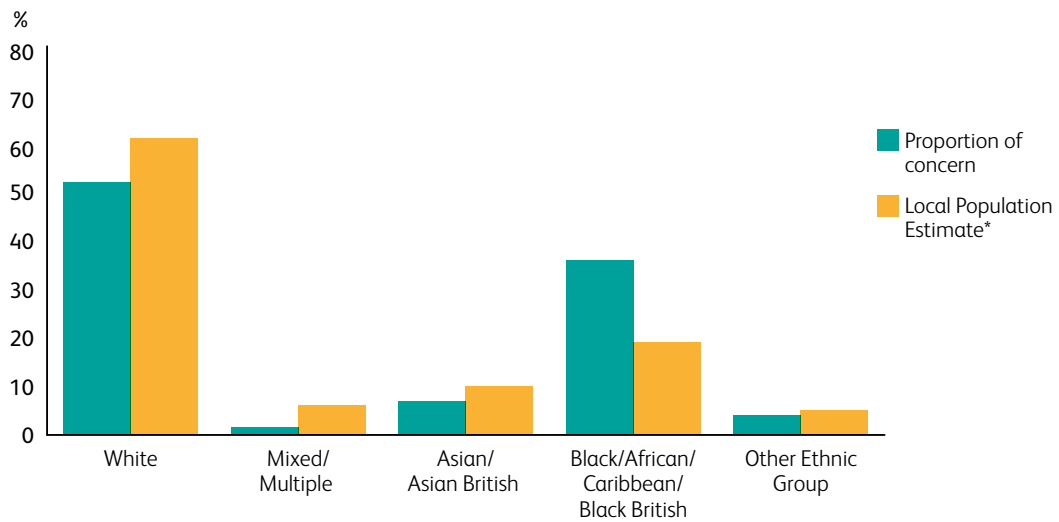


The data for 2018/19, shows that there have been slight increases in enquiries for each age category from 65 to 94, although this does not differ significantly

from previous year’s data. There has been a larger decrease in safeguarding enquiries for adults aged between 18 - 64 years, this has been offset by the amount of ‘other enquiries’ for 18 - 64 year olds which stands at 150 enquiries.

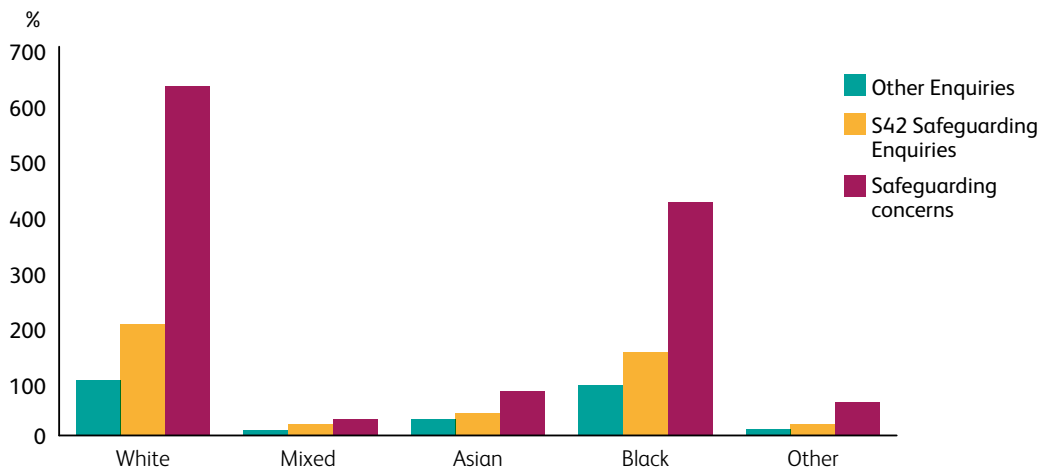
Section 42 - Enquiries by ethnicity

Safeguarding concerns by ethnicity, compared with the local population, 2018/19



*Local population estimates for Hackney © Greater London Authority, 2017 ("GLA 2016-based Demographic Projections, 2017")

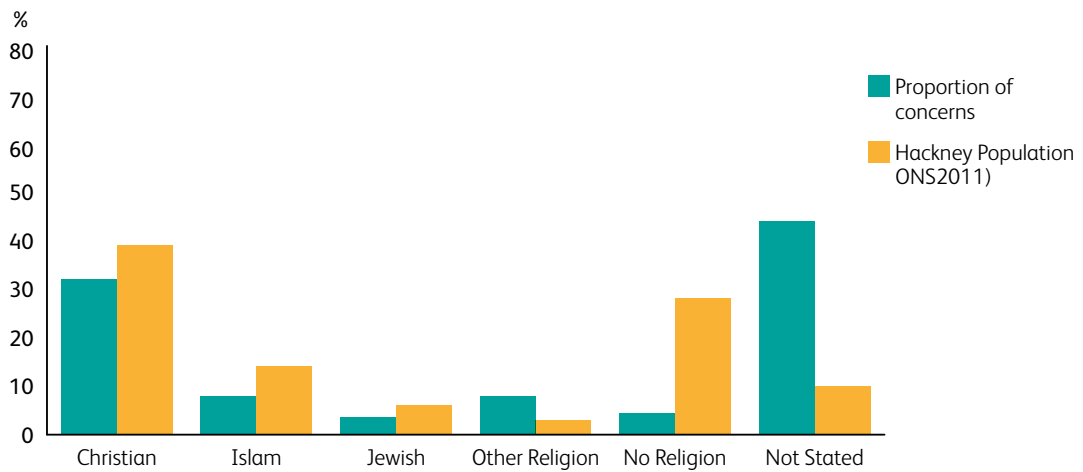
Conversion of Concerns into enquiries by age group, 2018/19



The data for 2018/19 shows that there continues to be an over-representation of safeguarding concerns raised in respect of the Black community, whilst there is also continues to be an under-representation of people from a mixed and Asian background. The gap for people from an Asian background being referred to safeguarding has reduced when compared to previous years.

Section 42 Enquiries - Religion

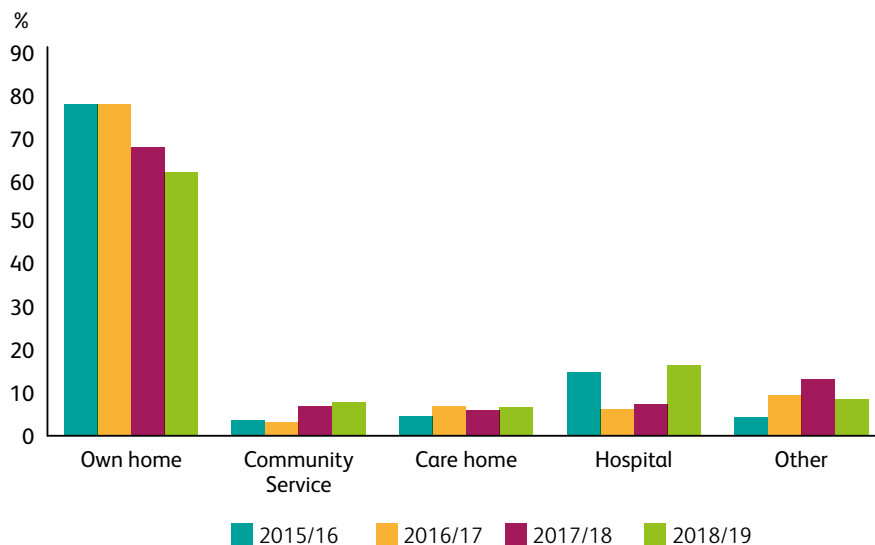
Safeguarding concerns by religion, compared with the local population, 2018/19



From initial data it appears that there is an under representation of all religions being referred to safeguarding, particularly those with no religion. However, there remains a high proportion of individuals that did not state their religion, consequently some of this under-representation may sit within the ‘not stated’ group.

Section 42 Enquiries – Location of Abuse

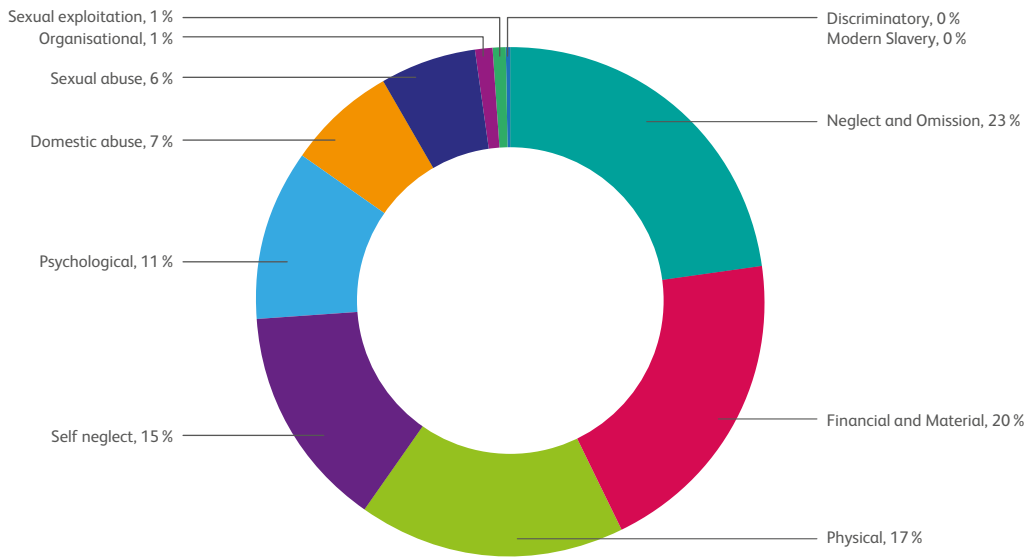
S42 Enquiries by location of abuse 2015 to 2019



The pattern of decreasing abuse within the home has continued into 2018/19. In contrast, there has been a significant increase in abuse taking place in hospitals. However, there has been more safeguarding awareness training in hospitals leading to more safeguarding incidents being reported to the local authority.

Section 42 Enquiries – Types of Abuse

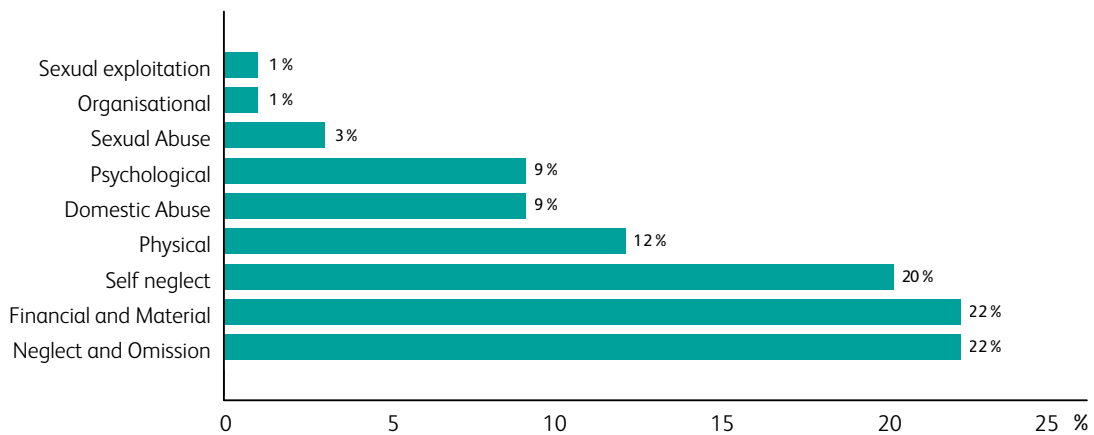
S42 by types of abuse 2018/19



Neglect and acts of omission was the main type of abuse recorded in Hackney for 2018/19, which has overtaken financial abuse. The top three forms of abuse recorded in Hackney are consistent with the national data on abuse and neglect.

Types of Abuse in Own Home – Breakdown

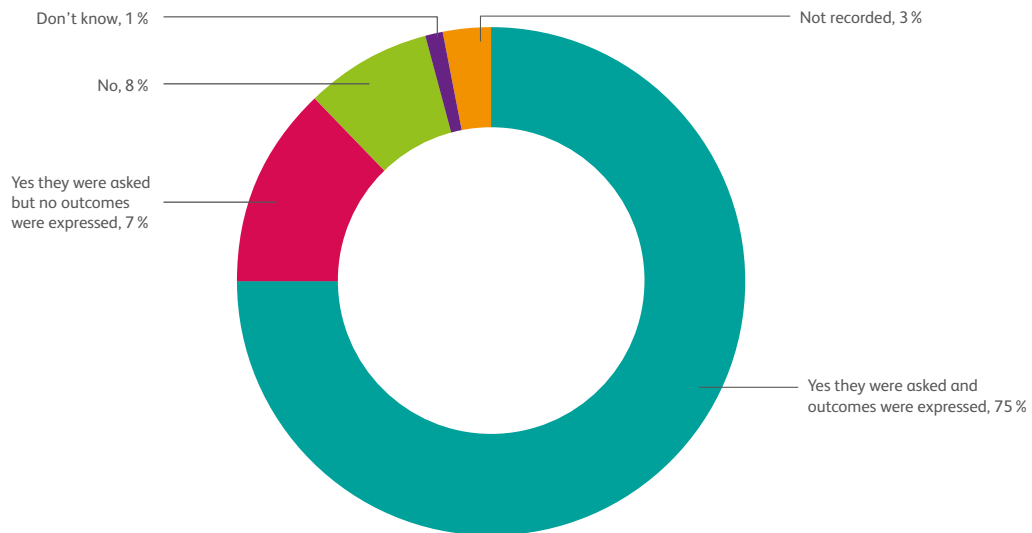
Proportion of types of abuse in own home 2018/19



The main forms of abuse in the home continue to be neglect and acts of omission and financial abuse. There has been a significant increase in self-neglect being reported, as self-neglect was only formally recognised as a form of abuse since 2015 this may be due to a better awareness of self-neglect and its indicators. The CHSAB has specifically provided training in relation to self-neglect as well as this being the focus of a number of our SARs, which has also helped raise awareness. .

Making Safeguarding Personal – Outcomes for Concluded Section 42 Enquiries

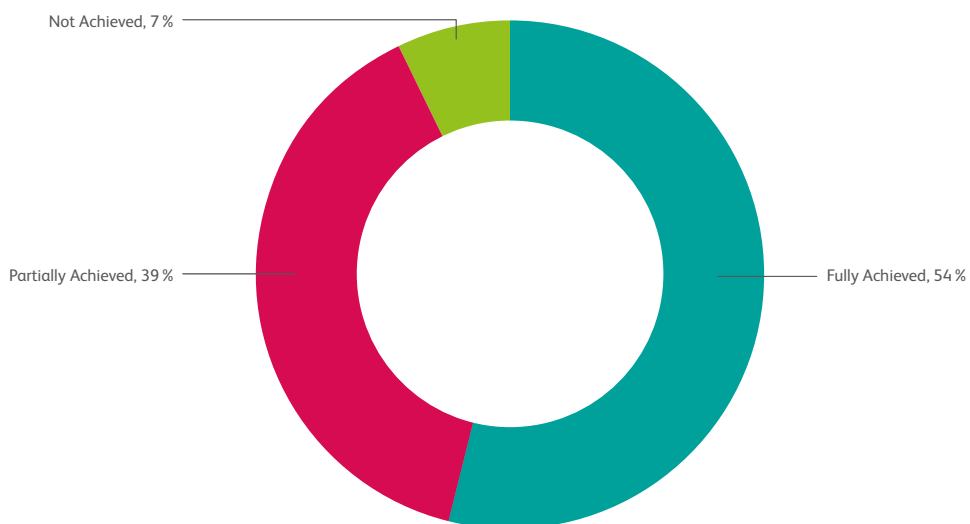
Making Safeguarding personal outcomes for concluded S42 Safeguarding enquiries



In Hackney, frontline staff are continuing to ensure that people who experience the safeguarding process are asked about the outcomes they want. This year 88% of people were asked what they wanted the outcomes to be, a 4% increase on 2018/19.

Desired Outcomes of Concluded Section 42 Enquiries

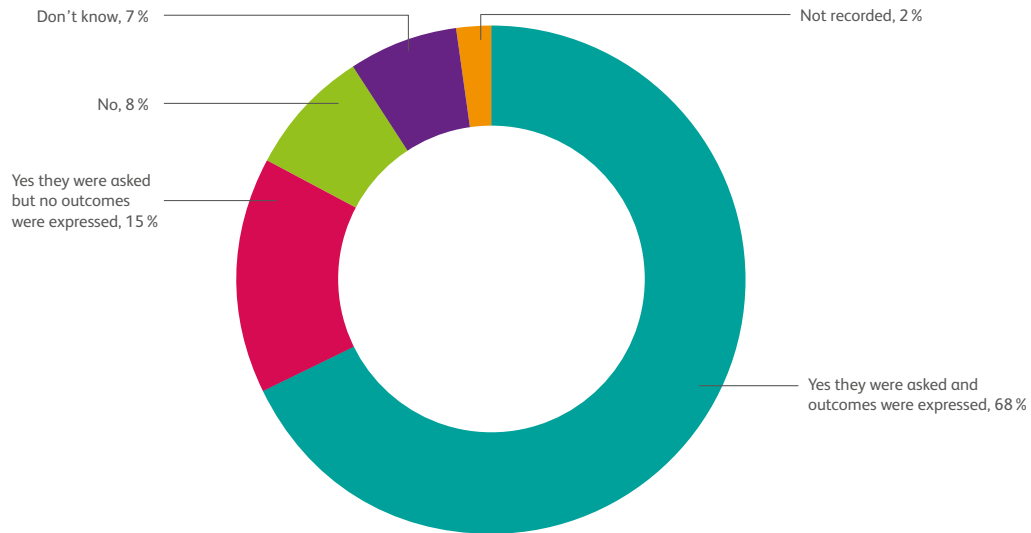
Desired outcomes of concluded S42 enquiries where outcomes were asked and achieved



Where individuals were asked what outcome they wanted in 97% of enquiries these were either fully or partially achieved. In 2018/19 there has been an 8% increase in outcomes that have been fully achieved. This represents a better understanding that, where possible, the wishes of the individual at the centre of the safeguarding should be respected.

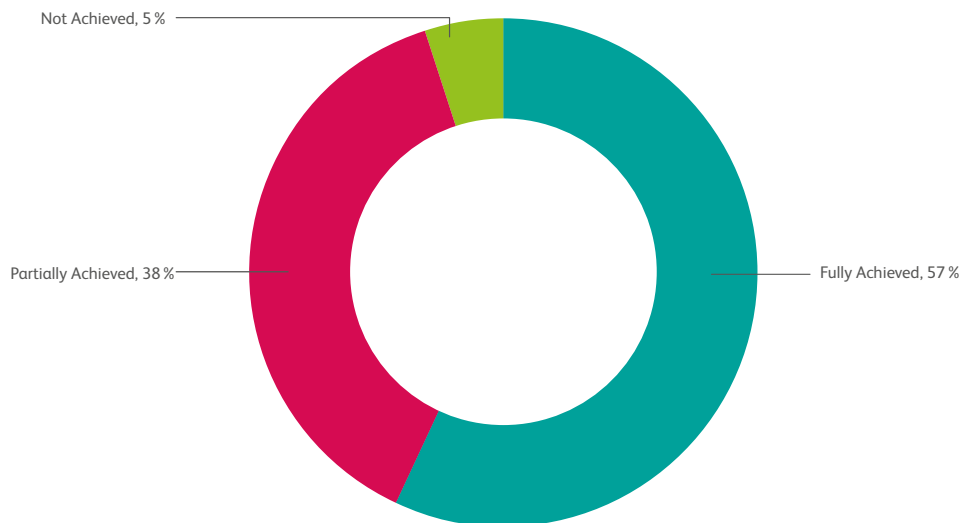
Making Safeguarding Personal – Outcomes for other concluded safeguarding enquiries

Making Safeguarding personal outcomes for other concluded S42 Safeguarding enquiries



Desired Outcomes of other Concluded Enquiries

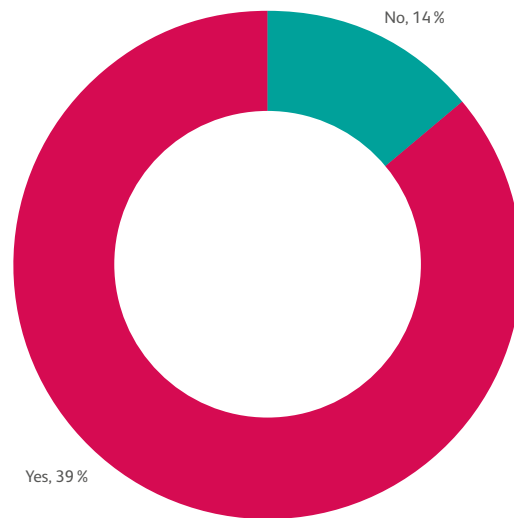
Desired outcomes of other concluded enquiries where outcomes were asked and achieved



Similarly data indicates that there is greater personalisation in ‘other enquiries’, with 83% of adults being asked what outcomes they want and of those that were asked, 95% had their desired outcomes fully or partially met.

Feedback of Safeguarding Activity to Referrers

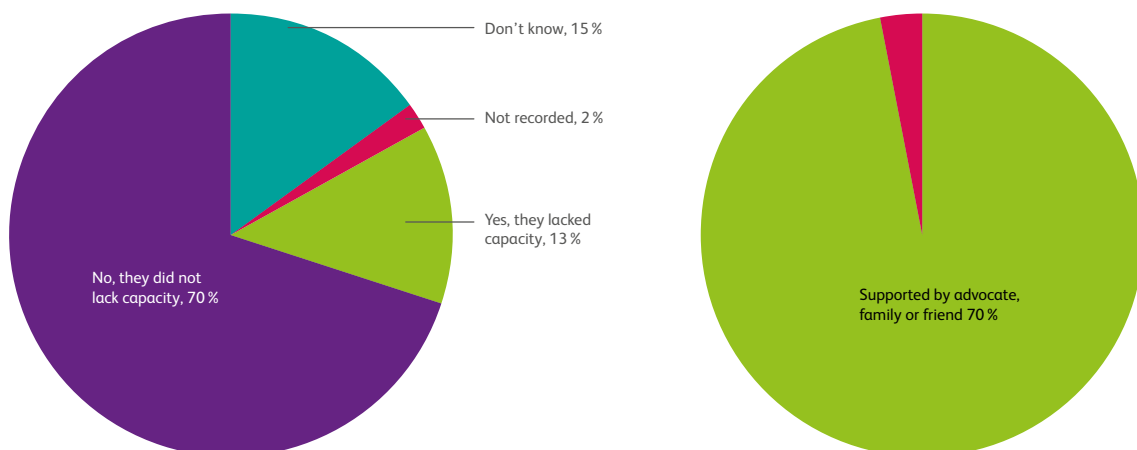
Feedback of Safeguarding activity to referrers



Feedback to referrers continues to improve in 2018/19, with a 2% increase in figures. This follows a pattern of improving engagement with referrers over the past few years.

Mental Capacity – Subjects of Concluded Section 42 Enquiries

Mental capacity of subjects of other concluded Safeguarding enquiries



In 2018/19, 13% of people were deemed to lack capacity to make decisions about their care. Of these cases, the adult at risk of abuse or neglect was offered an advocate in 97% of cases, a 21% increase from 2016/17. The CHSAB has funded significant training around mental capacity and this is a key message from the SARs undertaken by the Board, this could have impacted the increase, as well as better recording of data.

Deprivation of Liberty Safeguards (DoLS)

Year	Applications	Granted	Not Granted
2018/19	766	513	255
2017/18	693	462	228

Year	Applications
2018/19	766
2017/18	693
2016/17	810
2015/16	690
2014/15	358
2013/14	24

The data shows that there were 766 new or renewal applications processed, an 11% increase on last year's statistics. However, there was a reduction on the number of 'unique people' subject to a DoLS which has reduced from 570 to 537 people. It was interesting to note that there has been a 12% increase in DoLS applications being refused.

Contributions from Partner Agencies: Case Studies

Public Health

Nina, a vulnerable young woman with complex needs and a history of trauma, was supported by the Multiple Needs Service. Nina went through a repeated cycle of childhood abuse and spent a few years in care before returning to live with her mother. She became drug dependent after being introduced to them by her ex-partner. Nina's physical and mental health was very fragile, due to her chaotic lifestyle, the cycle of abuse she has been involved in and her self-neglect.

Nina has a son who was removed from her care at the age of five. She hasn't had face-to-face contact with her son for over six years and was advised she needs to regain stability before can see him again. In the meantime, she has been maintaining letter contact with him via his social worker. She experienced complex PTSD, compounded by the grief and loss of having her son removed from her care.

Nina was in a controlling and abusive relationship, which she was dependent on to help her manage aspects of her life. He was well aware of Nina's vulnerabilities and made his support conditional allowing him to control Nina. For example, he regularly used Nina to beg for money to fund his drug use, took control of her mobile phone, and exploited her flat for drug related purposes. He died of a heart attack, leaving Nina even more vulnerable. Following his death, Nina's suicidal thoughts became more persistent and increased in frequency.

Nina had a range of serious physical health problems. She had a liver transplant as a new-born baby, and was not complying with medical treatment around this. She presented as underweight, weak and generally unwell. Nina's financial situation also meant she turned to begging and was at risk of being evicted. She was subject to ongoing bullying and harassment from members of her family and other street users and presented with injuries which led to safeguarding concerns being raised.

Nina was not initially interested in changing her lifestyle, her engagement with services was inconsistent, increasingly chaotic and there was also evidence that she was still using drugs.

Services worked with Nina by carrying out regular street outreach visits and maintaining telephone contact with her as well as supporting her to manage her daily affairs so a relationship could be built which would allow further interventions. They advocated on Nina's behalf and negotiated flexibility with services in terms of her medical care. Nina was supported emotionally and practically, for instance with food, benefits, mobile phone credits, and reporting the abuse to the Police. Nina was supported to maintain contact with her son via her son's social worker. In addition, a referral to a hostel for vulnerable women was made and eviction plans were postponed. Nina was referred to

specialist services to help aid her recovery from addiction and introduced to a mental health professional from the Crisis Team. Teams also alerted emergency services in Homerton Hospital – Mental Health CRISIS Team and A&E – about Nina’s poor physical and mental health so that she could receive flexible on-going support if required.

Homerton University Hospital Foundation Trust’s (HUHFT)

Mr A, a 77 year old gentleman was referred to the Adult Community Nursing Service for leg ulcer management. He presented with wet and malodorous legs, soiled clothing and was generally unkempt. The district nurses, who were concerned about this, raised a safeguarding concern for self-neglect.

Mr A continued to attend the leg ulcer clinic in soiled smelly clothes. The district nurses were concerned about his cognition and ability to self-care so they referred him to the dementia specialist nurse. During one clinic visit, Mr A informed the district nurses that he had no hot water at home. This raised the curiosity of the nurses considering that no health professional had visited him at home. After discussion, Mr A agreed for the dementia nurse and the district nurse to undertake a home visit.

During the home visit there was evidence of gross hoarding in all rooms, no heating, a soiled broken toilet, evidence of infestation and rotting food throughout the flat, piles of rubbish and general belongings everywhere. Mr A informed the nurses that he had given a friend some money to buy a new television. This raised the question of financial abuse and a safeguarding adults referral was made for financial abuse, self-neglect and hoarding. The nurses also contacted housing for an emergency repair, which was allocated as a priority.

A safeguarding meeting was held at Mr A’s house attended by two social workers, dementia specialist nurse, housing officer and an administrator. A capacity assessment was completed in relation to Mr A’s ability to manage his finances. Mr A was found to have capacity and spending his money on a new television rather than on clothing and food was deemed an unwise decision. Mr A expressed his wish to move closer to his cousin in another borough. The district nurses supported him to complete all the relevant paperwork. He also stated that he wanted to remain in his flat until then and accepted a carer to support him de-cluttering his flat.

The nurses were able to provide him with some clothes and food. A social worker worked with Mr A to arrange the flat to be cleaned so that repairs can be made to his property.

London Borough of Hackney

Mr B was an 80 year old man who at the time of referral lived in a one-bedroomed Housing Association (HA) property, within a sheltered accommodation scheme. He had lived there for a number of years following deterioration in his functioning. It was understood that, although he had two brothers, he had lost contact with them and had no other family members involved in his care.

Mr B was referred to the Local Authority by his HA who had concerns that he was being financially and psychologically abused by an individual residing with him who identified themselves as his primary carer. The HA was worried that Mr B may be subject to duress and were concerned that the individual had begun to get more involved in the lives of other adults at risk within the scheme. The scheme manager had had some initial conversations with Mr B about the arrangement and had stressed to him that he was running a high risk of being evicted from the property as he was in breach of his tenancy.

The case was allocated to a social worker who made initial contact with the scheme manager to gain further understanding of the situation and to establish the best way to make contact with Mr B. This was important given that the potential issues of duress and the informal carer becoming unpredictable and aggressive when challenged. The scheme manager had a good relationship with Mr B and was able to arrange a meeting with him and the social worker on the same day.

Mr B appreciated the concern but stressed that he had no difficulties or concerns in relation to the arrangement. He explained, reluctantly, that he initially met the carer a few years ago. They agreed to enter into an arrangement where Mr B provided accommodation and the carer provided support for him to manage his finances and care needs, as well as company. Mr B stated that his carer was not using his money for their own means however acknowledged the arrangement had differed from what he had expected.

Mr B was clear that he did not want any action taken and began to get distressed by the conversation. The social worker was able to calm Mr B and accepted his decision, they did however check that Mr B knew what to do and who to contact if the situation changed and he did need assistance. Mr B once again became upset and the social worker agreed to call back in a few days to see if there was anything else that they could assist him with.

The social worker arranged to see him again three days later in the manager's office. Mr B attended the office having given some thought to what he wanted to happen. He stated that he required assistance to end this relationship although he stated that he was frightened of the implications for him. He stated "Please do what you have to do to stop it". With the agreement of Mr B, the social worker made contact with the Police who subsequently attended the property and arrested the carer on the basis of abusing their position and possible financial abuse. The police issued bail conditions that they should not engage with Mr B.

Mr B was extremely pleased with the outcome. The scheme manager was able to complete a risk assessment with Mr B, which included a change of lock, and consideration of a personal alarm. The social worker visited Mr B over the next few days to explore community opportunities for Mr B in order to address his sense of loss of relationship and the opportunities for him to regain control of his life.

Police are currently progressing a charge of theft and fraud.

Multi-Agency Working

Mr F was a 50 year old single man who was understood to be living alone in a flat within a Local Authority housing block. He had lived there for a number of years. Mr F first came to the attention of mental health services via the Anti-Social Behaviour Team in 2016, due to ongoing difficulties with his neighbours. They were of the opinion that his objections were not rational and may be linked to paranoia. Mental health services attempted to engage but he was subsequently discharged from their services as he did not take up their offer of support.

The case was re-referred back to Adult Social Care (ASC) in 2018 due to erratic and anti-social behaviour towards his neighbours. A social worker attempted to make contact via letter on several occasions and making a series of announced and unannounced visits. This led to Mr F emailing the allocated social worker asking them to desist from making contact and to complain about a neighbour who he believed to be causing difficulties. He made reference to being harassed by the London Borough of Hackney.

ASC liaised with the Housing Officer to gather more information about Mr F's residency, however little was known about him. A referral was made to the multi-agency High Risk Panel due to concerns about his lack of engagement and his housing situation. This was to identify if there was anything that could be done to clarify the individual's vulnerability and secure any relevant services.

The case was presented by the allocated social worker and their manager. The Panel consisted of Adult Social Care, the Local Authority Head of Safeguarding, Housing Manager, mental health services and the fire brigade.

The agencies confirmed that Mr F was mobile, in substantial arrears for non-payment of his service charge and refusing access for a hoarding and risk assessment. London Fire Brigade had completed a visit some time ago and had made a number of suggestions to address substantial hoarding, this included installation of smoke alarms. Mr F had no known GP and there were no identified utilities in the property.

There was a query as to whether Mr F had mental health difficulties which were impacting upon his well-being or whether he had a degree of eccentricity and wanted to be "off the grid". Whilst services did not know a great deal about Mr F the main concern for the Panel was the risk to neighbours and his possible eviction due to non-payment of his service charge.

The Panel agreed that the fire brigade would make contact as he had been receptive to them in the past. Local Authority Housing would also make contact on the basis of identifying if he required financial advice regarding payment of service charge arrears. Mental health services also gave consideration to the use of formal powers in order to convene an assessment of his mental health, and therefore avoid a deterioration in his well-being.

Following the fire brigade's visit, Mr F agreed to engage further with them. He agreed to liaise with a financial adviser who was being arranged by the

housing team. It was determined that Mr F did have mental health difficulties and are supporting workers to engage with him.

City of London Corporation

Ann an 88 years old woman living alone with multiple health conditions including: Osteoporosis, Atrial fibrillation, Hypertension, Diabetes type II and Bilateral Lymphoedema. Ann had two children who provided a good level of emotional support but limited practical support due to where they live.

Ann received a care package which consisted of 4 calls per day to support her to manage all her activities of daily living. She required support of someone to mobilise and the use of a hoist to get into and out of bed.

Ann was taken to hospital in January 2019 with hypothermia and dehydration. It was noted shortly after being admitted that she was suffering from moisture damage, friction burns, sores to her thighs and groin; this led to concerns that this was as a result of moving and handling.

The care agency was notified that same day of Adult Social Care receiving the safeguarding adult referral and was asked to complete their own enquiries into the concerns raised.

The allocated worker met with Ann on the ward to discuss the concerns raised. Ann was deemed to have capacity. She stated that she wanted them to make enquiries to determine whether the care that she was receiving was appropriate. She advised that she wanted to be consulted throughout the process but was also happy for her daughter to be consulted. It was also noted that Ann would attend any meeting, but consideration would need to be given to the location if a formal meeting was required.

The allocated worker met with all agencies involved in Ann's care. It was found that Ann never feels cold so will often sit in front of a fan in her living room regardless of the temperature. The enquiry recognised that whilst staff were not neglectful there were areas of improvement that could be made.

When asked, Ann stated that she wished to remain in her home and wanted to continue to use her fan. Adult Social Care put support in place to help Ann. Carers were extra vigilant in ensuring that Ann had an easily accessible drink with her between visits and she was educated on the importance of drinking water. A thermometer was purchased so that carers could check the temperature in Ann's house and raise concerns where relevant. Additional support was provided to carers looking after Ann so that they could ensure that moving and handling was undertaken appropriately.

More widely, training was provided to Occupational Therapy and Care Agency on hoisting. Training and review of hoisting and this has been completed alongside City OT and care agency. Policies were also reviewed hoisting and mobilising.

Contributions from Partner Agencies

This section contains short accounts from members of the CHSAB about their safeguarding adults' work during 2018/19, taken from their self-assessment audit.

London Borough of Hackney (Adult Social Care)

In 2018/19, London Borough of Hackney has implemented the following work which aligns with the CHSAB priorities:

- Promoted the Multi-Agency High Risk Panel which explores ways to support people with complex needs
- Supporting the newly commissioned “umbrella” advocacy service which commenced in April 2018. This features a single point of access for all advocacy, which has significantly reduced the issue of receiving inappropriate referrals.
- Progressed our “Making it Real” initiative, which engages Hackney residents to ensure truly personalised approaches to our work.
- The annual customer satisfaction survey which incorporates a “safeguarding perspective”, has indicated that 84% of people in receipt of care services, say that those services make them feel safe. The figure for Hackney is above the London average of 82%.

Adult Social Care were the subject of a Peer Review in April 2018 which focused on Adult Safeguarding using the National Adult Safeguarding Standards. The review was largely positive and acknowledged good practice in a number of areas namely:

- Multi-Agency High Risk Panel is well regarded, widely utilised and leads to better outcomes
- Evidenced examples of good multi-disciplinary and joint working arrangements
- Positive relationships were evident across the partnership
- Innovative use of the voluntary sector to raise awareness of adult safeguarding
- Service users and carers were optimistic that co-production will continue to be a priority

Adult Social Care developed an action plan to address areas of improvement identified and have achieved the following since the review:

- Implement the “3 Conversations” model, with Partners for Change, to promote strength based approaches to supporting residents. This involves a key worker supporting the person to identify what could support them to keep their independence and increase engagement within their community.

- Refining our data collection to better understand concerns being generated so that we can better direct safeguarding awareness.
- Ensured that adult safeguarding and learning from SAR's is incorporated into relevant work streams
- Strengthening the offer to Carers by creating of a Carers Partnership Forum

There remains work to do as the audit has provided an opportunity to:

- Continue to develop our preventative services, which play a significant role in enabling people to remain in the community
- We have enhanced our “front door” to incorporate initial triage of safeguarding concerns which has led to quicker coordination of responses to safeguarding concerns.

City of London Corporation

The City has continued to work on a number of projects and has developed a number of new initiatives. The work on financial scamming with Trading Standards has continued and is embedded within practice. There remains a strong ongoing multi -agency commitment to the established Hoarding, Self-Neglect and Fire Risk Panel.

The City has continued to embed the principles of Making Safeguarding Personal across the organisation with joint training with Adults, Children's, Homelessness services and commissioned providers. The Adult Social Care team now has a full complement of permanent social workers to help deliver a consistent relationship-based approach to practice. The City will continue to prioritise MSP across the organisation in the coming year.

A review of supervision arrangements has taken place following which there will be further development of cross service peer supervision opportunities within a Think Family approach.

Following some innovative outcome focused commissioning, Age UK have been appointed to provide a Community Connections service aimed at reducing social isolation and providing a joined up early intervention approach for City residents.

The City has continued its strong commitment to learning from Safeguarding Adults Reviews. A new internal procedure has been developed and embedded to ensure all future SAR learning is appropriately distributed to commissioned providers.

Adult Social Care and the City Homeless Service have been working closely together to safeguard Rough Sleepers. A monthly meeting now takes place between City Outreach services and social workers to promote understanding of the issues facing rough sleepers and to seek to address any safeguarding and wider Care Act responsibilities.

The City of London Corporation has continued to work as part of an integrated health and care system with City and Hackney CCG and the London Borough of Hackney. As part of this, a system wide safeguarding framework has been developed embedding safeguarding considerations across the work being undertaken as part of the integration project.

City and Hackney Clinical Commissioning Group

City and Hackney CCG have developed and strengthened Adult Safeguarding in 2018 with a number of significant achievements. In the 2017/18 annual report we identified seven key priorities for 2018-19, and we are pleased to report all of these have been actioned. Four of our key priorities have been completed whilst work on the remaining three is ongoing. Our structural highlights this year include:

- The permanent appointment of a Designated Adult Safeguarding Manager
- The successful appointment of a GP clinical lead for Adult Safeguarding with a commitment to continue this role in 2019/20
- A 75% increase in funding commitment to the CHSAB
- Publication of a new CHCCG Adult Safeguarding Policy and CHCCG Safeguarding through Commissioning Policy.
- Publication of the first Learning Disability Mortality Review report.

In support of the CHSAB priorities, the CCG achieved:

- **SAR Learning:** We successfully embedded SAR actions into the Integrated Commissioning Programme and supported the embedding of Safeguarding as a 'golden thread' running through all aspects of planning and transition within Integrated Commissioning.
- **Working Across Partnerships:** Coordination with CCG colleagues across the North East London Commissioning Alliance (NELCA) to streamline policies and strengthen partnership working.
- **Staff Competency:** Increased training and support offer to GPs including bespoke Adult Safeguarding Training Sessions for GPs, joint children and adult safeguarding reflective forums adopting a 'Think Family Approach' and innovative Adult Safeguarding training for GP practice managers and non-clinical staff.

City and Hackney CCG have established a number of key priorities for 2019/20, these include:

- 1) Enhance our mechanisms for quality assurance of care and nursing placements particularly those commissioned out of borough.
- 2) Support the CCG and our partners to manage the transitions associated with changes to the Deprivation of Liberty legislation.
- 3) Embed safeguarding in the neighbourhood model and the further integrated commissioning developments.

City of London Police (COLP)

COLP continued to develop working practices around the 'Vulnerability' Policing priority. This has included developing an overarching 'Vulnerability Action Plan', tasks on the plan include:

- A vulnerability performance dashboard developed to provide a better picture of issues affecting the City
- A 'vulnerability risk register' has been developed to ensure specific risk relating to vulnerability and safeguarding can be assessed and escalated
- 477 officers have received vulnerability training

COLP secured funding for 2019/20 for a mental health triage nurse and Vulnerable Victim Advocate. This has led to a significant decrease in the need to apply S136 of the Mental Health Act to members of the public.

Support is offered to vulnerable victims of crime including domestic abuse, sexual violence and fraud, as well as opportunities for third party reporting to outreach services and engagement work. These services have been referenced as examples of good practice by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. The domestic abuse toolkit for businesses has been rolled out, to help them identify and support colleagues who may be suffering abuse.

COLP have continued work around modern slavery and human trafficking, working with building sites to raise awareness and uncover possible victims. COLP have taken part in 'Operation Aidant' – a National Crime Agency initiative tackling different aspects of modern slavery, including work with sex workers.

COLP have developed and implemented 'Op Luscombe' a multiagency initiative to work with rough sleepers, identify their vulnerabilities and offer assistance and diversion rather than prosecuting from the outset.

The Fraud Hub continue their work to identify and work with vulnerable victims of fraud, ensuring that information is passed to relevant force areas in national cases for safeguarding.

The Professional Standards Department have continued their work around 'Abuse of Position' to ensure processes are in place to identify staff that may abuse their position to take advantage of vulnerable victims or members of the public.

In the coming year COLP will be focussing on the following:

- Reviewing Domestic Abuse guidance to incorporate guidance for those whose first language is not English
- Development of a 'Vulnerability' problem profile bringing together all strands of vulnerability that affect adults, rather than separate profiles that currently exist.

Metropolitan Police Service (MPS) Hackney

In October 2018 Tower Hamlets and Hackney boroughs merged into Central East (CE) BCU and a dedicated Safeguarding strand was created. This structural change has significantly raised the profile of safeguarding within the MPS, making it core business for all staff.

The MPS has a number of dedicated central units dealing with specific categories of abuse. Locally there are BCU-based units such as the safeguarding investigation pods, who deal with domestic abuse, hate crime and elder abuse, and since February 2019, also have responsibility for the investigation of rape and serious sexual offences. Operation Jigsaw handles safeguarding issues arising from the management of serious sexual and violent offenders.

The CE Exploitation team addresses issues around 'cuckooing', where a vulnerable person's address is taken over for the purpose of criminality, and other forms of exploitation of vulnerable adults. The team also has responsibility for missing persons and considers whether abuse or factors such as dementia have contributed to / triggered the disappearance. In the past year the MPS has introduced the 'Herbert Protocol', which involves recording details of significant people and places for vulnerable adults suffering from dementia who have previously been reported missing.

The MPS have undertaken work to strengthen links between the different units who have safeguarding responsibility. There is increased interaction between the Safeguarding Investigations teams, Exploitation team and Mental Health team, with learning being identified and shared with the wider BCU through different means. Our local Tactical Tasking and Coordination Group meeting also includes a focus on Safeguarding ensuring this is an operational priority.

There has been a significant focus on training to develop safeguarding understanding amongst officers. For example, three supplementary courses based on safeguarding were created to help safeguarding officers deal with the recently devolved investigation of rape, serious sexual assault and child abuse.

An adult's ability to make lifestyle choices, issues around vulnerability and the principles of the Mental Capacity Act has been a focus for the MPS, with Victim Care being a key strategic priority. Staff are required to take a person-centred approach to risk management and safeguarding. For example, an adult's view regarding the outcome of criminal investigations must be sought and recorded by officers. To support officers, training around Making Safeguarding Personal was developed in conjunction with Dr Adi Cooper. This includes an input around capacity and the role of other agencies. It is currently being rolled out to all local officers, up to and including Inspector level.

There has been a significant focus on audit and learning over the past year. The Partnership DI is responsible for collating learning from audits and reviews and ensuring this informs local practice. Issues have also been raised with the relevant central teams as appropriate. The MPS further holds a central list of all internal SAR, SCR and DHR recommendations, identifying patterns and trends and holding BCUs to account for completion.

Homerton University Hospital Foundation Trust's (HUHFT)

The adult safeguarding team have worked collaboratively to ensure that safeguarding concerns are better identified. A process is in place to triangulate complaints, serious incidents, and legal claims, which enables the adult safeguarding team to be involved in screening for potential safeguarding referrals from the point at which they are reported. This has created a robust system to ensure referrals are made to Adult Social Care efficiently.

Staff knowledge and awareness around mental capacity assessments has improved as a result of the introduction of Mental Capacity Act (MCA) simulation training. The training covers the principles of the MCA assessments and ensures that assessments are correctly documented on the Electronic Patient Records system before applying for Deprivation of Liberty Safeguards (DoLs). More simulation sessions are planned to enable staff to practice skills in a safe environment.

The adult safeguarding team conducted an MCA audit to check whether staff were considering the first principle of the Mental Capacity Act of assuming capacity at all times. The clinical notes indicated that patients were presenting with considerable psychosocial complexities that called for a multidisciplinary approach and careful discharge planning. The audit indicated evidence of thoughtful and person-centred practice – with a focus on seeking consent – particularly by therapy staff.

The Trust has had a Lead Learning Disability and Adult Safeguarding Nurse Practitioner in post since April 2018, tasked with raising awareness about learning disability. Bespoke learning disability training with focus on reducing health inequalities for people with learning disabilities has been conducted across acute and community health teams and learning disability training is now incorporated into HUHFT induction. The feedback from the training has been extremely positive.

The adult safeguarding team has initiated a Learning Disability Working Group with a focus on ensuring that a culture of making reasonable adjustments is embedded and consideration is routinely given to carrying out Mental Capacity Act assessments.

There is a page on our intranet which has resources about making reasonable adjustments, to ensure that all services are accessible for people with communication problems or those for whom English is not their first language.

The trust has participated in an NHS Improvement Learning Disability Benchmarking exercise involving both patients and staff, aimed at improving the quality of service provision to people with learning disabilities nationally.

East London Foundation Trust (ELFT)

Over the past 12 months considerable energy and attention has gone into improving the systems and processes around Safeguarding Adults in ELFT. The aims have been:

- To improve the understanding of front-line staff about Adult Safeguarding and in particular Making Safeguarding Personal
- To increase the support and advice available to staff
- To improve our recording and reporting of Adult Safeguarding concerns
- To improve the experience of service users, where safeguarding concerns are raised.

There have been a number of safeguarding achievements for ELFT during 2018/19, these include:

- We worked with London Borough of Hackney (LBH) to agree a streamlined process of reporting safeguarding adults concerns into LBH. This will help ensure the consistency of information provided to LBH.
- We worked with LBH's Head of Adult Safeguarding to develop our proportionality document, which has now been implemented on all our inpatient wards. It is intended to ensure that there is a proportionate response to the safeguarding issues that arise in an inpatient setting.
- We have increased the number of Safeguarding Adults Managers (SAM's) working across the service. There are currently 22 SAM's based in ELFT, including Inpatient Services. We have worked with the London Borough of Hackney to ensure our SAM's have regular support and refresher training.
- We have developed, tested and implemented a new Rio Safeguarding screen, which is our patient case management system. This new form has several advantages, specifically it will improve our recording and reporting in relation to Adult Safeguarding and it also has in-built prompts in relation to Making Safeguarding Personal to ensure that our staff are considering this for all patients.
- The Trust has introduced new face to face training for Adult Safeguarding Level 3 for staff which is in the process of being rolled out.

ELFT has set itself the following priorities for 2019/20:

- To complete the implementation of Rio Safeguarding Adults screen and revised Mosaic Reporting and ensure this supports staff in delivering Making Safeguarding Personal aims.
- To achieve training compliance of 90% above for Adult Safeguarding Level 2 and to ensure Level 3 training is rolled out to all front-line staff who are Band 5 or above.

London Fire Brigade (Hackney)

The Brigade's commitment to safeguarding is evidenced at the highest level in the Integrated Risk Management Plan. Once a safeguarding risk is identified appropriate action is taken and escalation can occur as needed to protect an

individual. The approach to safeguarding in the Brigade is overseen by the Commissioner.

This year we undertook over 3,000 Home Fire Safety Visits in Hackney to ensure that adults at risk were provided with suitable education and safety equipment to avoid fires within the home.

S015 Counter Terrorism from Met Police has run three sessions on Prevent in particular for our youth/health and fire safety regulation staff. In addition, an article on Prevent/Radicalisation and what staff need to be aware of/action to be taken has been pulled together and published on our Intranet to raise everyone's awareness on the topic and related responsibilities.

The Brigade has reviewed the internal Safeguarding Adults policy and updated this in line with the London multi-agency adult safeguarding policy and procedures, to incorporate the particulars of the Care Act 2014. This has been published and is available to all staff via the internal intranet. The updated policy references the Mental Capacity Act 2005 and the Prevent strategy.

The Hoarding policy has also been reviewed to signpost the issue (hoarding) as requiring a 'self-neglect' referral to Social Services Departments. The policy outlines the immediate steps which should be taken to protect the adult and preserve the scene. The delivery of the information sharing project with the London Ambulance Service to provide Home Fire Safety Visits to high risk hoarders, has been embedded into core business.

The Brigade has developed a training package for all personnel which features the 'Making Safeguarding Personal' principle. The training also provides staff with a clear working understanding of the Mental Capacity Act. The package complies with both the Care Act and London multi-agency policy and procedures, and ensures all Brigade personnel receive initial and regular refresher safeguarding training. The universal online training module was rolled out to all staff groups in 2018-2019.

National Probation Service

The Adult Safeguarding Lead for London's National Probation Service (NPS) moved to the Head of Public Protection in NPS London in February 2019. Stuart Webber, Head of Service, has represented NPS at the local SABs in City of London and Hackney.

The NPS continue to embed a culture where staff know their role in safeguarding and to ensure that poor practice is identified and tackled. This has been embedded by mandatory Safeguarding Adults training, the development of national partnership framework setting out responsibilities to adult safeguarding and mapping safeguarding in the mapping IT tool for staff. The NPS recognises safeguarding as integral to quality and best practice and that relevant connections are made at all levels between related issues such as dignity in care; equality; balancing choice and safety.

There have been a number of opportunities for adult safeguarding to be promoted within the NPS including Adult Safeguarding, Children Champion, Domestic Abuse, and Suicide Prevention Forums. The Metropolitan Police Service have supported NPS with providing briefings on County Lines, Modern Day Slavery and Human Trafficking. These areas are included in the Vulnerability Plan 2018/19.

NPS has made referrals to MAPPA which has enabled risk management planning for service users some of whom presented with acute personality and self-management issues. NPS has worked closely with Adult Social Care to improve access to available resources, namely social workers, accommodation, oversight of a wider range of professionals.

The NPS provides support to offenders at court stage, this is to assess whether they are a potential adult at risk or have care and support needs.

NPS London's Suicide Prevention Forum has focused on supporting prisoners at risk, raising awareness amongst staff of work being undertaken in the community and prisons for those at risk of heightened of harm. For example, service users with learning disabilities who are being financially exploited by other young people/ gangs who might use their property for parties/ deal drugs/ store weapons (county lines).

In 2019/20, NPS will continue to implement the Quality and Improvement Plan related to adult safeguarding. NPS will encourage discussion in team meetings of adult safeguarding to share learning and support staff. This is especially a focus in MAPPA and the new Four Pillars Approach to risk management.

Hackney Community Voluntary Service

We have had a number of achievements around Safeguarding in 2018/19, these include:

- Improving safeguarding awareness amongst grant applicants
- Hosting three sessions on Making Safeguarding Personal
- Supporting the faith sector, refugee and migrant communities to keep safeguarding on their agenda
- Conducting a service user's survey to measure the extent the VCSE puts safeguarding on the board agenda.
- Maintaining our role to eliminate violence against women and girls as well as female genital mutilation by influencing understanding and action at policy level and community level
- Supporting the sector to understand the importance of supervision and whistle blowing
- Making information about adult safeguarding more accessible on our website by ensuring that there is a wider range of documents available to staff

- Developing information on equality to ensure that all demographics are supported

Over the last year Hackney CVS has continued to spread the word about safeguarding adults, particularly those most at risk. Across the community and voluntary sector we adopt a ‘friends, family and neighbours’ approach to protect adults from harm. This enables volunteer led and smaller groups to learn out of hours in their own setting. In Hackney, safeguarding champions deliver support in community-based settings through presentations, which explain safeguarding in simple terms and in a way that is relevant to their lives. We have made strides to reach parts of the sector that need awareness sessions out of business hours and we have made progress with communicating with refugee and migrant communities, organisations that work with Muslim communities and adults aged 50 plus.

In the forthcoming year, Hackney CVS aim to:

1. To ensure safeguarding adults is on the voluntary and community sector (VCS) management committee agenda
2. To respond to the learning and development needs of safeguarding leads
3. To support the new adult safeguarding champions and existing champions to jointly deliver the awareness sessions out of hours and represent the diversity of city and hackney workforce
4. To develop cross borough connections to inform the national safeguarding policy agenda and shape the safeguarding learning needs across the VCS
5. To work closely with CHSAB partners and increase roll out of mental health awareness
6. To focus on collaborative work between CHSAB partners and VCS organisations
7. To collaborate with more CHSAB partners to hold community clinics and 1-1 sessions in community setting.

The Advocacy Project

The Advocacy Project is pleased to have joined the Board this year. We work in partnership with the voluntary and community sector and are the lead provider of advocacy across the London Borough of Hackney. As well as advocacy we undertake a range of other activities in the Borough such as peer mentoring schemes for people with lived experience of mental health and an innovative pilot project on personal health budgets.

The organisation has experience of safeguarding across all care groups in a variety of settings ranging from secure forensic units like Broadmoor Hospital, to eating disorder units, children’s hospitals like Great Ormond Street, and in community settings. We are also aware of our “transient” duty of care for citizens, residents, and volunteers.

We have made sure that safeguarding is fully established in our organisation. A robust safeguarding policy is in place, which provides clear advice on how advocates should manage safeguarding concerns. Escalation processes are in place if issues need to be reported. There is a dashboard in place to review safeguarding, complaints and whistleblowing; this information is provided to the Advocacy Project Board for oversight. The HR, Remuneration & Policy Committee maintains oversight of DBS checks and attendance at safeguarding training to ensure staff are appropriately equipped to do the role. There is also a staff survey to explore whether people feel able to speak out about concerns and the results are reported to the board.

The Advocacy Project put a strong emphasis on 'prevention is better than cure', we work closely with care and community groups to explore what local people understand by safeguarding and how to keep safe. We are applying the principles of co-production to the work. Workshops and focus groups are being scheduled in care homes across the boroughs in which we work to explore these issues. We are also holding focus groups on these same issues with people with lived experience of mental health, and also those with a dual diagnosis of learning disabilities and mental health. We hope to collaborate with CHSAB on taking this work forward and sharing the learning from it.

We have information on safeguarding that we will provide to public, this is in a range of formats including easy read and multiple languages.

Healthwatch City of London and Healthwatch Hackney

During this annual report period Healthwatch Hackney held the contract for Healthwatch City of London, so whilst they are separate entities this is a joint report. As we are not a provider organisation we would not typically deal with as many safeguarding concerns in comparison to other organisations. Despite this we still have a strong commitment to the safeguarding agenda and in the last year we have achieved the following:

- We have continued to promote Safeguarding awareness and ensured our board, staff and volunteers are provided with training around safeguarding
- We have promoted safeguarding awareness and ensure the board engages effectively with Hackney people by advising on approaches to public involvement.
- We will continue to promote safeguarding awareness to the public and in non-safeguarding specific meetings and forums.

Appendix A:

CHSAB Annual Strategic Plan 2018-2019

Appendix One: City and Hackney Safeguarding Adults Board Annual Strategic Plan 2019/20

The CHSAB Plan addresses the five core outcomes contained in the CHSAB's Strategy for 2015 - 2020.

Partner	Lead
London Fire Brigade Hackney (LFBH)	Narinder Dail
City of London Corporation (CoL)	Andrew Carter/ Chris Pelham
Homerton Hospital (HUHFT)	Catherine Pelley
City & Hackney CCG (CHCCG)	David Maher / Mary O'Reardon
Hackney CVS (HCVS)	Kristine Wellington
Hackney Met. Police (HMPS)	Sue Williams
City of London Police (CoLP)	Anna Rice
Barts Health NHS Trust (BHHNST)	Sam Spillane
London Borough of Hackney (LBH)	Anne Canning / Simon Galczynski
The Advocacy Project	Judith Davey

Sub-group	Chair
Quality Assurance	Jenny Singleton
SAR & Case Review	Chris Pelham

Task & Finish Groups	Lead
Homelessness and Safeguarding	John Binding/ Ian Tweedie
Service User Engagement	Adi Cooper
Workforce Development	Zak Darwood

Partner	Lead
London Fire Brigade City of London (LFBCoL)	Leo Back
London Ambulance Service (LAS)	tbc
East London NHS Trust (ELFT)	Dean Henderson
Public Health (PH)	Nicole Klynman
Healthwatch Hackney & CoL (HWH)	Jon Williams
National Probationary Service (NPS)	Stuart Webber
City & Hackney Safeguarding Children Board (CHSCB)	Jim Gamble / Rory McCullum
Housing Providers	Nick Hodgskin
London Community Rehabilitation Company	Kauser Mukhtar

Sub-Committee	Chair
City of London	Dr Adi Cooper

Principle 1 : Choice and Empowerment – people make informed decisions and choices, and manage the risks they take..				
Priority Outcome	Action	Method	Lead	Target Date
1. Making Safeguarding Personal (MSP) is embedded in practice and the culture of all partner organisations	1.1 Data relating to MSP will be reviewed by the Board on a quarterly basis	<ul style="list-style-type: none"> Partners data will be analysed to ensure that the individual at the centre of the safeguarding process is involved and asked about the outcomes they want. The Board will undertake audits in cases where people were not satisfied with the outcome of their safeguarding enquiry or were not asked about outcomes 	QA subgroup	
	1.2 Partners demonstrate that MSP has been embedded into their organisations	<ul style="list-style-type: none"> Partners, provide examples of specific changes or best practice that they have adopted in relation to MSP. Bespoke support should be offered to organisations who are continuing to develop in this area. Partners to provide evidence of person-centred work at the six monthly review of priorities and in their annual self-audits. 	Executive Group	
2. The Mental Capacity Act (MCA) is applied appropriately so that the principles and best interests process places the person at the centre of decisions	2.1 To review Mental Capacity and Best Interest Assessments across the partnerships.	<ul style="list-style-type: none"> Review partner data around MCA and BI assessments to assess whether these have appropriately been applied . 	QA subgroup	
	2.2 To ensure staff are giving effective consideration to MCA principles and the Best Interest process.	<ul style="list-style-type: none"> MCA and BI assessments are audited via internal, peer and multi-agency case file audits 	QA subgroup & Head of Safeguarding	

	<p>2.3 Staff are supported to build their knowledge of the complexities in implementing the Mental Capacity Act 2005.</p>	<ul style="list-style-type: none"> Bespoke learning and development programmes are put in place across the partnership to provide on-going support to staff to undertake mental capacity assessments 	<p>Workforce Learning Development/ SA Leads</p>
<p>Principle 2: Listening and Engaging – using the views and experiences of our service users, patients, carers and staff to improve and develop services across the partnership.</p>			
<p>3. Build community resilience by making the public, aware of adult safeguarding issues that may affect them, particularly groups the CHSAB has had limited engagement with previously</p>	<p>3.1 Raise awareness of safeguarding in the community and voluntary sector, with specific focus on building safeguarding awareness for those we have had limited engagement with previously</p> <p>3.2 Gather both qualitative and quantitative data to assist in identifying areas of focus for prevention work</p> <p>3.3 The Board will identify how to effectively hear from people who have received safeguarding services</p>	<ul style="list-style-type: none"> Partners to provide data in their QAF returns in relation to the safeguarding awareness raising that their organisations have undertaken with frontline staff and service users. To identify what safeguarding referral data will assist in identifying the impact that safeguarding awareness raising has had on different communities Create a variety written materials that can be provided to service users e.g easy read/ multi-language leaflets and newsletters for residents Train a second group of Safeguarding Champions so that they can build awareness of safeguarding within their own communities Provide awareness raising briefings to residents so that they can provide peer-to-peer support Obtain feedback from service users regarding issues that are important to them Analyse concerns that did not meet the s42 threshold to identify any trends and what this means for the focus of our preventative work Healthwatch and safeguarding leads across the partnership to identify how best to engage with those who have used safeguarding services 	<p>HCVS / QA subgroup/ User Engagement T&F group</p> <p>User Engagement T&F group/QA subgroup</p> <p>User Engagement T&F / Safeguarding Leads</p>

Principle 2: Listening and Engaging – using the views and experiences of our service users, patients, carers and staff to improve and develop services across the partnership.				
Priority Outcome	Action	Method	Lead	Target Date
4. Staff are supported to work effectively to support and protect those in need	4.1 To ensure that staff have the tools and support required to enable them to work effectively within safeguarding	<ul style="list-style-type: none"> To develop the workforce learning and development process to identify how to provide appropriate support and training opportunities to frontline and strategic staff . To provide a bespoke training package across the partnership and regularly evaluate training to ensure that it meets the needs of the workforce Arrange a multi-agency forum where staff can meet to learn and feedback their experiences to the Board so that this can influence future work streams Provide regular updates to staff via the staff reference group and a CHSAB newsletter for professionals 	Workforce Learning Development T&F	
Principle 3: Standards and Accountability – people at risk of abuse or neglect using care and support agencies get safe and appropriate services that keep them safe and respect their dignity at all times.				
5. The Board ensures the legal literacy of professionals within the City and Hackney	<p>5.1 The Board will agree a framework for risk management with a focus on balancing autonomy and risk</p> <p>5.2 To ensure that partners sign up to guidance released by London ADASS and LGA</p>	<ul style="list-style-type: none"> To agree shared principles that underpin assessing and managing risk, including recording and escalating arrangements and integrating MSP Ensure that all partners sign up to the revised pan London Policy and Procedures, and the London Information Sharing Agreement and aware of their obligations in respect of this. An approach on implementing LGA guidance on concerns and s42 enquiry thresholds is identified and adopted once published. 	<p>Workforce Learning and Development/ Safeguarding Leads</p> <p>CHSAB Manager</p>	

			Safeguarding Leads
<p>6. The Board works across partnerships and Boards and staff towards a joint commitment to support people's well-being and to keep them safe</p>	<p>5.3 The Board will provide guidance to staff regarding the management of safeguarding enquiries</p> <p>6.1 The Board will work collaboratively across the partnership to ensure that adult safeguarding has an influence in all relevant initiatives across City and Hackney</p>	<ul style="list-style-type: none"> To develop guidance providing clarity on 1) when to close a case, 2) which cases require multi-agency working Agree the Modern Day Slavery Strategy and Protocol with the Safeguarding Children's Board and Community Safety Partnership Obtain regular updates on the delivery of the VAWG Strategy at the CHSAB Continue to co-operate with the LBH Community Strategy by attending the CSP Board and completing work identified 	<p>CHSAB Manager/ LBH Head of Safeguarding</p>
<p>7. Transparency of CHSAB activity through communication, self-audit and mutual challenge</p>	<p>7.1 The core business of the Board is delivered</p>	<ul style="list-style-type: none"> Partner agencies complete the annual self-audits (SARAT) The Chair of the Board undergoes an appraisal of their performance 	<p>Executive/ CHSAB Manager/ SAR subgroup</p>
<p>8. The Board to develop its strategy for 2020 – 2023</p>	<p>8.1 The CHSAB will develop its Strategy for 2020-23 identifying how it will continue to support adults at risk in Hackney and City of London and reduce the risk of neglect and abuse</p>	<ul style="list-style-type: none"> The Board Strategy for 2015-20 will be evaluated to determine its effectiveness and how the Board has performed in relation to the objectives it set The Board will engage its partners to determine objectives and principles for the new strategy Identify how service users can influence the strategy with the assistance of Healthwatch Use qualitative and quantitative data to identify the safeguarding needs of the community 	<p>All partners / CHSAB Manager / Healthwatch</p>
Progress and Impact			

Principle 4: Access and Protection – City and Hackney residents have fair and equitable access to all services across the safeguarding partnership.				
Priority Outcome	Action	Method	Lead	Target Date
9. Advocacy is appropriately offered and provided to those people that need it	9.1 To ensure that advocacy is engaged where required by the law and people are offered the option to engage advocates	<ul style="list-style-type: none"> To raise awareness of the importance of advocacy across the partnership and with service users. To review data in relation to advocacy, this includes the use of IMCA, IMHA, Care Act and general advocates 	QA subgroup/ Advocacy services	
10. Advocacy is appropriately offered and provided to those people that need it	<p>10.1 Promote safeguarding in the implementation of the integration model to ensure that safeguarding expertise is present throughout the transformation process</p> <p>10.2 Agree interagency arrangements for safeguarding adults with an emphasis on case coordination. This should be piloted in a quadrant of the new neighbourhood model</p>	<ul style="list-style-type: none"> Ensure that copies of SARs and their learning is disseminated across the transformation process work streams To ensure that we obtain regular feedback from the transformation work streams To seek frequent updates on the delivery of the neighbourhood model across City and Hackney To ensure that safeguarding data is routinely shared with project leads to inform their work To identify ways in which adult safeguarding can influence the work of the neighbourhood model 	All partners/ Integration representative	
11. Ensure that the safety and well-being of homeless is central to the commissioning, delivery and assurance reporting arrangements in the City of London	11.1 Work with partners to address safeguarding issues affecting people who are homeless or rough sleeping	<ul style="list-style-type: none"> Build upon cross borough CHSAB work that has been initiated by the Homelessness and Safeguarding T&F group Implement learning from the four Borough SAR To review all deaths of rough sleepers within City of London and London Borough of Hackney 	All partners / Neighbourhood Model Representative	
			LBH Head of Safeguarding / CoL Service Manager	

Principle 5: Prevention – people at risk of abuse or neglect are able to protect themselves from harm and help each other.				
Priority Outcome	Action	Method	Lead	Target Date
12. Developing overarching principles to support a transitional safeguarding approach for working with adolescents and young adults	12.1 Assurance to be sought that the safeguarding needs of older children and young adults is being met	<ul style="list-style-type: none"> Monitor and support the City of London's Early Help pilot being offered to young adults up to the age of 25 and evaluate the impact that this has Develop a mechanism for ensuring that all thematic safeguarding reports submitted to the CoL Sub-Committee actively consider implications for young adults Work with the Safeguarding Children's Board to develop joint principles in relation to transitional safeguarding Ensure the delivery of the actions identified at the Inter-Board Transitional Safeguarding Workshop in March 2019 	CoL Directorate / CHSAB Manager/ CHSCB Manager	
13. Support initiatives around Social Isolation and Wellbeing wider safeguarding issues within the City of London	13.1 Ensure all commissioning and direct delivery of services in the City of London Corporation that are addressing social isolation actively address risk of emerging and evident safeguarding and concerns.	<ul style="list-style-type: none"> Updates on the delivery of the Social Wellbeing Strategy and any thematic indicators to be reported to the City Safeguarding Sub Committee 	CoL Safeguarding Sub Committee	
14. Learn from SARs to prevent issues reoccurring	14.1 Ensure that partners have embedded learning from SARs into practice	<ul style="list-style-type: none"> Learning from SARs is widely disseminated Undertake deep dives and audits to review areas where improvements have been made following SAR recommendations to ascertain whether recommendation has been embedded into practice To identify how to ensure that previous SARs continue to influence our partners work and are conveyed to staff 	SAR subgroup / QA subgroup	

Appendix B

CHSAB SAR Learning Event

Appendix Two: City of London Strategic Plan 2019/20

CITY OF LONDON STRATEGIC PRIORITIES ACTION PLAN			
1) Ensure that the safety and well-being of homeless is central to the commissioning, delivery and assurance			
Action	Objective	RAG	Comments
1	Build upon cross borough CHSAB work that has been initiated by the Homelessness and Safeguarding T&F group		
2	Implement learning from the four Borough SAR		
3	To review all deaths of rough sleepers within City of London and London Borough of Hackney		
2) Develop overarching principles to support a transitional safeguarding approach for working with			
4	Monitor and support the City of London's Early Help pilot being offered to young adults up to the age of 25 and evaluate the impact that this has		
5	Develop a mechanism for ensuring that all thematic safeguarding reports submitted to the CoL Sub-Committee actively consider implications for young adults		
3) Support initiatives around Social isolation and Wellbeing wider safeguarding issues within the City of London			
6	Updates on the delivery of the Social Wellbeing Strategy and any thematic indicators to be reported to the City Safeguarding Sub Committee		

Children and Families Service 2017-18 Full Year Report to Members

CABINET MEETING DATE (2019/20) 16th October 2019	CLASSIFICATION: Open If exempt, the reason will be listed in the main body of this report.
WARD(S) AFFECTED All Wards	
CABINET MEMBER Cllr Anntoinette Bramble Deputy Mayor	
KEY DECISION No	
GROUP DIRECTOR Group Director Children Adults and Community Health	

1. CABINET MEMBER'S INTRODUCTION

I have requested this report from the Group Director for Children, Adults and Community Health Directorate. My role as Lead Member for Children's Services requires me to ensure that the Local Authority fulfils its legal responsibility for safeguarding and promoting the welfare of children and young people in Hackney. As such, I wish to ensure that services with the important mandate of protecting Hackney's most vulnerable children and young people from risk of harm are understood across all areas of the Council. Case studies and direct quotes from children and young people are included in the report to help Members get a better picture of the services provided.

2. GROUP DIRECTOR'S INTRODUCTION

Children's services in Hackney work in partnership to protect children and keep them safe from harm and help them thrive. The Children and Families' Service is the key service designed to protect children by working with families to support safe and effective parenting where children are at risk of significant harm. Where it is not possible for children to be safely cared for within their family network, the local authority will look after those children. This full year report provides Members with oversight of activities within the Children and Families' Service including performance updates and information about key service developments and information about vulnerable adolescents and adoption. The report also includes information on Young Hackney, the Council's early help, prevention and diversion service for children and young people aged 6-19 years old and up to 25 years if the young person has a special education need or disability. Information on the Service's work with children and young people through Hackney of Tomorrow (Hackney's Children in Care Council) is included in the report as well as feedback from children and young people throughout the report.

3. RECOMMENDATION(S)

Cabinet is asked to:

- **Endorse the report.**
- **Take note of information held within the report.**
- **Recommend this report to Council.**

Council is recommended to:

- **Note the report.**

4. REASONS FOR DECISION

The report is for information and endorsement only

5. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Not applicable.

6. BACKGROUND

This report summarises progress against priority areas for the service.

6.1 Policy Context

This report summarises progress against priority areas for the service.

6.2 Equality Impact Assessment

There are no new decisions within the report that require an Equality Impact Assessment.

6.3 Sustainability

There are no issues within the report that impact on the physical and social environment.

6.4 Consultations

The report does not contain any issues or decisions that require consultation.

6.5 Risk Assessment

There are no proposals for action that require a risk assessment.

7. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

This annual report covers the period 2018/19. The outturn for 2018/19 for the Children and Families Service on a net budget of £58m was an overspend of £362k after use of grants and reserves of £4.2m including a drawdown on the Commissioning Reserve of £3m. There has been a requirement to draw down from the Commissioning Reserve since 2012/13 due to the increased number of children in care and a shortage of in-house foster carers.

The financial position for 2019/20 is a net budget of £58.4m for the Children and Families Service, and the service is forecasting to overspend by £1m (as at August 2019), after use of reserves and drawdown of grants totalling £5.8m (including full use of the commissioning activity reserve of £2.3m). The main budget pressures are in

relation to looked after children (LAC) placements within Corporate Parenting, young people held on remand within Youth Justice and staffing in several areas across the services.

The increase in commissioning costs has been driven by an increase in the number of looked after children since 2011/12, and this trend looks to continue through 2019/20. In particular, there has been an increase in residential placements since 2015 adding considerable budget pressures with an average annual unit cost of £200k.

We are also seeing a rise in the number of under 18s in high-cost semi-independent placements. Where young people in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages.

There are a number of service initiatives in place which alongside improving the experience for young people are aimed at containing the cost pressure in these areas of high unit cost. These include the Family Learning Intervention Project, specific edge of care workers and the cross-borough residential project. The impact of these will be monitored on an ongoing basis.

There remains a large proportion of children being placed with independent fostering agencies (IFAs) due to a shortage of suitable in-house foster carers. The cost of an IFA placement is significantly greater than that of an In-house placement. The service continues to work to recruit more in-house foster carers including a project with ICT colleagues which has seen the webpage overhauled and simplification of the application process.

The pressures in the service have been recognised by the Group Director - Finance & Corporate Resources with a total growth of £7.4m included in the base budget between 2012/13 to 2019/20.

The Children and Families Service has continued to make significant contributions to the efficiency agenda of the Council. Over the previous eight years the service has delivered £11.3m savings with a further £0.2m being delivered in 2019/20.

8. VAT Implications on Land & Property Transactions

There are no VAT implications in this report.

9. COMMENTS OF THE DIRECTOR, LEGAL & GOVERNANCE SERVICES

The report raises no specific legal issues, but Legal Services will assist in providing advice, should specific issues arise.

APPENDICES

The Children and Families Service 2018/19 Full Year Report to Members.

EXEMPT

Open.

BACKGROUND PAPER

None.

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Cabinet

16 October 2019

**CHILDREN AND FAMILIES SERVICE
FULL YEAR 2018-19 REPORT TO
MEMBERS**

NON KEY DECISION

Appendix 1

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October 2019

Children and Families Service

Full Year Report to Members 2018/19

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Legend

 Progress on service priorities	 Feedback	 Strengths	 For information
 Service description	 Case studies	 Areas for development	

A number of case studies and direct quotes from children and young people are included within this report. All names and identifying details are anonymised.

Foreword



Councillor Antoinette Bramble
Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care

It gives me pleasure to introduce the Children and Families Service 2018-19 Report to Members. Over the past year, our skilled and committed workforce has continued to strive for excellent outcomes for our children and families and maintained their commitment to continuous learning and development in response to changing needs. Feedback from Ofsted following a short focused visit in February 2019 identified some areas where we needed to take immediate action. I have received regular updates from the Children and Families Service management team about how we are addressing these actions and I am pleased to see how far we have progressed in the last few months. I want to thank our strong and skilled workforce for making changes quickly and working in a committed way towards embedding these.

2018/19 has been another very busy and productive year for the Children and Families Service. Demand for services continues to increase, against a background of financial challenges across the country for social care services. The Children and Families Service continues to explore innovative approaches to addressing need within Hackney.

The Children and Families Service has worked to review and align the Children and Families Service values with the relaunched Council values. These core values for the Children and Families Service form ethical standards that inform everything that we do. Our aim at all times is to be:

- Collaborative and respectful
- Innovative and creative
- Child and family focused and responsive to wider context
- Strength-based and reflective
- High aspirations for children
- Purposeful, timely and solution focused

Please see the appendix to read about these values in more detail.

The Hackney Child Wellbeing Framework has also been further developed and re-launched - the wellbeing framework is the Hackney partnership's thresholds document and now includes additional information related to extra-familial risk, as well as a Context Wellbeing Framework to support the local partnership to assess risk in extra-familial contexts such as peer groups, schools and neighbourhoods.

In the last year the Hackney Young Futures Commission has been set up to involve young people in decisions that affect them. It is led by young people and aims to find out how young people view Hackney as a place to live, the changes they would like to see, and how they want to be involved in the decisions that affect their lives. This was a key manifesto commitment in 2018. I look forward to the findings from this commission and working with partners across the Council in responding to these.

I look forward to building on our successes and learning from our challenges into the coming year.

Overview of Performance



4,190 referrals were received in 2018/19 – a 6% decrease compared to the previous year when 4,433 were received.



16.5% re-referrals were made within 12 months of a referral during 2018/19 – an increase compared to 15.6% in 2017/18.



4,290 assessments were completed in 2018/19 – a 3% decrease compared to 4,438 in 2017/18.



194 children were on Child Protection Plans as at 31st March 2019 – a slight decrease compared to 200 as at 31st March 2018.



23% of children who became subject to a Child Protection Plan, were subject for a second or subsequent time during 2018/19 – an increase compared to 14% in 2017/18.



177,299 attendances at Young Hackney provision, including commissioned services, by children and young people during 2018/19 – a 7% increase compared to 165,283 in 2017/18.



405 children were looked after as at 31st March 2019 – a 6% increase compared to 381 children in care as at 31st March 2018.



212 children entered care in 2018/19 – a slight decrease compared to 217 entering care during 2017/18.



119 young people aged 14-17 entered care in 2018/19 – a 12% increase compared to 106 young people aged 14-17 entering care in 2017/18. The 14-17 year old cohort represented 56% of the total number of children that entered care in 2018/19, compared to 49% in 2017/18.



13% of looked after children had three or more placements in 2018/19 – an increase compared to 11% in 2017/18.



65% of looked after children under 16 looked after for at least 2.5 years who have been living in the same placement for at least 2 years in 2018/19 – an increase compared to 62% in 2017/18.



308 care leavers aged 17-21 were being supported at the end of March 2019 – an increase compared to the end of March 2018, when 301 care leavers were being supported.

Priorities for the Children and Families Service in 2019/20

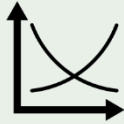
Our identified priorities for the year ahead include to:



Review and reiterate the centrality of the child's lived experience to how we work in Hackney and ensure that the child's lived experience is embedded in all of our processes



Ensure the timeliness and effectiveness of social work practice and interventions to safeguard children from harm



Ensure the quality and effectiveness of managerial oversight and supervision to ensure that children's circumstances improve within their timeframe



Carry out an extensive review of Early Help services to ensure that a comprehensive, consistent and responsive early help offer, based on current best evidence, is in place for all children and young people in Hackney

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Continue to invest in the workforce across the Children and Families Service, with a particular focus on improving the diversity of our workforce, especially at a management level



Move to a 'business as usual' model for delivering Contextual Safeguarding and continue to develop our response to adolescent vulnerability and extra-familial risk, including in the context of their peer group relationships, school environments and the community, linking this work with our Trusted Relationships project



Continue our drive to recruit and retain more in-house foster carers, including through the introduction of the Mockingbird model and the launch of our first hub homes in 2019



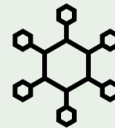
Ensure that we have the right placements to provide stability for our more complex adolescents who are looked after, including through our involvement in the East London residential project and exploring joint commissioning opportunities with other local authorities



Work more closely with schools regarding support for children in need and young people at risk of school exclusion



Refresh our Corporate Parenting Strategy to reflect greater corporate responsibility for looked after children and care leavers, and reflect the current views of a wider group of children and young people through the broadened membership of our Children in Care Council



Further develop our communications to ensure care leavers can access dynamic and interactive information about our Care Leaver Offer.



Introduce the internationally recognised Safe and Together model to strengthen our response to domestic abuse across the partnership



Respond to the findings of the Hackney Young Futures Commission



Ensure that issues relating to identity, diversity, inequality and discrimination are considered and addressed in all aspects of our work, and that we progress improvements identified through the corporate Young Black Men programme



Strengthen our safeguarding reach into out of school settings and hard to reach communities

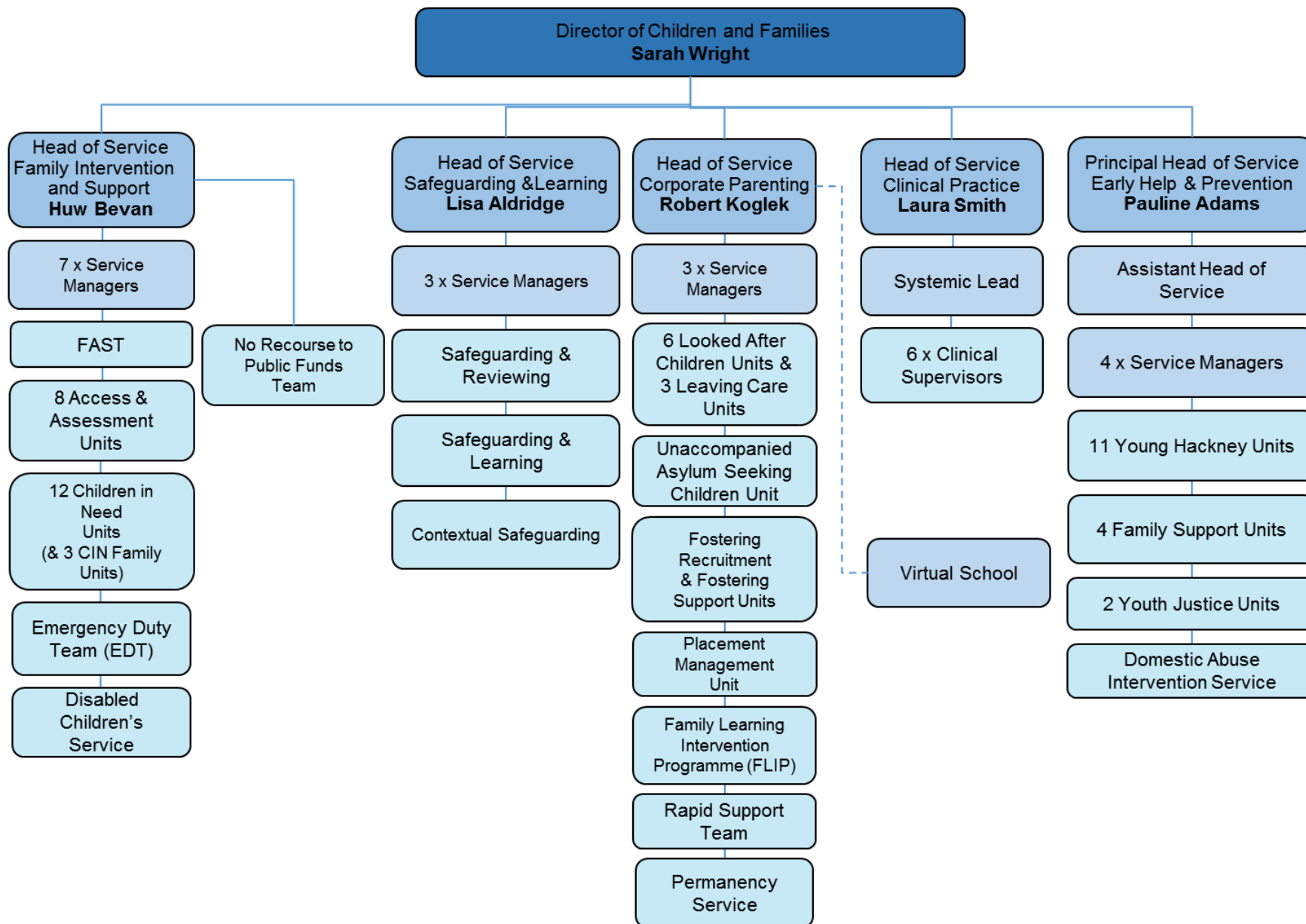


Our service priorities shape and drive our improvement work. These are deeply embedded in all aspects of our everyday practice and have been highlighted throughout the report with the stars symbol.



Children and Families Service Structure Chart

Children and Families Service Management Structure



Ofsted focused visit – *Update following February 2019 visit*

Ofsted visited Hackney in February 2019 to undertake a 2-day review of the arrangements for children in need and those made subject to a Child Protection Plan. Following the visit, Hackney was required to submit a draft action plan to Ofsted addressing two areas identified for priority action and the other areas for development included in the focused visit outcomes letter. The action plan was submitted to Ofsted on 29th March 2019.

Priority action 1. The timeliness and effectiveness of social work practice and interventions to safeguard children from harm

A monthly Progress and Tracking Meeting, chaired by the Head of Family Intervention and Support, has been established to routinely review all Children in Need and Child Protection Plan cases at key checkpoints of 9, 12 and 15 months. An audit of plans in August 2019 showed that in 75% of cases, auditors found that goals were relevant to the child's needs and in line with their timescales, with a further 25% partially meeting the standard. No cases did not meet the standard.

Assessment checkpoints (at 15 days) have been established to ensure more timely decision making is taking place around escalation and de-escalation during assessment and more proportional assessment overall. There has been an improvement in the completion of assessments within 45 working days - this was at 80.1% at the end of August 2019 compared to 62.6% at the end of April 2019.

Critical questions' have been developed and distributed to staff, included in goal-oriented practice development sessions, the new guidance for plans and review, and Practice Standards. Positive feedback about the practice standards has been received from practitioners about the support and clarity they give to case work.

Priority Action 2. The quality and effectiveness of managerial oversight and supervision to ensure that children's circumstances improve within their timeframe.

Service manager capacity has been increased across the service on a temporary basis to improve targeted oversight activity, including audit, dip-sampling and case tracking. Service Manager capacity in the longer term is being reviewed over the coming months. The Progress and Tracking Meeting, chaired by the Head of Family Intervention and Support, has been established to routinely review all Children in Need (CIN) and Child Protection Plan cases at key checkpoints and an audit in August 2019 found that:

- In 75.6% of CIN cases over 9 months old, there was evidence of service manager review.
- In 85% of audited cases, the service manager review was rated as either 'Yes' or 'Partially' in relation to providing clear case direction or supporting proactive change in the case formulation, plan or risk assessment.

The ability of the service to robustly performance manage children's cases has been improved by the accelerated implementation of the new data performance system - 'Qlikview.' Services are using the data system to monitor and challenge performance at their management team meetings and the fortnightly Performance and Practice Oversight Group, chaired by the Director of Children and Families, is providing strategic level challenge.

3. Children's daily lived experiences to be central to all work

Guidance and management direction has been shared with all staff to ensure that all case discussions and meetings include a review and reflection on the child's lived experience and how this is explicitly informing risk analysis and the actions within the continuing intervention, and that this discussion is clearly recorded and evident on all case files.

Development sessions have taken place with all frontline managers across the service targeting improvements in goal focused practice that re-emphasises the child at the centre of all assessment and planning. Planning and review documents have been revised to be structured around the child's daily lived experience. Additional development sessions on the use and approach expected from the new planning and review documents are being delivered to staff. Casework audit tools have also been revised to place a greater emphasis and priority on evidencing the child's lived experience.

Audits in August 2019 found:

- In 84% of cases, auditors found the child's lived experience was fully or partially captured in case discussions.
- In 83% of cases auditors found that plans and reviews were written in child and family friendly language.

4. The application of thresholds to protect children on child in need plans when risks escalate or children's circumstances do not improve within children's timeframes

In addition to the developmental focus on better planning through improved goal setting, time limited actions and understanding the impact on children's development, the service is publicising and directing case holding staff and managers to focus on 'Critical Questions' to form the basis of ongoing case discussion and individual and peer challenge:

- How does the child feel, what do they want, and what is day-to-day life like for them?
- Is the immediate safety of the child assured?
- What needs to change for us to be less worried, and are changes happening quickly enough?
- What would life be like for the child in the long-term if things do not change?
- Are we putting the right interventions in place to support the change we need to see?
- What needs to happen if things do not change?

Over 100 partnership frontline staff and managers have attended development sessions on understanding the revised Hackney Child Wellbeing Framework over the summer 2019.

The percentage of re-referrals within 12 months of a previous referral from April-August 2019 was 16.7%, significantly below the national average of 21.9% at the end of March 2018.

5. Performance data regarding the timeliness and impact of social work practice to improve children's circumstances

The ability of the service to robustly performance manage children's cases has been improved by the accelerated implementation of the new data performance system - 'QlikSense.' Access to consistently high quality performance information had already been identified as a significant challenge for the Service, and the new system was already in development at the time of the focused visit. Additional ICT capacity has been put in place to bring forward the full implementation of the system. The system is being used to provide live performance data to managers across the service on timescales for case review, and critical indicators such as visits to young people, and the recording of management oversight. Following the implementation of 'QlikSense', staff and managers have provided positive feedback about the real time support provided by improved data in performance managing key areas of practice. This is resulting in increasing timeliness of individual case discussions through unit meetings, and an improvement in the timeliness of visits, as well as an improvement in the completion of assessments within 45 working days - this was at 80.1% at the end of August 2019 compared to 62.6% at the end of April 2019.

6. Plans to be more specific and detailed about what needs to change and by when

The developmental sessions and revisions to recording templates are predicated on delivering more specific and focused planning, in particular about what needs to change for us to be less worried about a child's situation and by when.

In addition new guidance has been shared with all staff on understanding and assessing 'parental capacity to change.' Managers are driving the use of the new guidance in unit meetings and individual supervision, and feedback is being routinely gathered.

Audits about the quality of plans in August 2019 found that:

- In 75% of cases, auditors found that goals were relevant to the child's needs and in line with their timescales, with a further 25% partially meeting the standard. No cases did not meet the standard.
- In 92% of audited cases the standard of clarity on what needs to change and by when, was either fully or partially met.

7. The greater consideration of men, including abusive partners, in risk assessments

The Domestic Abuse and Intervention Service (DAIS) has link workers for the Children in Need Teams and for FAST (the front door service) to ensure more robust early intervention and engagement with families where domestic abuse is an identified issue, and that planning and assessment is better informed by the support of specialist staff. A new contact setting and reviewing tool based on evidence from research has been piloted in a number of cases and was promoted across the service from August 2019.

In addition a new safeguarding agreement template and safety plan templates for work with perpetrators and victims of domestic violence and abuse have been developed and shared with all staff in August 2019, together with associated practice guidance.

The roll-out of Safe and Together (an evidence-based practice model with a strong focus on perpetrators) begins in September 2019.

Developments and Innovation

Trusted Relationships Project

Hackney was successful in its bid to the Home Office Trusted Relationships Fund and our Trusted Relationships project, which became operational in January 2019, is now working to create an innovative and effective outreach and detached youth work programme with embedded clinical support. This involves working to build relationships with our most vulnerable young people in the locations they frequent, at times convenient to them, encouraging them to access support and engage with mental health services. The first shared learning event was held in November 2018 offering an opportunity to hear what other local authorities are doing across other successful outreach and detached youth work sites.

Hackney Council Staff Survey 2018

81% of CFS staff who completed the survey said they would speak highly of Hackney Council as an employer to people outside the organisation – compared to 67% overall for Hackney staff. 73% of CFS staff who completed the staff survey said Hackney Council was one of the best /above average when compared to other organisations they had worked for – compared to 60% overall for Hackney staff. 77% of CFS staff, who completed the survey, said they were satisfied with their job – compared to 71% overall for Hackney staff.

North London Social Work Teaching Partnership (NLSWTP)

In April 2018, the NLSWTP received a second tranche of funding from the Department for Education to continue activities in 2018/19. The Partnership has now expanded and comprises of: Barnet, Camden, Enfield, Hackney, Haringey and Islington Councils, the charity Norwood and Middlesex University. Colleagues from across partnership organisations have embarked upon the Leadership & Management programme delivered by the Business School at Middlesex University, including the first ever MBA in Social Work. Initial feedback is positive. A much lower funding amount has been received for 2019/20 to support sustainability planning – further funding is not anticipated. Many courses are being translated into a webinar format to support future access to learning.

City and Hackney Safeguarding Children's Partnership

In 2015, the government commissioned Sir Alan Wood to review the role and functions of Local Safeguarding Children Boards (LSCBs). The Wood Report recommendations were subsequently embedded in statute with the granting of Royal Assent to the Children and Social Work Act 2017. As a consequence, local safeguarding children's boards, set up by local authorities, are being replaced. Three safeguarding partners (local authorities, clinical commissioning groups and chief officers of police in a local area) must now make new safeguarding arrangements to work together with relevant agencies (as they consider appropriate) to safeguard and protect the welfare of children in the area. From September 2019, the City and Hackney Safeguarding Children's Partnership has been established, replacing the City and Hackney Safeguarding Children's Board. This Partnership includes Hackney Council, the City of London Corporation, the City & Hackney Clinical Commissioning Group (CCG), the Metropolitan Police Service (MPS) and The City of London Police.

Developments and Innovation

Contextual Safeguarding



Hackney Children and Families Service, in partnership with the University of Bedfordshire, received funding from the Department for Education (DfE) Children's Social Care Innovation Programme in March 2017. The Contextual Safeguarding Project is focused on reducing the risks that young people face in extra-familial contexts including risks associated with peer abuse and sexual or criminal exploitation. The project is developing new approaches and systems to support practitioners to appropriately assess risk of harm that comes from beyond a young person's family to develop and implement contextual intervention plans to actively change contexts of concern. A range of training on Contextual Safeguarding has been developed and is being delivered. Contextual Safeguarding processes to support practitioners to think about and respond to contextual risks faced by young people have been developed, and these are being piloted within the Children and Families Service (CFS). Funding for the project is due to end in March 2020, and work is focused on embedding learning and processes across CFS and moving to a 'business as usual' approach.



The Contextual Safeguarding team, in collaboration with colleagues from the University of Bedfordshire, has produced a toolkit for carrying out neighbourhood assessment to support practitioners consider how to assess and develop responses to risk. In addition an interventions website has been made available to practitioners and includes many examples of work developed in Hackney.



Hackney's Contextual Safeguarding project held a national learning event in December 2018. This was attended by over 300 delegates from agencies and local authorities across the country and was an opportunity for the project to share learning and provide updates on the projects innovative approaches to address contextual risk and implement systems change. The event included a presentation from 'Hackney Elite', Hackney's Youth Panel. Young people explained how they developed the youth panel, why they joined, what they have achieved so far, (including the development of Snapchat training) and next steps. The event was extremely well-received and has resulted in a number of requests by local authorities from across the country for more advice and support in developing their own local contextual safeguarding approaches. Feedback from participants included:

'Fabulous conference which has provided inspiration, research, strategic reflections and practical operational examples'.

'Great to hear from young people. We can often ignore their perspective in the planning process so great to see they are an integral part of the contextual approach'.

The Contextual Safeguarding team are now trained to deliver the Mentors in Violence Prevention Programme, a bystander intervention for adolescents and professionals to prevent violence and bullying in schools. School students deliver sessions to younger peers to challenge unhealthy behaviours and teach them how to support victims of abuse and safely challenge perpetrators.

The team have launched revised intervention, planning and assessment guidance, following a review of the Child and Family Assessment Framework, to better identify and respond to extra-familial risks (such as considering location observations and the use of a safety mapping tool). The updated guidance has been piloted by Access and Assessment practitioners and links to the revised Hackney Child Wellbeing Framework.

An initial framework for Contextual Safeguarding Conferences has been piloted to address risks in the context of peers, schools and neighbourhoods. This approach moves beyond current Child Protection Plans which focus on risks to individual children in the context of their families. The aim of the 'context conference' is to provide a coordinated multi-agency response that addresses the risks to vulnerable adolescents in a specific location, thereby reducing the risks to a wider cohort of young people and the wider community. Two well attended strategic multi-agency 'context conferences' were held during October 2018 to review assessments of particular locations of concern and implement a targeted partnership response to address the identified activators of harm.



Extra-Familial Risk Panel Feedback from practitioners and learning from case reviews has shown that, to ensure we have a comprehensive and streamlined response to young people facing extra-familial risks, a systems approach is needed to address the contexts in which harm occurs. A multi-agency Extra-Familial Risk Panel (EFRP) has been created to ensure consistent oversight and planning for cases where young people are at risk of experiencing or being involved in harmful behaviours outside the home. The Panel will take action to reduce extra familial harm (e.g. Child Sexual Exploitation, Harmful Sexual Behaviour, Children Going Missing, Criminal Exploitation / Gangs, Modern Slavery) both for the individuals concerned and for the contexts in which the harm occurs (e.g. peers, schools, neighbourhoods, locations). The EFRP has replaced Multi-Agency Planning (MAP) meetings for Child Sexual Exploitation and Harmful Sexual Behaviour as well as Hackney's Pre-MASE meeting and High Risk Case Forum. The fortnightly EFRP has been running since 14th November 2018. Feedback from multi-agency partners has been positive.

Contextual safeguarding approaches have been developed and implemented at the front door

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PAST are able to accept and process referrals in relation to peer groups or locations of concern. This is supporting our understanding of extra familial and peer related risk for young people and enabling the service to provide appropriate support in response.

Amalee was 14 years old and pregnant and her case was discussed at EFRP due to concerns about her vulnerability to exploitation. Multi-agency leads shared their knowledge and concerns about the case and it was discovered that the father of her unborn child was in his 30's and had possibly groomed Amalee from a young age. The Police were very proactive in their pursuit of the perpetrator and through a proactive investigation, proved that he was the father and therefore enabled his prosecution for having a sexual relationship with a minor. Amalee has been offered a high level of support from the Children's Rights Service and Empower (Safer London's Project) to help her understand the nature of coercion and control that she experienced and to support her to develop more positive models of relationships. Through this work, Amalee is safely living with her child and is no longer considered by professionals to be at risk of exploitation by professionals. Amalee is now being supported in her education and she recently proactively approached her advocate for some ongoing support around her current living situation, which highlights the positive nature of their relationship and how she has felt empowered to reach out for support when needed. Through EFPR, the risk to Amalee's peer group through association with this male has been considered and others in her peer group have been offered services to minimise their risk of exploitation.



Workforce Development

Average number of cases per children and family social worker (based on FTE counts)

	2016	2017	2018
Hackney	21	19	17
Statistical neighbour average	14	16	15
Inner London average	13	16	16
England average	16	18	17

While Hackney's published caseload numbers are higher than our statistical neighbours', our unit model provides a high level of administrative support and access to a range of support services, including the in-house Clinical Service, so practitioners can spend more time with the families they are working with. We recognise that increased demand over recent years and the greater complexities of responding to adolescent risk has placed additional pressures on frontline staff. Caseloads across CFS are monitored closely by senior managers, including via the fortnightly Practice and Performance Oversight Group, chaired by the Director of Children and Families and additional resource has been sought and agreed in areas experiencing particular pressures, including the Leaving Care Service which has seen a significant rise in the number of young people being supported through the Service over recent years.

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The Children and Families Service is committed to 'growing our own' staff and there is a comprehensive workforce development strategy in place to further develop our workforce to meet the need for accountable, flexible and highly skilled practitioners and support staff. This strategy covers recruitment and training and is managed via the fortnightly Workforce Development Board, chaired by the Director of Children and Families. There is an extensive training and learning programme which includes a comprehensive ASYE (Assisted and Supported Year in Employment) programme for newly qualified social workers with 15 social workers in placement at September 2019, a staff training programme, and service-wide Practice Development Days that all practitioners attend. Practitioners can access multi-agency training through City and Hackney Safeguarding Children Board. Additional development opportunities are also available through the North London Social Work Teaching Partnership. Hackney will be part of the sixth cohort of the Step-Up to Social Work Programme, with 7 student social workers joining the service in January 2020.

Percentage rate of social worker turnover

Hackney's excellent social worker turnover rate of 12.4% in 2018 is significantly lower than the inner London average of 19.1% and national average of 15.2%, showing the service's ability to retain high performing practitioners, in a highly competitive field. Our Consultant Social Worker and Practice Development Manager level (frontline managers) is now almost fully covered by permanent staff.

	2016	2017	2018
Hackney	11.2	12.7	12.4
Statistical neighbour average	24.5	16.4	18.3
Inner London average	22.5	15.9	19.1
England average	15.1	13.6	15.2

Agency Staff

Hackney's agency social worker rate in 2018 is higher than the national and inner London average rate. Hackney has a younger than average age of social worker in the Children and Families Service compared to most local authorities, with a higher number of staff on maternity leave and some of these posts are covered by agency workers. The Service is exploring possible options to recruit its own pool of peripatetic social workers to cover maternity leave across all service areas.

	2016	2017	2018
Hackney	24.3	26.7	27.6
Statistical neighbour average	24.2	23.0	23.3
Inner London average	23.3	27.7	25.5
England average	16.1	15.8	15.4

Workforce Development



Practice Development Day

A Practice Development Day was held in February 2019 focusing on direct practice tools. External speakers in the morning included Dr Karen Treisman, Prof. Pat Petrie and Susan Ridpath. The afternoon session took a 'marketplace' format with staff from across the service sharing direct work tools and practice techniques with their colleagues. These included speech and language therapy tools, life story work approaches, and Looked after Child Review tools amongst many others. Feedback from the day was generally positive - with 78% of those who completed a survey saying that they think the day covered relevant content which can be immediately applied to improve practice.

National Assessment and Accreditation System (NAAS)



The Department for Education (DfE) expect that the introduction of the National Assessment and Accreditation System (NAAS) will ensure a consistent way of providing assurance that child and family social workers, supervisors and leaders have the knowledge and skills required for effective practice.

Hackney is part of Phase 2 of the implementation of NAAS. This is an opportunity for Hackney practitioners to be involved with and to influence the implementation of NAAS nationwide, and to feed back to the Government about their experiences.

We are very pleased to confirm that a 12 practitioners within Hackney have achieved accreditation.

Accredited in-house systemic training

Hackney Council is the first local authority in the country to receive accreditation for its postgraduate training in Systemic Theory and Practice within Children's Social Care (Year 1). The Council's in-house postgraduate course has been accredited by the Association of Family Therapy and Systemic Practice (AFT), in a major milestone for the Council's innovative work in embedding systemic practice across its Children and Families Service. Since 2016, 31 staff have received the in-house Year 1 systemic training, and 28 staff have received the in-house Year 2 systemic training. The Service is currently in the process of gaining accreditation for Year 2 of the in-house systemic training programme.

Early Help and Prevention



Strengths/Progress

Effective Troubled Families programme - Hackney has identified and surpassed the programme target figure of 3,510 families to be worked with by March 2020. We have worked with over 5,000 families under the Troubled Families programme remit. The Ministry of Housing, Communities and Local Government (MHCLG) undertook an annual 'spot check' in April 2019 and commented that they found many examples of good work in Hackney.

Early Help & Out of Court Disposals - Of those young people that the Prevention and Diversion team worked with in 2017/18, effective interventions led to 92% of this cohort being successfully diverted from further offending, with only 8% becoming first time entrants into the youth justice system within a 12 month period.

Trusted Relationships detached outreach project - The project is working to create an innovative and effective detached outreach project that supports some of our most vulnerable young people to access support and engage with mental health services. The detached outreach team became operational in January 2019 and includes youth workers and a clinical psychologist. The team also aims to generate further insight into young people's lived experiences, through the removal of perceived barriers to access services.

Extensive and effective participatory activity with young people - This included two key pieces of research into young people's lived experience (*Critical Conversations* and *I'm Cool*). The elections for the current members of the Hackney Youth Parliament were delivered in October 2018 across schools and youth provisions, with over 12,000 young people casting their votes.



Areas for further development and actions to address

An extensive review of Early Help services was initiated in June 2019 to ensure that a comprehensive, consistent and responsive offer is in place for all children in Hackney. This review will consider options for delivering services following the cessation of Troubled Families funding, and will respond to the work being undertaken within Integrated Commissioning workstreams in relation to Neighbourhood approaches and emotional health and wellbeing and the development of CAMHS provision in schools.

Management information in relation to early help - Work is taking place to develop and improve current management information and reporting systems for early help to support management oversight and understanding of the impact and effectiveness of early help interventions as well as monitoring levels of demand.

Addressing serious youth violence - Serious youth violence, in particular knife crime, remains a significant challenge. Adopting a public-health approach, Hackney has developed a multi-agency Knife Crime Strategy aimed at reducing children's exposure to criminal, violent, and anti-social behaviour. This approach treats violence as a preventable public health issue, using data and analysis to identify causes and focusing on prevention through multi-agency systemic approaches. Whilst the work to develop the strategy is positive, and multi-agency engagement is a strength, this is a new development and the activity to deliver positive outcomes requires continued focus and drive across the partnership.

Early Help and Prevention

Young Hackney



Young Hackney is the Council's early help, prevention and diversion service for children and young people aged 6-19 years old and up to 25 years if the young person has a special education need or disability. The service works with young people to support their development and transition to adulthood by intervening early to address adolescent risk, develop pro-social behaviours and build resilience. The service offers outcome-focused, time-limited interventions through universal plus and targeted services designed to reduce or prevent problems from escalating or becoming entrenched and then requiring intervention by Children's Social Care. Young Hackney's approach to early help is based on a systemic understanding of the key relationships in a child or young person's life and, in particular, the critical influence of peers and family members.

Work with local schools



Young Hackney works closely with schools to support the delivery of the core Personal, Social and Health Education (PSHE) programme as well as to support behaviour management interventions. A curriculum has been developed that is delivered in schools and focuses on topics such as healthy relationships, substance misuse, e-safety and youth participation and citizenship.

The majority of secondary schools in Hackney have an allocated Young Hackney team who will work with them to identify students who require additional support to participate and achieve. If schools identify students who would benefit from individual support, Young Hackney will create an appropriate intervention with the school.



Jakob, aged 14, was referred to Young Hackney following his parents and school expressing concerns regarding his safety. Jakob was spending a lot of time outside of the family home without his parent's knowing who he was with and was caught 'lift surfing' which involves dangerously riding on the top of building elevators. Jakob received a diagnosis of autism spectrum disorder when he was 12. Jakob's Young Hackney worker took time to build their relationship as Jakob found it difficult to explain how he was feeling and seemed resistant to thinking about how he might be exposing himself to risks. The Young Hackney worker also supported Jakob to share what he was doing when he is out of the family home and to invite his family to join him to explore his interests and hobbies.

The Young Hackney worker has been looking at ways of reducing anxiety around Jakob within the professional network – whilst having a clear understanding and plan around risks. This has involved supporting Jakob to take a lead in developing a safety plan with the network of professionals around him, especially his school. Jakob's worker has introduced him to an architecture company to help him develop his communication skills and to think about possible career paths. The Young Hackney worker has also been a point of contact for Jakob's mother which has helped reduce her anxiety around how safe Jakob is when he is out of the house; this seems to have had a positive impact on their relationship. Since his involvement with Young Hackney, Jakob's school have reported that they feel he is happier and they no longer have concerns about his safety. Jakob and his family have reported that their relationships have improved. Jakob is now opening up to conversations about risk and is more willing to share with his family what he is doing in the community.



Universal Provision delivered through Youth Hubs

The number of named individuals accessing Young Hackney universal provision increased by 31% in 2018/19 compared to the previous year. 24,024 named individuals accessed Young Hackney provision in 2018/19, compared to 18,342 named individuals in 2017/18. There were 177,299 attendances by named children and young people aged 6-19 years during 2018/19 at the wider youth provision delivered through Young Hackney and commissioned services for young people. This is a 7% increase compared to 2017/18 when there were 165,283 attendances by named children and young people.

Individual Support - Universal Plus and Targeted Support



At any one time, Young Hackney are working with approximately 600 young people through the Early Help teams, providing tailored individual support. The most common presenting issues include: risk of sexual exploitation, behaviour, attendance and truanting, risk of offending, risk of becoming not in education, employment or training (NEET), and different cultural expectations within the family. Young Hackney targeted interventions were delivered to 947 individual young people requiring bespoke early help support in 2018/2019, including the Substance Misuse and Prevention and Diversion teams. This was a 7% increase from 887 young people in 2017/18.

Substance Misuse Team



The Substance Misuse Team supports children and young people aged 6-25 years who are directly affected by substance misuse, or affected through their parent's misuse. Interventions take a tailored and holistic approach that builds young people's resilience and addresses issues of family and relationships, finances, education and housing, while liaising with other services/partners as necessary. Over 2018/19, the team worked with 202 young people on a targeted basis – the same as in 2017/18. The service also delivered outreach sessions to young people in schools and youth hubs.

13 year-old Priti was referred for Young Hackney support following increasing concerns for her growing social isolation and safety in the community. The referral requested support to help Priti explore her identity beyond her disability and overcome barriers to access community activities. The Young Hackney worker was able to build a mutually respectful relationship with Priti and her family and adopted a flexible and creative approach centred on Priti's strengths and enjoyment of drama and music. In the sessions that followed, she attended a local play which featured a cast full of young actors of all ages, backgrounds and abilities. The play encouraged Priti to explore her heritage, culture, and identity, complemented by her one to one sessions with the Young Hackney worker. In other sessions, Priti had been encouraged to share songs and lyrics that resonated with how she was feeling and, over time, she began writing her own lyrics and recording these songs at the youth hub studio. Using these creative mediums, inspiring spaces and sensory aids, Priti identified her own acting ambitions, independence, and social relatability. This summer, Priti has taken part in musical performances in school and the community including at Hoxton Hall's youth arts programme, where she created her own music video and premiered it to an audience including her family. Such active participation and engagement in the wider community has raised Priti's aspirations, encouraged her active citizenship and leadership, as well as continually supporting her transition to adulthood.



The Early Help and Prevention Service also includes:

- Youth and School Sports
- Adventure Playgrounds and play streets
- Prevention and Diversion
- The Health and Wellbeing team

"Just a massive thank you from us all for delivering a fantastic PSHE programme to our year 11s over the last two days. It all went well, was very interesting and very educational".



School about Young Hackney staff

Early Help and Prevention

Family Support Service



The Family Support Service Units are primarily social work led delivering targeted support to families in need of additional and/or intensive support, including those identified as 'Troubled Families' meeting a minimum of two of six headline criteria:

- Parents and children involved anti-social behaviour
- Adults out of work or at risk of financial exclusion or young people at risk of worklessness
- Children who are not attending school regularly
- Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan
- Families affected by domestic violence and abuse
- Parents and children with a range of health problems

A referral was received in FAST about Nicky, a 12 year old girl who had experienced long absences from school. Nicky experienced acute anxiety when she was separated from her mother and was sleeping during the day and over-eating. There were concerns regarding Nicky's mother's ongoing physical and mental health that were possibly impacting directly on Nicky's wellbeing. These concerns led to a statutory social work assessment which ascertained that there were no safeguarding issues but that the family needed ongoing help and met several 'Troubled Families' criteria and the family were transferred to the Family Support Service. The Service worked in partnership with the family to: obtain a CAMHS assessment for Nicky which resulted in a diagnosis of autistic spectrum disorder and anxiety; to attend workshops for families in similar circumstances; to access Short Breaks; to help Nicky back into education and to support Nicky's mother to learn how to better respond to Nicky. Nicky is now accessing education and can better manage her feelings and behaviour; she is also growing in confidence and trying new experiences outside the family home.



Domestic Abuse Intervention Service



The Domestic Abuse Intervention Service (DAIS) joined the Children and Families Service as part of the Early Help and Prevention Service in April 2017 and is co-located with other services in CFS. DAIS works with anyone experiencing domestic abuse who is living in Hackney, aged 16 or over, of any sex and gender, and of any sexual orientation. The service assesses need; provides information and support on legal and housing rights; and supports service users with court attendance and to obtain legal protection. The service also works with perpetrators of domestic abuse to try to reduce risk. The team works closely with professionals across the Council and external partnerships and DAIS provides support through a linked worker in the First Access and Screening Team (FAST), where referrals for early help and safeguarding services for children and families are received and processed. DAIS workers provide consultation and expert advice, guidance and training to other staff in the Children and Families Service. A Domestic Abuse Housing Specialist has been seconded to the Housing Needs Service to support with the response to domestic abuse across the Housing Partnership.

DAIS received 1,322 referrals in 2018/19 – an increase of 13.5% from the 1,165 referrals received in 2017/18. There has been a year on year increase in the number of referrals the service receives with a 61% increase between 2015/16 and 2018/19.



For those victims of domestic abuse who have been identified and assessed as high risk, Hackney holds a fortnightly Multi Agency Risk Assessment Conference (MARAC), chaired by the police, and scrutinised by the Violence Against Women and Girls (VAWG) lead. 450 cases were heard at MARAC in 2018/19, a decrease of 6% from 2017/18 when 477 cases were heard. 113 (25%) of the total number of cases heard at MARAC were 'repeat' referrals. In 257 of the 450 cases (57%) there were children in the household.



The **Violence Against Women and Girls Strategy** 2019-22 was launched in May 2019; this takes a proven public health approach over the next three years to tackle and reduce causes of violence.

Early Help and Prevention

Youth Justice



The Youth Justice Service works with all young people in Hackney who are arrested or convicted of crimes and undertakes youth justice work including bail and remand supervision and supervising young people who have been given community or custodial sentences.

Young people are supported by a multi-agency team including a Forensic Psychologist, the Virtual School, Speech and Language Therapists, the Police, a Nurse, Probation Services, a Substance Misuse Worker and a Dealing Officer.



"The report was very helpful, provided a very good and detailed background and analysis."

Judge about the work of a Youth Justice Practitioner

Overall, Hackney has a relatively low proportion of 10-18 year olds involved in the youth justice system. The number of young people re-offending in Hackney within a 12 month period has remained relatively stable over the last year, from 70 at the end of March 2018 to 71 at the end of March 2019.

First time entrants (FTE)

The number of young people entering the Youth Justice System for the first time in Hackney decreased from 111 in 2017/18 to 81 in 2018/19. Hackney's first time entrant rate per 100,000 has decreased from 465 in 2017 to 285 in 2018, this is significantly lower than the 2018 statistical neighbour average (358).

Education, Employment and/or Training

Education can be a strong protective factor for young people at risk of offending. The Youth Justice Service has a strong focus on securing access to education, training and employment and is supported by the Virtual School. At the end of March 2019, 71% of young people on youth justice orders were attending and engaging in full time education, training or employment (ETE), a decrease compared to 78% at the end of March 2018. This is due to a change in the reporting rules for this data – we now include the ETE attendance of young people on post court orders, which includes older children with more previous offences and poorer educational engagement histories.

Lewis was 16 years old when he was sentenced to a 12 month Referral Order for Possession of an Offensive Weapon in a Public Place and was referred to the Hackney Youth Offending Team (YOT). At the start of his Order, Lewis was on the verge of being permanently excluded from school due to his behaviour. His YOT worker identified that Lewis may have additional needs. With support from the Virtual School, Lewis's YOT worker ensured he was assessed for an Education Health Care Plan (EHCP). Lewis's parents and his school were supported by his YOT worker to put measures in place to adjust his behaviour. Lewis's YOT worker worked with him to develop his thinking skills and reduce his triggers for impulsive behaviours. Lewis also received an assessment carried out with the YOT's Speech and Language Therapists. Once Lewis's EHCP was in place, funding meant he could attend a specialist college to meet his learning needs. On completion of Lewis's Referral Order, the behavioural and educational support provided to him saw his risk to others reduce from medium to low. Lewis experienced no further arrests or convictions over the 12 month period since he started his order. Lewis's mother was thankful for the support of the YOT team, writing a letter to Lewis's YOT worker stating "I think out of a dire situation of Lewis being arrested, a lot of good has come out of it. He has had a great support network in the Hackney YOT and we are truly thankful and grateful to all those involved who were passionate and caring... It wasn't just a service carried out; you have showed love and compassion for my son".



Family Intervention and Support Service (FISS)

Access and Assessment

Strengths/Progress

Timely and effective response at the front door - In 2018/19, 99.6% of referrals progressed to assessment within 24 hours, an increase from 97.7% in 2017/18.

Quality of assessments - Audits in 2018/19 continued to show that assessments are comprehensive, analytical and reflective. Practitioners are confident in their understanding and management of risk. The quality of assessments had an average score of 3.7 in audits completed in 2018/19 (where 1 is ineffective and 5 is highly effective).

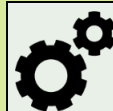
Persistence in seeking the engagement of parents in assessments

- Multi-agency audits, coordinated through City and Hackney Safeguarding Children Board, found that cases generally evidenced persistence in attempts to achieve the engagement of parents, and the audited cases also evidenced professionals specifically trying to engage fathers, including persistent attempts to engage and include fathers in assessments and interventions, and social work units thinking creatively about how to engage fathers in future work.

Improved consistency for families - the service implemented a revised process in July 2018 to ensure that families that are re-referred to statutory services within 6 months are allocated to the unit that previously worked with the family. This means that families that are referred to Hackney CFS on multiple occasions benefit from swift allocation back to units that know them rather than 'starting again' at each referral and assessment. The impact of this process change is currently being reviewed. The co-location of A&A and CIN 'buddy' units means that units share their knowledge of families and ensure seamless transitions following assessment.

Effective and child-focused assessment work in child sexual abuse cases

- Multi-agency audits on the theme of child sexual abuse within the family, coordinated through City and Hackney Safeguarding Children Board, found that children and their families feel that their views have been heard and this leads to improvements in the help and support that they receive. The audits found evidence of age appropriate and creative methods being used by social workers to engage children and young people.



Areas for further development and actions to address

Assessment timescales - The Dispensation in relation to assessment timescales was in place in Hackney until March 2019; historically, average timescales were longer than elsewhere in the country. This dispensation has now been removed and the service is realigning practice to ensure improved performance against the national standard of 45 working days. New systems and checkpoints for senior management oversight of the timely progress of assessments have been introduced and performance is being monitored closely.

Information for parents/carers on assessments - A number of complaints received during 2017-18 showed that parents were not always clear about what a Child and Family Assessment entails. Informed by this feedback, the previous information leaflet for families was replaced with a new booklet in 2019 explaining the process as well as parents'/carers' right to comment on the assessment. It is hoped that this leaflet will ensure that parents are clearer about what to expect during the assessment process

Consistency in the engagement of fathers and significant males in assessments

- Although strengths have been identified through audits in our persistence in engaging parents in assessments, work is also taking place to improve the consistency of the engagement of fathers, particularly absent fathers, and other significant males within assessments. Dip sampling of assessments in January 2018, August 2018 and May 2019 focused on the inclusion of fathers found that there has been an improvement in the involvement of fathers in assessments. In cases sampled in May 2019, 80% of assessments involved fathers or there had been clear attempts made to involve them in the assessment that had been unsuccessful. Work is taking place to support practitioners to more consistently record where positive efforts have been made to engage fathers.

Health involvement in strategy discussions - Whilst progress has been made on this over the last two years, following recent audits, further work is being undertaken to ensure that health colleagues are involved in all Child Protection strategy discussions. A contingency plan has been agreed for the Health representative in FAST to contribute to strategy discussions where the allocated Health Professional is not available. Performance is being closely monitored.

Access and Assessment

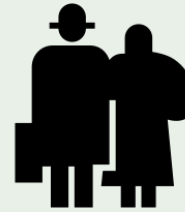


The Access and Assessment Service is part of the Family Intervention and Support Service and undertakes statutory assessments of children in need and child protection investigations for all new referrals to Children's Social Care.



First Access and Screening Team (FAST)

The First Access and Screening Team (FAST) acts as a single point for contacts and referrals to the Children and Families Service for children in need of support or protection. The multi-agency and co-located team of police, probation, health, social work and research staff work together to share intelligence and jointly assess risk. All contacts with FAST are immediately progressed as a referral to Children's Social Care if the threshold for a statutory assessment is met, otherwise FAST supports children and young people to access universal and targeted early help provision such as the Family Support Service, Young Hackney, or Children's Centres.



The **No Recourse to Public Funds (NRPF) Team** supports families with No Recourse to Public Funds with advice and practical support through the provision of accommodation and subsistence payments. During 2018/19 the NRPF team worked with 88 families and 169 children.

Working relationships with local voluntary organisations have strengthened considerably with positive feedback received about the experience of working with the service. There has been a reduction in the number of families this team has worked with during 2018/19 due to the team's effective work to help families achieve settled status.

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"The social worker was brilliant with my son. She spent time just being with him, he really liked this and started to trust her. We found her really helpful as well".

Mother about assessing social worker completing an assessment



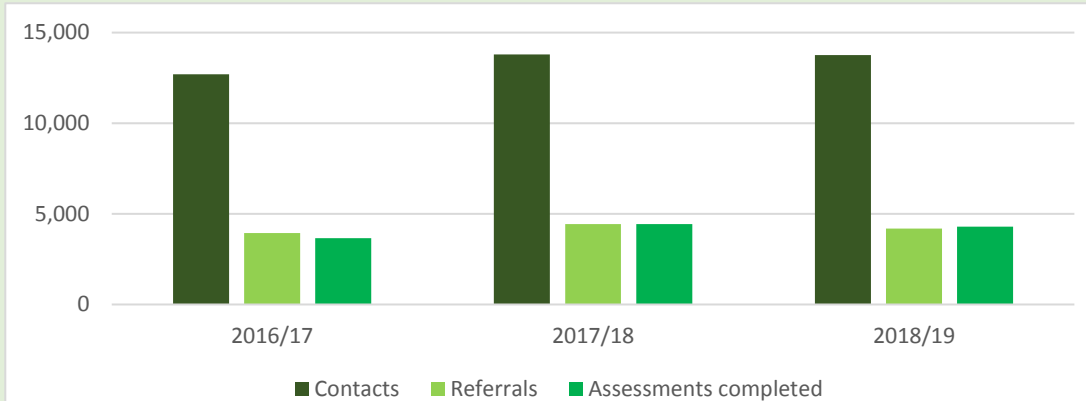
"You are a really good social worker, you are very thorough in your work as well as being calm and respectful towards the family."

Partner agency about an assessing social worker

Out of Hours Social Work Service

The Out of Hours Social Work Service, or Emergency Duty Team (EDT), forms part of a 24-hour and seamless front line child protection service delivered by experienced and senior social work staff from across CFS working on a voluntary rota basis. The service meets the local authority's out of hours statutory social care responsibilities in safeguarding the welfare of children.

Contacts, Referrals and Assessments



	2016/17	2017/18	2018/19
Contacts	12,699	13,802	13,767
Referrals	3,940	4,430	4,190
Assessments completed	3,667	4,438	4,290

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Contact: when an agency or member of the public provides information to our First Access and Screening Team (FAST). This might be a discussion about a child or family, or be for advice about services.

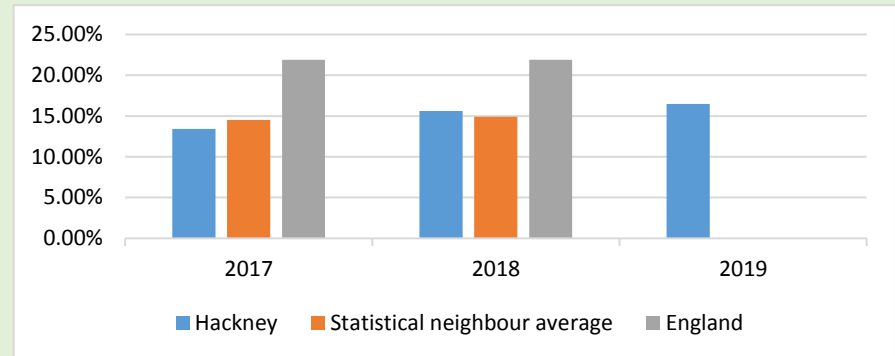
Referral: when a contact is about a specific child and this requires further investigation, the FAST team may progress the contact to a referral into the Access and Assessment Service for an assessment to be completed.

Assessment: when a referral has been accepted, an assessment is undertaken to understand more about the child and their family in order to check that they are safe.

↓ 6% decrease in the number of contacts accepted as referrals compared to last year

↓ 3% decrease in the number of completed assessments compared to last year

Percentage of re-referrals within 12 months of a previous referral



	March 2017	March 2018	March 2019
Hackney	13.4%	15.6%	16.5%
Statistical neighbour average	14.5%	14.9%	Not yet published
England	21.9%	21.9%	Not yet published



There has been an increase in the number of re-referrals since last year, however this is still significantly below the national average.

Length of assessments

Between April 2018 – March 2019, 63% of assessments were completed within 45 days. This is lower than the most recently published statistical neighbour data – 85% of assessments were completed within 45 days over a 12 month period, as at 31st March 2018. During this time however, Hackney had dispensation from the Department for Education around assessment timescales. Considerable progress has been made in improving the timeliness of assessments in 2019/20 with 69% of assessments between April – August 2019 completed within 45 days.

Family Intervention and Support Service (FISS)

The Children in Need Service



Strengths/Progress

Creating greater continuity for children and families - co-location of 'buddy units' – Access and Assessment and Children in Need units are now co-located and have been paired to create 'buddy units' - where an assessment unit and an intervention unit work together to share what they know about families. The strengthening of the buddy unit working arrangements aims to make transitions as seamless as possible for families, facilitate greater collaboration and joint working across the services, and promote skills sharing and sharing of practice expertise. A six month review of the impact of the change is planned in the coming months, and will include consultation and feedback from staff.

Court tracking processes and effective use of pre-proceedings -

Permanency planning and court tracking processes have been enhanced, resulting in a decrease in the overall average length of court proceedings in Hackney in 2018/19 to 28 weeks (from 30 weeks during 2017/18). Of the 85 cases where court proceedings concluded in 2018/19, 59% (50 cases) did not proceed to court. The use of robust pre-proceedings processes is resulting in positive outcomes for children, with final orders being received that more often match the final care plan presented at court.

Positive feedback has been received from Counsel and Children's Guardians about the quality of reports produced for court, and the hard work undertaken by social workers to support families and keep children safe being clearly evidenced in court.

Immediate response to missing from home and care incidents is strong and timely - this includes engagement with police colleagues and where necessary multi-agency strategy discussions. In order to ensure young people who frequently go missing are supported and that the Director of Children and Families and senior managers are kept informed, fortnightly missing children meetings are convened whereby practitioners provide an overview of the risk in relation to the child, the circumstances around the current missing episode in respect of high risk cases and the safety plan for the child. These meetings are now also attended by the Police.



Areas for further development and actions to address

Percentage of repeat Child Protection Plans has increased - The percentage of children in Hackney subject to a Child Protection Plan for a second or subsequent time in 2018/19 was 23%. This represents 60 children, from 34 families, being subject to a second or subsequent Child Protection Plan in 2018/19. This is an increase from 30 children from 19 families (13.6%) in 2017-18. Senior managers have reviewed each case and are satisfied that the decision to initiate the repeat Child Protection Plan was appropriate. Focused audits looking at repeat Child Protection Plans were conducted in December 2018. The audits found that for some families, staff changes affected their ability to engage with practitioners and make meaningful change. In other cases auditors felt there was some over-optimism about the sustainability of changes that had been achieved. New guidance has been shared with all staff on understanding and assessing 'parental capacity to change.' Managers are driving the use of the new guidance in unit meetings and individual supervision, and feedback is being routinely gathered.

Monitoring use of Child Protection Plans - there has been significant fluctuation in the number of children on Child Protections Plans over recent years. Numbers at the end of 2018/19 remain lower than the statistical neighbour average but this has increased significantly in 2019/20. Careful monitoring is in place to ensure that the right children are subject to Child Protection Planning processes.

Consistency of practice in the Disabled Children's Service - A review of governance arrangements for the Disabled Children's Service led to this moving back under the management of the Children and Families Service. Line management responsibility transferred to the Family Intervention and Support Service in April 2019. Audits identified a need to strengthen some of the safeguarding practices within the team and to ensure that all policies and procedures are up to date and implemented consistently within the service.

The Children in Need Service



The Children in Need Service is part of the Family Intervention and Support Service and is responsible for the safeguarding of children and young people assessed as being 'at risk'. Work undertaken in the service includes child protection interventions, court proceedings and statutory family support to help children remain at home safely.



Child Protection Plans

Children thought to be at risk of significant harm are discussed at an Initial Child Protection Conference to determine the need for a Child Protection Plan – a Protection Plan will outline the multi-agency interventions and support that will be put in place with the child and family to reduce the risk of harm and to achieve change within the family. Child Protection Plans are reviewed at regular intervals, and will end when the multi-agency group agrees that the child is no longer at risk of significant harm (in some cases this will be because the child has become looked after by the local authority).



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"You've been with us for more than a year and you've helped me so much and my family. We will always be so grateful. You're the most selfless person I know and I just wanna tell you how grateful I am for everything".

Young person about their social worker

"...just gave some of the best social work evidence I have ever seen. Really excellent."



Barrister about a social worker following a court case



"I just wanted to thank you for all the support you have shown us since we have met you. I know it is your job but it has made a real difference in my life and I'm deeply grateful."

Mother about her child's social worker

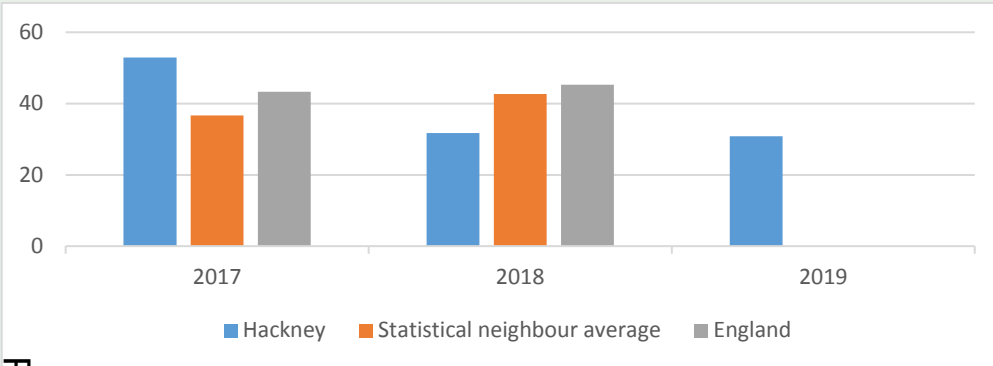
Amber was 5 months old when a health visitor made a referral to the FAST service with concerns about the mental health of her mother, who was struggling with Post-Natal Depression and whether she was able to safely care for Amber. The assessment found that there was sufficient risk to Amber and an Initial Child Protection Conference was held. A Child Protection Plan was agreed by the multi-agency partnership and Amber's case was opened to the Child in Need Service. It became clear to Amber's social worker that her mother needed additional mental health support and she was referred to the in-house Clinical Service. Amber and her mother were invited to attend the weekly New Beginnings Group Intervention with other mothers of young babies. At the start of the group, Amber would lie on her back, not really engaging or interacting with the other adults, but staying close to her mother. As the group progressed, Amber's mother grew in confidence and spoke about how she had applied learning from the group throughout the previous week and what she had learned. In parallel, Amber grew more sociable and confident and less withdrawn in the group. When the group finished the 12-week intervention, there were measurable improvements in Amber's mother's mental health and a marked improvement in the relationship and interactions between Amber and her mother. The risk to Amber continued to reduce and Amber was stepped down to a Child in Need Plan.



Number of Child Protection Plans at 31st March

Mar 2017	Mar 2018	Mar 2019
330	200	194

Rate of Child Protection Plans per 10,000 population aged under 18 (at 31st Mar)



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	Mar 2017	Mar 2018	Mar 2019
Hackney	52.9	31.7	30.8
Statistical neighbour average	36.7	42.7	Not yet published
England	43.3	45.3	Not yet published



3% decrease in the number of children subject to Child Protection Plans compared to the same point last year

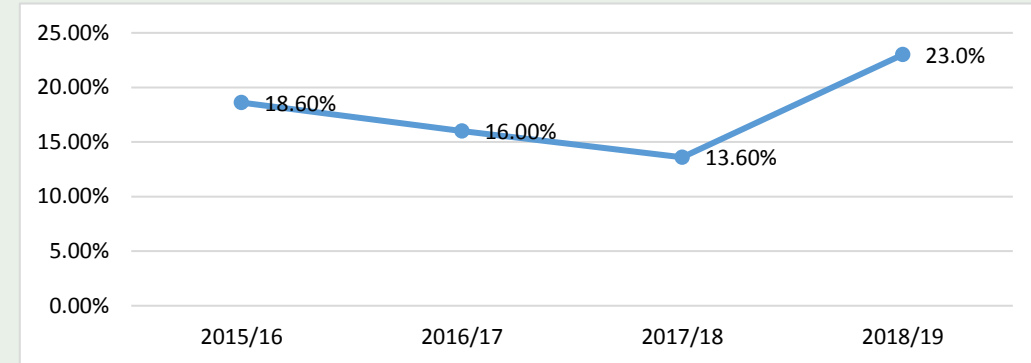


The rate of Child Protection Plans in Hackney at 31st March 2019 was 30.8 children per 10,000. This is a slight decrease from the previous year (31.7 per 10,000 at March 2018)

Court Proceedings

The overall average length of proceedings in Hackney during 2018/19 was 28 weeks. This an improvement compared to the overall average for 2017/18 of 30 weeks, and 2 weeks longer than the national target of 26 weeks.

Percentage of children who became the subject of a Child Protection Plan who became the subject of a plan for a second or subsequent time



	2016/17	2017/18	2018/19
Hackney	16.0%	13.6%	23.0%
Statistical neighbour average	15.1%	15.8%	Not yet published
England	18.7%	20.2%	Not yet published



The number of children subject to a Child Protection Plan for a second or subsequent time increased to 23.0% in 2018/19, which is higher than the most recently published statistical neighbour average (15.8%) and the most recently published national average (20.2%). Senior managers have reviewed each case and are satisfied that the decision to initiate the repeat Child Protection Plan was appropriate.

Percentage of children subject of a Child Protection Plan, by length of time as the subject of a plan

Duration of Child Protection Plan	Mar 2017	Mar 2018	Mar 2019
Under 3 months	36%	33%	27%
3 – 6 months	22%	12%	30%
6 – 12 months	27%	22%	24%
1 – 2 years	12%	34%	13%
Over 2 years	3%	3%	6%

Hackney had more children on Child Protection Plans for over 2 years (6%) during 2018-19 compared to the national average (2%). This related to 11 children from 6 families; senior managers reviewed each case and agreed with the decision to keep these children on Child Protection Plans while work was underway to step families down when risk reduced or begin court proceedings.

Private Fostering



A child under the age of 16 (under 18, if disabled) who is cared for, or proposed to be cared for, and provided with accommodation by someone other than a parent, person with parental responsibility or close relative for 28 days or more is described as being privately fostered.

Local authorities do not approve private foster carers, but are required to assess and say whether or not they agree and accept a private fostering arrangement to ensure that the welfare of privately fostered children is being safeguarded and promoted. To fulfil this duty local authorities must take a pro-active approach in partnership with other agencies and other key professionals in raising public awareness of requirements regarding notifications of private fostering arrangements.

Age breakdown of total number of children in a private fostering arrangement at March 2019

As at the end of March 2019 there were 13 children in private fostering arrangements in Hackney. This is a decrease from the figure of 21 private fostering arrangements in March 2018.

Age (at Mar 19)	Number of children
Under 1	0
1 - 4	0
5 - 9	7
10 - 15	6
16 and over	0
Total	13

Total number of children in a private fostering arrangement at March 2019 by place of birth

Place of birth	Number of children
UK	5
Africa	4
Europe (other)	2
Asia	2
Middle East	0
Oceania	0
Canada and USA	0
Caribbean, Central and South America	0
Other	0
Total	13

Young Carers



Young carers are children and young people under 18 who provide regular or ongoing care and emotional support to a family member who is physically or mentally ill, disabled or misuses substances.

A young carer becomes vulnerable when the level of care giving and responsibility to the person in need of care becomes excessive or inappropriate for that child, impacting on his or her emotional or physical well-being or educational achievement and life chances.

The multi-agency Hackney Young Carers Steering Group continues to monitor and support the Hackney Young Carers Project.

At the end of March 2019, there were 290 identified young carers in Hackney, compared to 248 in 2017/18.

Hackney Young Carers Project, funded by the Children and Families Service and delivered by Action for Children, provides a variety of support services which include group work, and one to one work with children in more complex situations. Term time clubs take place such as cooking and homework clubs which take place every week, and one additional term time group that varies by term consisting of drama, sewing or cinema club. Positive activities and fun holiday sessions are well attended by the young people, and there are support groups in four secondary schools in Hackney. The Young Carers Project will be moving in-house from the end of October 2019.

Disabled Children Service



The Disabled Children Service (DCS) was part of the Special Educational Needs and Disability (SEND) service within Hackney Learning Trust until line management responsibility transferred to the Family Intervention and Support Service in April 2019. DCS operates a social model of disability in offering assessment and intervention in line with the Children Act to families who are experiencing crises due to the disability of their child and or social isolation as a result of their child's disability in accessing universal or targeted services. All referrals for an assessment from DCS are made through the First Access and Screening Team (FAST).

At the end of March 2019, the service was working with **336** children and young people. Of the 336 children, **239 were male and 96 were female** (1 child was not yet born). This is an increase compared to 2017/18, when the service was working with 241 children and young people.

Age breakdown for cases open to the Disabled Children Service (as at Mar 2019)

Age	Number of children
5 or under	48
6 - 8	70
9-11	74
12-14	78
15+	66
Total	336

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Short Breaks

Short breaks are defined as any service or activity outside of school hours which gives the family of a disabled child or young person a break from their caring responsibilities, and gives the disabled child or young person an enjoyable experience. There are currently seven commissioned short breaks providers in Hackney, including providers offering support specifically within the Orthodox Jewish community. In 2018/19, 1,400 children and young people were known to Short Breaks.

	2016/17	2017/18	2018/19
Number of young people accessing Short Breaks provision	1,193	1,257	1,400

Clinical Service



The Hackney Children and Families Clinical Service is an integrated and specialist Child and Adolescent Mental Health Services (CAMHS) for children accessing Children's Social Care Services, the Family Support Service, Young Hackney and the Youth Justice Service. It works in partnership with the City and Hackney CAMHS Alliance and is accountable through integrated CAMHS commissioning arrangements. The Clinical Service operates on an outreach basis in order to promote accessibility for families, and does not have a waiting list.

Clinical Service Activity Data April 2018-March 2019

Number of new cases	435
Total number of cases	991
% of positive CHI-ESQ* feedback	86%
% of positive SDQ** improvement	76%

*The Children Experience of Service Questionnaire (CHI-ESQ) was developed by the Health Care Commission as a means of measuring service satisfaction in Child and Adolescent Mental Health Services.

**The Strengths and Difficulties Questionnaire (SDQ) is a brief emotional and behavioural screening questionnaire for children and young people.

The Clinical Service delivers training to social workers, foster carers and other frontline practitioners. This includes topics such as managing self-harm risk, and recognising and responding to the attachment needs of looked after children.

Systemic approaches

Family Therapy, Multi-Family Group Therapy and Couples Therapy are available to families where there are relationship difficulties, including risks of abuse, neglect and extra-familial risk. Four Family Therapy clinics run each week, including an evening clinic for working parents. Systemic approaches also inform reflective practice groups for Children and Families Service practitioners.

Since April 2008 all local authorities in England have been required to provide information on the emotional and behavioural health of children and young people in their care. Data is collected through a Strengths and Difficulties Questionnaire (SDQ).

The average **SDQ score** for Hackney's looked after children in 2018/19 was 15. This is above the national average score for looked after children of 14 and an increase from last year's average SDQ score of 14.



The scoring range is between 0-40. On an individual basis a score of 13 or below is normal and 17 and above is a cause of concern (14 - 16 is borderline). Every child whose SDQ score was of concern has received additional support from the Clinical Service.



Diane was 15 years old and had been working with Young Hackney for around 6 months before she was referred to the Clinical Service due to low school attendance and concerns about her experiences of grief and panic. Early clinical sessions were attended by Diane's Young Hackney worker to support her engagement. Sessions were also held with Diane's parents at home. Diane presented with symptoms of low mood and anxiety, and infrequent panic attacks. Diane described loss in her past and appeared to experience anxiety related to future loss. Cognitive behavioural therapy formed the foundation of the intervention with Diane, with mindfulness techniques also used. Diane and her family were also given counselling to process their grief. Throughout this intervention and alongside Young Hackney involvement and efforts from school, Diane's school attendance improved. Her ratings on the Revised Children's Anxiety and Depression Scale (RACDS) improved from a total anxiety and depression score of 44 to 18 over the course of the six-month intervention.

Clinical Service

Clinical Support for Unaccompanied Asylum Seeking Children (UASC)

Due to the increase in the number of Unaccompanied Asylum-Seeking Children (UASC) reporting Post Traumatic Stress Disorder and complex trauma symptoms, the Clinical Service has further developed its offer to include a therapeutic 'Moving On' group for UASC, run with interpreters to ensure accessibility for those in need of support. The group programme draws on both Cognitive-Behavioural and Narrative Therapy approaches, with a focus on stabilisation, psycho-education and support with symptoms such as nightmares, flashbacks and anxiety. A Clinical Psychologist also provides regular clinical consultation to social workers supporting young people who are UASC, in order to support trauma-informed practice and mental health screening.

Farid, an unaccompanied asylum seeking young man aged 16, was referred to the Clinical Service due to concerns related to him experiencing nightmares, flashbacks and anxiety. Farid was the victim of trafficking and forced labour during his journey to the UK. The Clinical Service undertook an assessment and then trauma-focused cognitive behavioural therapy on a weekly basis. Farid engaged positively in this work and developed a number of personal coping strategies (e.g. breathing techniques, using his senses to self-soothe, incorporating new activities) and also effectively challenged unhelpful beliefs and thoughts related to himself and his world. Farid received Leave to Remain for five years during this period and developed his social network. Farid's experiences of nightmares, flashbacks and general distress largely resolved over a 6 month period. He felt confident that he could manage his remaining symptoms and clinical input was ended by mutual agreement. Farid's responses on the Revised Children's Impact of Event Scale reduced substantially (from a total score of 41 to 9).



Wellbeing and Mental Health in Schools (WAMHS) Project

Since May 2018, the Clinical Service has been a strategic and operational partner in the CAMHS Alliance Wellbeing and Mental Health in Schools Programme. This pilot initiative has placed CAMHS Clinicians (including Children and Families Service Clinicians) in 40 Primary and Secondary schools - providing clinical consultation about individual pupils, delivering group-work and training for school staff and supporting schools with their wellbeing and behaviour management policies. The programme will be rolled out across all Hackney schools in 2020. The aims of the programme are to increase access to mental health services for all children and young people; promote joined-up working between schools and mental health services; and to increase capacity in schools to identify and respond to mental health needs as early as possible. To this end, from the launch in May 2018 - April 2019, CFS Clinicians have spent over 1000 hours in schools delivering whole-school approaches to meeting young people's mental health needs. ✨

Trusted Relationships Project

Funding was granted from the Home Office Trusted Relationships Fund over a four year period to create a detached youth work and mental health team to work with the borough's most vulnerable and hard to reach young people, who may not otherwise engage with formal support services.

The Clinical Service embedded Clinical Psychologist offers consultation, training and reflective space to the detached youth work team, wider workforce and local community partners to build capacity and develop stronger systemic, trauma-informed practice and community psychology approaches to youth work in order to help identify the risks of exploitation and serious youth crime and respond to the needs of hard to reach young people.

The Clinical Psychologist provides mental health screening and triage as well as supporting staff and local organisations with routine use of clinical screening, outcome measurement and mental health first aid. Delivery of interventions include linking in to universal provision, targeted or specialist mental health support and the development of peer led/ co-production of activities.

Corporate Parenting



Strengths/Progress

A steady increase in the number of looked after children in placements provided by in-house foster carers – there has been a 36% increase in the number of children placed with in-house foster carers from March 2018 to March 2019; and a 15% increase in the number of available in-house foster placements during this period.

Consistently strong educational achievement of Hackney's looked after children

Hackney performed well in the Key Stage 4 Attainment 8 and Progress 8 measures in 2018 achieving better results than the Inner London averages.

Child-centred Looked After Child Review process – There continues to be positive feedback from young people about their Looked After Child Reviews since the launch of these in September 2016 as the more child-friendly 'Our Reviews, Our Choice' process. Young people are being empowered to take a more directive role in their reviews and there has been an increase in young people chairing their review meetings and devising activities for the attendees to be part of.

Foster carer recruitment activity continues to progress - 12 mainstream foster carers were recruited in 2018/19, with no resignations or terminations in this period. This is higher than the statistical neighbour average of 9.5 in 2017/18.

The Children's Rights Service provides independent support and advocacy for children in care. The number of complaints from young people in care or care leavers is low, evidencing the effectiveness of the mediation and engagement work led by practitioners and the Children's Rights Officers. Positive feedback from young people has also been received through an annual survey of young people that received Independent Return Home Interviews in 2018/19

Access to CAMHS support for looked after children - New entrants into care receive robust and timely mental health assessments from our in-house clinicians and ongoing support from clinicians as needed. An in-house clinician is now present at every initial health assessment, strengthening joint working with the LAC Health team at an early stage.



Areas for further development and actions to address

Placement stability is a continuing challenge and this is linked to the older age profile and complexity of needs of those children becoming looked after (61% of the total cohort of children that entered care in 2018/19 were aged 13 years and over, an increase from 56% in 2017/18). The offer available to support placement stability includes innovative interventions such as the Family Learning Intervention Project. However, audits suggest practice needs to be timelier in identifying support needs and implementing appropriate support to sustain placements. Service Managers within Corporate Parenting have initiated in depth work to understand thematic issues affecting placement stability through learning from disruption meetings and extended moving on reviews in order to improve overall performance on placement stability. Management oversight is showing that the majority of placements are supported by effective 'settling in' meetings, however work is taking place to improve the consistency of these meetings at the start of placements to ensure these always take place.

Reducing school exclusions for looked after children - 14.5% of Hackney looked after children received at least 1 fixed term exclusion, compared to the statistical neighbour average of 12.6% and the national average of 11.8% (most recently published data from 2017). The Virtual School is active in delivering training and support to school leaders in developing strategies and activities to support looked after children in mainstream provision, both in Hackney and with schools that looked after children attend outside of Hackney.

Life story work - Recent audits have identified the consistency, quality and timeliness of life story work is an area for development. Practitioners are being supported to develop a deeper understanding of the significance of life story work, and maintaining child friendly records from the earliest engagement with statutory services in a way which supports later preparation of life story work.

Strengthening support for children on Special Guardianship Orders - The number of children leaving care through Special Guardianship Orders has previously been low - this has increased from 6% in 2017/18 to 11% in 2018/19 (putting us in line with the with the national average of 11% in 2017/18). The establishment of a targeted SGO and Connected Carers unit within the Corporate Parenting Service is in progress and this will focus practice on supporting children under SGO arrangements.

Corporate Parenting



Strengths/Progress

Care leavers receive extensive support around education, employment and training (EET) via the Virtual School - Hackney has strong care leaver EET performance - the overall EET figure for 19-21 old care leavers was 61% in 2018, placing Hackney 23rd in the country overall. This has improved further to 65% in 2019. Hackney has a higher proportion than the national average of care leavers in higher education – 10% in Hackney in 2018, compared to 6% nationally. This has increased to 11% in 2019. We consistently have approximately 44 care leavers at university (including those aged over 21), with approximately 14 young people starting university each year.

Clinical support for care leavers - The strong and consistent clinical intervention to looked after children continues for care leavers as they transition to adulthood. Care leavers also have access to community based mental health support through Family Action. This outreach service is available when care leavers first move to independent living accommodation and are at risk of mental health issues.

Skilled workforce in Leaving Care Service - The Leaving Care Service continues to be predominantly delivered by qualified social workers rather than personal advisers as in many local authorities. In response to the increase in the number of care leavers supported by the Service, plans are in place to supplement the current support offer with additional personal adviser capacity.

Strong transitions between the Looked After Children Service and Leaving Care Service - All Looked After Children units are linked to a Leaving Care unit to ensure effective transitions and attendance of the Leaving Care unit at the final Looked After Child Review. From June 2019, Leaving Care units are aiming to also attend the penultimate Looked After Child Review to further support with effective transitions.

Refresh of the Children in Care Council - The Virtual School took over responsibility for participation and managing the Children in Care Council in 2019. The Council was recently relaunched as HoT - Hackney of Tomorrow - and has quickly developed a committed and engaged group of young people, with plans to further increase wider participation within the looked after children and care leaver cohort



Areas for further development and actions to address

Timeliness of Review Pathway Plans - Pathway Plans are in most cases completed in timescale and to a sufficient quality, as part of the Looked After Child Review process until a young person's 18th birthday. The timeliness of Review Pathway Plans is a current area of focus for the Service and is tracked fortnightly by senior managers.

The number of young people 'staying put' is currently lower than expected (25 young people in 2018/19, a slight increase from 23 young people in 2017/18). Recent analysis has highlighted the level of financial support to continuing foster carers as having a key impact on performance in this area. Service Managers have reviewed this following feedback from carers and former carers to understand what offer would better support performance. The Service implemented new arrangements from July 2019 and expects this will increase the number of young people in 'staying put' placements.

Access to affordable accommodation for care leavers - wider housing issues within Hackney and the London area present an increasing challenge to the range of suitable and affordable accommodation available for care leavers. The Service is continuing to work in partnership with the Council's Housing Needs Service to support care leavers to find suitable accommodation, with involvement of Hackney of Tomorrow.

Access to work opportunities for care leavers within the Council and partner agencies - The Virtual School has developed partnerships with external organisations, but more work is needed to develop opportunities across the Council for care leavers to secure work experience and access to apprenticeships within the Council and partner agencies (there are currently 4 care leavers on apprenticeships within the Council), to continue to improve Hackney's already strong care leaver EET performance. This will be progressed through Hackney's refreshed Corporate Parenting Strategy for 2019-22 that is currently being finalised.

Improve our Care Leaver Offer to make it more accessible and interactive - We are in the early stages of working on developing our communications and current Care Leaver Offer website content to ensure care leavers can access dynamic and interactive information about the services and support available to them.

Corporate Parenting

Looked After Children



The Corporate Parenting Service is responsible for all areas related to the safeguarding and welfare of children who are in the care of the local authority. This includes planning for their future placements via fostering and adoption, supporting rehabilitation home whenever possible, and supporting young people who have previously been in care up to the age of 25.

The Hackney Promise

WE PROMISE...

COMING INTO CARE

- ...THAT WHEN YOU BECOME A LOOKED AFTER CHILD OR YOUNG PERSON, WE WILL LOOK AFTER YOU THE BEST WE POSSIBLY CAN.
- ...THAT WE WILL BE HONEST WITH YOU ABOUT THE REASONS FOR BEING LOOKED AFTER BY THE LOCAL AUTHORITY AND TELL YOU ABOUT DECISIONS THAT ARE BEING MADE.
- ...WE WILL SHARE AS MUCH INFORMATION WITH YOU AS WE CAN ABOUT YOUR FUTURE CARERS.
- ...WE WILL LISTEN TO YOU ABOUT WHERE AND WHO YOU WOULD LIKE TO LIVE WITH. IF WE CAN'T PROVIDE EXACTLY WHAT YOU HAVE ASKED FOR WE WILL EXPLAIN WHY THIS IS.

BEING IN CARE

- ...THAT WE WILL LISTEN TO YOU AND TAKE TIME TO GET TO KNOW YOU AND DO OUR BEST TO MAKE SURE YOU FEEL SUPPORTED BY US.
- ...THAT, WHEREVER POSSIBLE, YOU WILL KNOW ABOUT AND BE READY FOR ANY CHANGES THAT ARE COMING.
- ...THAT WE WILL TALK TO YOU AND DISCUSS IF AND HOW YOU CAN BE SUPPORTED TO STAY IN TOUCH WITH YOUR FAMILY AND FRIENDS.



The 'Hackney Promise to Children and Young People in Care' outlines 16 promises around what to expect from the Council and partner agencies when a young person is in care. The Promise was developed by our children and young people and has formed the basis for Hackney's Corporate Parenting Strategy.

Hackney of Tomorrow (previously known as 'Hackney Gets Heard')

Hackney's Children in Care Council provides looked after children with an opportunity to share their experiences of the care system and increase their ability to influence and improve the services they receive. The group also runs fun events, trips and workshops with other young people in care to ensure a wide range of views are captured.

In 2018-19, young people have been involved in staff recruitment panels, delivering Skills To Foster training to potential foster carers, and providing feedback about services.



The Virtual School took over responsibility for participation and managing the Children in Care Council in 2019. A new full time dedicated Participation Officer started in March 2019, and has focused on relaunching Hackney's Children in Care Council and offering wider participation opportunities. The Council was recently relaunched as HoT - Hackney of Tomorrow - and has quickly developed a committed and engaged group of young people, with plans to further increase wider participation within the looked after children and care leaver cohort.

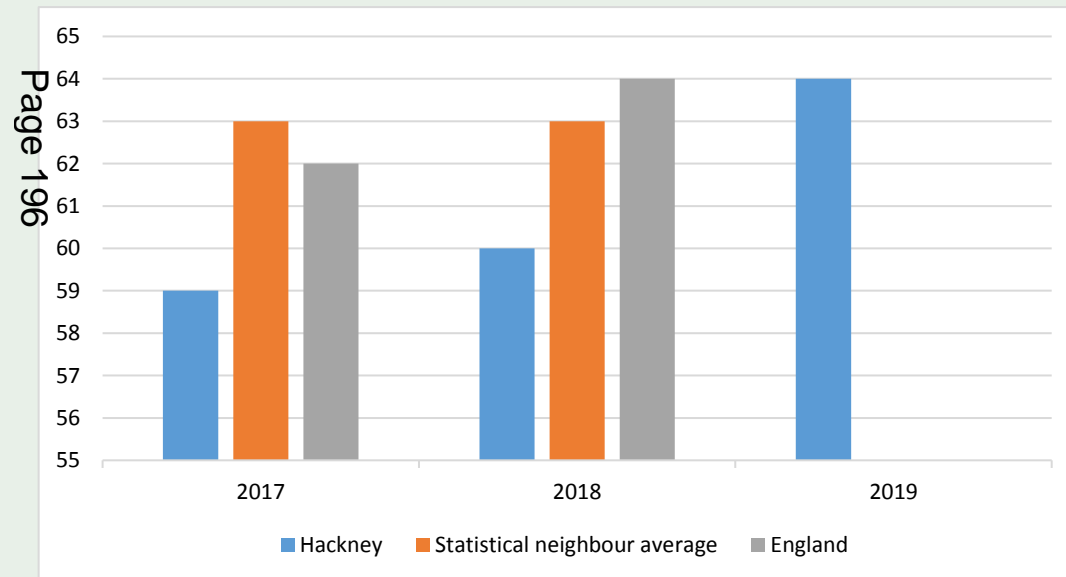
Number of looked after children

Mar 2017	Mar 2018	Mar 2019
371	381	405

There was a 6% increase in the total number of looked after children at March 2019 compared to the previous year.

There are some areas where the local authority has no influence on whether children become looked after. The increase in the number of looked after children in 2018/19 is influenced by the number of Unaccompanied Asylum Seeking Children (UASC), with 44 looked after children (11% of the total cohort) who were UASC as at 31st March 2019, compared to 27 young people at the same point last year.

Children Looked After per 10,000 population aged under 18 (at 31st Mar)

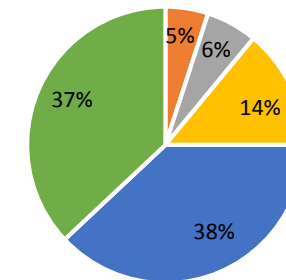


	Mar 2017	Mar 2018	Mar 2019
Hackney	59	60	64
Statistical neighbour average	63	63	Not yet published
England	62	64	Not yet published

Age breakdown of total number of looked after children, at year ending 31 March

Age	2017		2018		2019	
	Eng	Hackney	Eng	Hackney	Eng	Hackney
Under 1	5%	14 (4%)	6%	25 (7%)	Not yet published	19 (5%)
1 - 4	13%	27 (7%)	13%	28 (7%)		26 (6%)
5 - 9	19%	61 (16%)	19%	64 (17%)		58 (14%)
10 - 15	39%	153 (41%)	39%	143 (38%)		153 (38%)
16 +	23%	116 (31%)	23%	121 (32%)		149 (37%)
Total		371		381		405
Total statistical neighbour average		379		381		Not yet published

Age of total children looked after at 31st March 2019



■ Age ■ Under 1 ■ 1-4 years ■ 5-9 years ■ 10-15 years ■ 16+ years

A higher proportion of Hackney's looked after children cohort are older young people than the national average – 37% of the total cohort were aged 16 years or over in 2019, compared to 23% nationally.

Age breakdown of children entering care during the year ending 31 March, by age on starting

Age	2017		2018		2019	
	England	Hackney	England	Hackney	England	Hackney
Under 1	18%	28 (11%)	19%	32 (15%)	Not yet published	24 (11%)
1 - 4	18%	27 (11%)	18%	22(10%)		22(10%)
5 - 9	18%	43 (17%)	18%	23 (11%)		19 (9%)
10 - 15	29%	73(30%)	28%	68 (31%)		58 (27%)
16 +	17%	75(30%)	18%	72 (33%)		89 (42%)
Total		246		217		



There was a 2% decrease in the number of children entering care during 2018/19 (212 children) compared to 2017/18 (214 children).

More young people come into care at an older age in Hackney. During 2018/19, 147 children and young people aged 10 and over entered care – 69% of the total number that entered care, compared to 46% nationally. More young people come into care in Hackney aged 16 years or over than the national average (42% of the total number entering care in Hackney, compared to 18% nationally).



The percentage of young people becoming looked after for the second or subsequent time within the last 12 months was 14.7% for 2018/19, an increase compared to 9.2% for 2017/18. This relates to a total of 31 children.

The number of children leaving care during 2018/19 was 195, compared to 208 in 2017/18. Of these, 73 (37%) returned home to live with parents, relatives or another person with parental responsibility. A further 25 (13%) left care due to Special Guardianship Orders or Child Arrangements Orders (previously known as Residence Orders) being granted, and 12 (6%) were adopted.



The Police responded to a call from a member of the public who witnessed a 16 year old girl, Nahal, being assaulted in the street by a man.

Nahal disclosed to the Police and ambulance staff that she was 16 years old and from Afghanistan. She reported that she was married aged 14 by arranged marriage to her husband, aged 36. The Police contacted Hackney Children and Families Service and Nahal was placed in Police Protection and an emergency foster carer was found for her.

Nahal reported that she came to the UK on a spousal visa, and that her husband obtained false documents for her travel. Nahal explained that since coming to the UK, she has experienced ongoing physical and emotional abuse from her husband. Nahal's social worker arranged for legal support around her status to remain in the UK, a health assessment and support from the Virtual School to ensure she can catch up with the education she has missed and get access to English language lessons.

After 6 months, Nahal went missing from her foster care placement and moved in with her sister and brother in law who reside in Manchester, stating she would not return to London. Nahal informed her social worker that she wanted to remain living in Newcastle near her sister and an appropriate foster placement in this area was sought for her. Hackney remain responsible for Nahal's care in order for her to be supported by a consistent social worker and while specialist work to reduce her risk from honour based violence is completed.

Nahal has been in her current placement in Newcastle for 8 months, which she and her foster carer report is going well. Nahal is receiving support to access her education and she hopes to start at college in the next year. Nahal is happy to be near her sister and is feeling optimistic about the future.

Looked After Children

Fostering Service

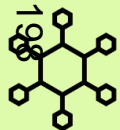


Recruitment of Foster Carers

The Fostering Service has approved 12 mainstream foster carer households during 2018/19, this is higher than the statistical neighbour average of 9.5 in 2017/18. No mainstream foster carers resigned or had their approval terminated during 2018/19. The Fostering Service continues to develop their recruitment and retention strategy, using learning from recent years.



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Mockingbird Project

The Fostering Network's Mockingbird programme is an innovative research-based method of delivering foster care using the Mockingbird Family Model, developed in the USA. The model uses an extended family model which provides respite care, peer support, regular joint planning, training, and social activities to other foster placements. The model centres on a constellation where one foster home acts as a hub, offering advice, training and support to 6-10 satellite foster or kinship families. The hub home builds strong relationships with all those in the constellation, empowering families to support each other and to overcome problems before they escalate or lead to breakdown.

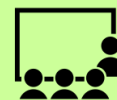
Evaluations of the Mockingbird Family Model show improved outcomes for children, young people and carers, with improved placement stability, connection with siblings, and foster carer support and retention.

Hackney has committed to delivering the Mockingbird Family Model with the Fostering Network. The project launched Hackney's first hub home in August 2019.

"Thank you, thank you for looking after my children over the years, providing for uniforms as well...for helping out with the rent and Housing Benefit".



Mother about their children's social worker



Training of foster carers

As part of the Sufficiency Strategy 2016-19, an extensive training programme is offered to Hackney foster carers. Each foster carer develops their training programme with their supervising social worker, tailored to their needs and reviewed informally during supervision meetings and annually as part of the formal foster carer review. The training programme covers a wide range of training courses to provide support in specific areas such as 'Understanding Attachment' for different age groups; 'Considering the impact of educational pressure and the emergence of school refusal'; 'Safeguarding Young People (Child Sexual Exploitation; Harmful Sexual Behaviour)'; 'Supporting children with difficult behaviours'; 'Makaton Taster Session'; Social Pedagogy Action Learning Sets; and many more.

Looked After Children

Placement Activity

Placement Stability

Percentage of looked after children with three or more placements in one year

	2016/17	2017/18	2018/19
Hackney	18%	11%	13%
Statistical neighbour average	11%	12%	Not yet published
England	10%	10%	Not yet published



The number of looked after children with three or more placements in one year increased from 11% in 2017/18 to 13% in 2018/19. This reflects the higher proportion of adolescents coming into care who will have more complex needs and experience greater placement instability. In recognition that this will be an ongoing issue in Hackney due to older children entering care, the Looked after Children Service holds a regular multi-agency meeting to focus on improvement work around placement stability and has focused on this issue in the recently launched 3 year Sufficiency Strategy.

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Percentage of looked after children aged under 16 looked after continuously for at least 2½ years who have been living in the same placement for at least 2 years¹ as at 31st March



	2016/17	2017/18	2018/19
Hackney	69%	62%	65%
Statistical neighbour average	73%	69%	Not yet published
England	70%	70%	Not yet published

¹ (or placed for adoption and their adoptive placement together with previous placement lasting for at least 2 years)

Long-term placement stability for children in care has increased from 62% in 2017/18 to 65% in 2018/19. This remains below statistical neighbour and national averages. This relates to 72 children out of a total cohort of 111 children.

Placement Types

Number of looked after children by placement type, as at 31 March 2019

Placement type	Number of LAC
Foster placements	288 (71%)
Placed for adoption	8 (2%)
Placement with parents	15 (4%)
Residential (children's homes)	25 (6%)
Secure unit	0
Semi-independent	56 (14%)
Youth Offender Institution	4 (1%)
Family Centre or Mother & Baby Unit	3 (1%)
NHS/medical care	2(0.5%)
Residential school	0
Other	4 (1%)
Total	405



The vast majority of Hackney's looked after children are placed with foster carers and the Service continues to increase the number of in-house carers available to support them. At 31st March 2019, 139 children were placed with in-house carers including connected persons carers and 144 children were placed with Independent Fostering Agency carers, and 1 child was placed with a carer provided by another local authority.

Placements for looked after children by location, as at 31 March 2019



Placement location	Number of LAC
Hackney	104 (26%)
Not in Hackney, under 20 miles	240 (59%)
Over 20 miles	61 (15%)
Total	405

The majority of Hackney's looked after children are placed within commuting distance of Hackney. There is a strong focus on ensuring that all children, regardless of where they are placed, receive the same level of support.

Looked After Children

Unaccompanied Asylum Seeking Children (UASC)



As at 31st March 2019, 44 unaccompanied asylum seeking children aged under 18 (UASC) were looked after by Hackney Children and Families Service, an increase compared to 27 at the end of March 2018. 11% of Hackney's looked after children cohort in March 2019 were unaccompanied asylum seeking children compared to a statistical neighbour average of 12% in 2018.

CFS is providing additional support for UASC/former UASC through a project funded by the Government's Controlling Migration Fund – This project is aiming to develop supported lodgings options for Vietnamese, Albanian and Eritrean UASC, and provide specialist support to develop the independence and integration of this cohort.

Our unaccompanied asylum seeking children also receive support in terms of their education, including learning English, through the Virtual School, and will receive clinical support for trauma by the in-house Clinical Service as required.

Independent Visitors Service

The independent visitor service recruits volunteers who befriend, support and advise looked after children and young people. A careful matching process takes place to understand the interests of the young people and the independent visitor - they may share a hobby, sport or interest. There are currently (as at September 2019) 31 young people matched with an independent visitor.

Placement Costs

Average weekly cost of placement types at 31 March

Placement type	Average weekly cost 2017/18	Average weekly cost 2018/19	Movement %
In-house Fostering	£415	£430	3.6%
Independent Fostering Agency (IFA)	£910	£924	1.5%
Semi-Independent	£913	£964	5.3%
Residential	£3,640	£4,073	11.9%



The table above illustrates the difference in the average weekly costs for In-house Fostering placements (excluding Fostering Service staffing costs, foster carer training and other associated costs), Independent Fostering Agency (IFA) placements, Semi-Independent placements and Residential placements.

We have seen a steady increase in the number of residential placements which has added to the financial pressures, with placements on average costing in excess of £200k per year. As well as an increase in the number of placements we have also seen a considerable increase in the unit cost (12% compared to the previous year). Residential placements represented 27% of the total placements cost in 2018/19 however only 5% of the young people in care placements. There has been an increase in the number in-house fostering placements and a decrease in number of IFA placements between 2017/18 and 2018/19. This has resulted in overall reductions in costs due to better utilisation of in-house foster carers and a reduced reliance on IFA placements. IFA placements on average are twice as expensive as in-house fostering placements. IFA placements made up 60% of the total fostering placements in 2018/19. Residential and IFA placements collectively represent 60% of the total care placements costs.

Corporate Parenting

The Virtual School



The Virtual School team provides additional educational support for children looked after, from early years all the way through to post-16 education and training opportunities, which provides continuity for children and young people in care. The Virtual

School is well-resourced and includes a variety of roles including social pedagogues, learning mentors, an occupational therapist and speech and language therapists.

Key Stage 2

Pupils in year 6 are identified for additional teaching support according to their academic level and the Virtual School intervention teacher delivers creative one to one sessions in Maths and English. Feedback from children and schools is very positive and the accelerated progress of each child is evident.

All pupils are offered support for the transition to secondary school, and links are made with designated teachers before children transition to their new school.

% of KS2 Pupils achieving the required standard or above in maths, reading and writing in 2018 (2019 data is not yet available)

	Reading	Writing	Maths
England	51%	49%	47%
Statistical neighbour average	61%	53%	57%
Hackney	X (fewer than 5 children)	46%	46%

Hackney achieved results slightly lower than the national average in reading, writing and maths. This data relates to a small cohort of children. 33% of looked after children in Hackney in 2018 had a SEN Statement or EHCP compared to an average of 27% nationally.

Key Stage 4

Pupils in Key Stage 4 are offered additional sessions of one to one tutoring in maths and English in both Year 10 and Year 11. Progress is monitored throughout and where necessary individual targeted support is offered.

All Year 11 pupils receive support to identify appropriate pathways once statutory schooling has ended, and when necessary, are accompanied to college open days and interviews by a member of the Virtual School staff.

Key Stage 4 Attainment 8 in 2018

	Attainment 8
England	18.9
Statistical neighbour average	19.1
Hackney	20.2

Attainment 8 averages the scores of the best 8 subjects for each young person, adds them together to get a cohort score. (The maximum score possible is 80, assuming 8 A results).*

Hackney performed well in this measure achieving better results than England and statistical neighbour averages.

EPIC (Exceptional People in Care) Awards - In February 2019, the annual EPIC Awards took place at Hackney Empire to celebrate the achievements of Hackney's looked after children and care leavers. A total of 267 young people were nominated for an award in recognition of their hard work and commitment to their education.

Corporate Parenting

The Virtual School


Attendance

Percentage of looked after children classed as persistent absentees at 31st March

	2016	2017	2018
Hackney	12.2%	9.6%	10.5%
Statistical neighbour average	11.1%	12.2%	13.8%
England	9.1%	10.0%	10.6%

*A low percentage represents better attendance**

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 The Virtual School has continued to send out attendance leaflets to all foster carers and monitor every young person's attendance every 2 weeks. This strategy has contributed to in attendance exceeding the statistical neighbour average.

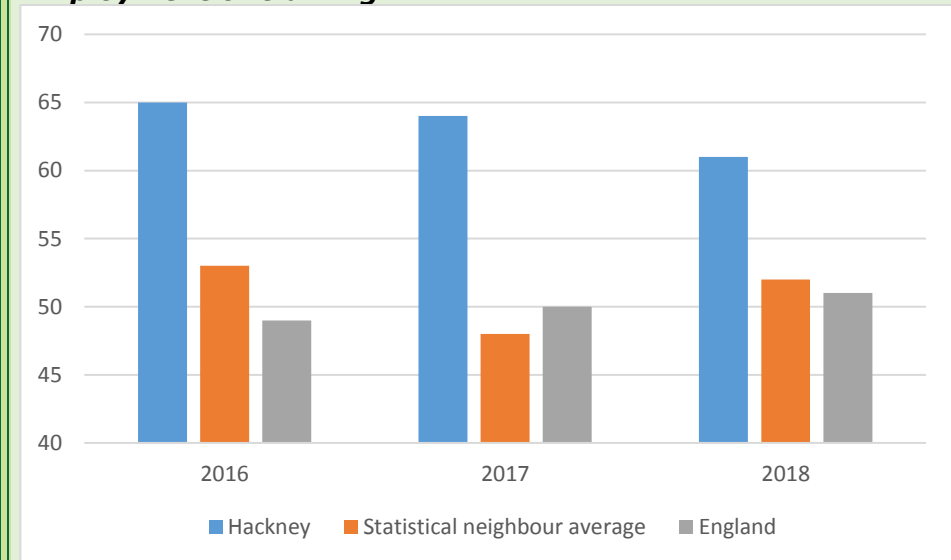
The Virtual School provides access to a broad range of cultural and educational activities for looked after children and care leavers. In the last year this has included residential trips to India, Kench Hill outdoor pursuits centre, and Jamie's Farm, an art trip to Barcelona, and residential trips to Romania, Slovakia and Rome.



Education, employment and training

The consistent support offered by the team during the last year has again resulted in a low number of care leavers aged 19-21 who are NEET (not in education, employment or training). Hackney compares very favourably to the national picture and far fewer Hackney care leavers are NEET (27%) when compared to London, statistical neighbour (38%) and national (39%) averages in 2018.

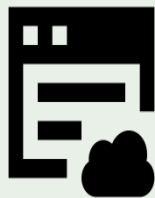
Percentage of Care Leavers who were in Education, Employment or training



10% of Hackney care leavers were in higher education in 2018 compared to 9% of statistical neighbour care leavers, and 6% of England care leavers overall.

Looked After Children

Health



The Hackney Looked After Children (LAC) health service is delivered by a dedicated team closely aligned with Hackney's universal school-based health service and is co-located with the Virtual School to promote the delivery of a more holistic and integrated service to our looked after children and young people.

The Health of Looked After Children (HLAC) Service in Hackney will be entirely delivered by Homerton University Hospital NHS Foundation Trust under a new integrated service model from 1st September 2019; previously it had been delivered by Whittington Health NHS Trust.

The HLAC Team remains the same and will continue to work with our looked after children and care leavers to improve their health and wellbeing outcomes.



Percentage of looked after children whose health checks were in time during a 12 month period

	2016/17	2017/18	2018/19
Hackney	90%	97%	91%
England	89%	88%	Not yet published

91% of children and young people had their review health assessment completed on time in 2018/19, a decrease from 97% in the previous year and greater than the national average of 88% in 2017/18.

Percentage of looked after children whose immunisations are up to date



	2016/17	2017/18	2018/19
Hackney	79%	77%	70%
England	84%	85%	Not yet published

Performance on this at 70% in 2018/19 was lower than the national average in 2017/18. Performance in this area is affected by Hackney's higher proportion of older young people coming into care, as well as the number of unaccompanied asylum seeking children (UASC) in the cohort, for whom immunisation data may not be available.

Percentage of looked after children who have had an up-to-date dental check

	2016/17	2017/18	2018/19
Hackney	74%	82%	71%
England	83%	84%	Not yet published



71% of looked after children had an up to date dental check in 2018/19, a decrease from 82% in 2017/18. This corresponds to the increase older cohort of looked after children entering care in Hackney who may decline to attend dental check appointments - 119 young people aged 14-17 entered care in 2018/19 (a 12% increase compared to 106 young people aged 14-17 entering care in 2017/18 and 56% of the total entrants to care). Work is underway with Health colleagues to address this and performance against this indicator is being closely monitored by the Corporate Parenting Service.

Corporate Parenting

Adoption and Post Permanency



Number (and percentage) of looked after children who ceased to be looked after who were adopted

	2016/17	2017/18	2018/19
Hackney	19 (9%)	12 (6%)	12 (6%)
Statistical neighbour average	19 (9%)	12 (6%)	Not yet published

In 2018/19, 12 Hackney children were adopted; the same number as 2017/18 and in line with the statistical neighbour average in 2017/18.

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As at 31st March 2019, 7 children were placed with their adoptive family but an Adoption Order had not yet been granted. A further 12 children had a formal plan for adoption but had not yet been placed with an adoptive family.

During 2018/19, the children who have been adopted have generally been placed quickly with adopters, with children waiting on average 4 months from the time the Placement Order has been granted to the date they moved in with their adoptive families.

Recruiting adopters

6 adoptive families were approved in Hackney in 2018/19.



Regionalisation of Adoption Services

All local authorities are required to become part of a Regional Adoption Agency by April 2020.

In London the majority of local authorities are participating in the development of Adopt London which has 4 Sub-Regional Adoption Agencies Hackney will be part of Adopt London North which will consist of 6 local authorities (Hackney, Camden, Islington, Enfield, Barnet and Haringey). The development of the Regional Adoption Agency is being led by Islington Council. Each local authority will need to formally delegate its statutory duty to provide an adoption service to the Regional Adoption Agency. The Regional Adoption Agency (Adopt London North) will commence on 1st October 2019.

Post Permanency

There continues to be a high demand for post permanency support services from the Permanency Service, both from adoptive and Special Guardianship families. The range of work is broad and includes support for adopted adults and access to records; social work involvement and support; practical support; life story work; requests for financial support; contact (direct and letterbox); and access to therapeutic support. As at September 2019, the Permanency Service was providing support to 51 families who have adopted children (post-Order support), 10 families who are in the process of adopting children (pre-Order support), and 43 families where Special Guardianship Orders (SGOs) have been made. The Adoption Support Fund (ASF), established by the Department for Education in 2013, is being utilised to provide group work programmes within the North London Adoption and Fostering Consortium and to enable adoptive and Special Guardianship families to access therapeutic parenting training externally. The majority of ASF applications made on behalf of families are to provide personalised therapeutic support to individual families. Work continues to increase awareness and uptake with Special Guardianship families, who traditionally have been less aware of the potential benefits of therapeutic support. As at September 2019, Hackney has 34 applications pending to the ASF for therapeutic adoption support and 11 applications for supported guardianship therapeutic support. From 1st October 2019, responsibilities for post permanency support for adoptive families will transfer to Adopt London North while support for Special Guardianship families will remain with Hackney.

Corporate Parenting

Leaving Care



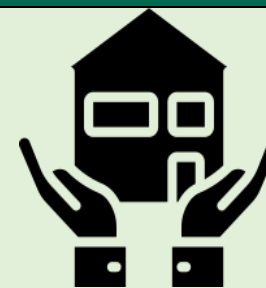
The Leaving Care Service ensures that young people are supported to develop independent living skills, offered career advice and training and educational opportunities, and supported to reach their full potential in all aspects of their life.

308 care leavers aged 17-21 were being supported by the Leaving Care Service, as at March 2019, a 2% increase compared to the 301 being supported at the same point in March 2018. 66 care leavers aged 22-24 were being supported at March 2019. This is a 120% increase compared to the 30 care leavers aged over 21 who were in higher education, as at March 2018. This increase was expected following legislative changes introduced in April 2018. It is anticipated that this number will continue to increase over the coming years.

As at 31st March 2019, 25 young people were living in Staying Put arrangements (continuing to live with their previous foster carer after they have turned 18), an increase compared to 23 young people as at the end of March 2018.



The percentage of care leavers aged 19-21 who were in suitable accommodation in 2018/19 was 80%, an increase from 78% last year. Most of the young people who were recorded as not in suitable accommodation were in custody (18 young people).



Housing continues to be an issue nationally, especially for care leavers in the London area, with the statistical neighbour average remaining at 81% in 2018 (also 81% in 2017).

The Service will continue efforts to improve the number of care leavers in suitable accommodation in partnership with the Council's Housing Needs Service.



Adjara arrived in Hackney 6 years ago from Africa to live with her father before concerns were raised about the care she was receiving. Adjara had very little parental supervision and was often out late at night in risky situations. The risk to Adjara was so high that she became looked after at age 13. Adjara experienced a difficult adolescence, becoming permanently excluded from school, being linked to gangs in Hackney and often experiencing missing episodes. Throughout this, Adjara had consistent support from her foster carer and social worker, and when she reached 18, her placement became a staying put placement. Through this consistent care, Adjara has finished college, received a Level 3 BTEC in sports, is volunteering in a school, and was also recently granted indefinite leave to remain. Adjara now hopes to be able to go to University or get an apprenticeship. Adjara has a promising future, supported by the stability and loving home her foster carer has provided her.

Safeguarding and Learning



Local Area Designated Officer (LADO)

The LADO investigates allegations of harm or a concern around the conduct or suitability of an adult to work or volunteer with children.

There were 266 referrals to the LADO in 2018/19, a 61% increase from 165 referrals in 2017/18.



There is a strong and effective working relationship between Hackney Learning Trust (HLT) and the LADO service. This is particularly important as the majority of LADO referrals are education setting based. The LADO has worked extensively with the Head of Wellbeing and Education Safeguarding over the last year to address the ongoing difficulties posed by unregistered educational settings and the challenges around safeguarding in these settings.

Children's Rights Service

The Children's Rights Service offers children and young people access to confidential and impartial support on issues concerning the Hackney Children and Families Service. The Service also provides Independent Return Home Interviews to young people following a missing episode. The Children's Rights Officer (CRO) aims to ensure that children and young people's voices are heard and their rights & entitlements upheld. While undertaking much of the work of a conventional advocate, the role has a specific focus on resolution and contributing to wider organisational learning.



The number of Children Act complaints from looked after children in 2018/19 has remained the same as last year with zero complaints – with 37 looked after children being referred to the CRO in 2017/18 compared to 45 referred in 2018/19. This would seem to indicate that the CRO has been effective in resolving issues and difficulties on an informal basis. There has also been a significant increase in care leavers accessing the service from 10 in 2017/18 to 21 in 2018/19. 4 care leavers made complaints in 2018/19 compared to none in 2017/18.

The use of Independent Return Home Interviews continues to be effective in supporting young people to share information about push and pull factors, what happens when they going missing and what support they need to reduce further episodes. The clear focus on the young person's voice alongside timely and case specific safety planning promotes the safety of these young people. The close liaison with the professional network promotes more effective risk assessment by the social work unit.



Benjamin's Independent Chair has had oversight of his case since his Initial Child Protection Conference when his mother was pregnant with him due to concerns about whether she could care for him due to her own additional needs. Following good information-sharing across partner agencies concerned about Benjamin and his mother, an advocate was sought for Benjamin's mother and a placement was found for them in a parent/child (mother and baby) foster placement to ensure Benjamin received the care he needed and to understand whether Benjamin could be safely cared for by his mother. Unfortunately this placement broke down, with Benjamin's mother unable to care for him safely and it was agreed to initiate care proceedings. A foster to adopt placement was found which meant that Benjamin's prospective adoptive families, who were well matched to his needs, were supported to be approved as foster carers until the end of court proceedings. His foster carers then had the knowledge and commitment to Benjamin to apply for an adoption order without delay. Benjamin's contact with his parents was supported by the professional network and Benjamin's mother was also referred to the Pause Project for ongoing support.

Safeguarding and Learning

Independent Chairs

Hackney's Independent Chairs provide independent oversight of work with looked after children as well as chairing Child Protection Conferences. They hold regular consultations on determining whether cases meet thresholds for Child Protection and Conferences. The Independent Chairs also attend and contribute to multi-agency public protection arrangement meetings (MAPPA), the Children's Resource Panel, the Care Planning Panel, liaise regularly with Court Guardians around cases in Care Proceedings, provide their written views for all Care Plans presented to Court, as well as having formal links to the Youth Justice Service



Looked after Children (LAC) reviews

After consulting with young people and partner agencies Hackney made the decision to move away from the traditional LAC review meeting process. Independent Chairs now use a range of tools and activities to engage and work with young people during their LAC reviews. Independent Chairs take a creative approach to LAC reviews, consulting with professionals, families and children before the review to ensure the LAC review is meaningful for the young person. Engagement techniques that are used include drawing and creative activities to enable children to talk about their lives and individual pieces of work to help young people identify the important people in their lives using football players and pop star references. LAC review reports are written by Independent Chairs directly to the child/young person and, alongside the carers' and social worker's reports, these form part of the young person's life story work.

Performance for LAC reviews completed within timescale has improved over the last year - 87% of LAC reviews were completed within timescale in 2018/19, compared to 85% in 2017/18. Plans are in place to further improve this performance in 2019/20.

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"The Independent Chair for one of my young people ...at the last Looked After Child Review ... announced that she would be leaving Hackney. *I am really sad to see her go, that she was good and instrumental in moving my young person's care plan along positively*".

- Foster carer about their looked after child's Independent Reviewing Officer

Safeguarding and Learning

Missing Children and Children at Risk of Sexual Exploitation (CSE)

In 2018/19, we re-focused our case review and monitoring processes from specifically focussing on child sexual exploitation (CSE) and harmful sexual behaviour (HSB) to incorporate a wider understanding of exploitation of young people and extra-familial harm including criminal exploitation, county lines and trafficking. The establishment of the multi-agency Extra-Familial Risk Panel in November 2018 to ensure consistent oversight and planning for cases where young people are at risk of experiencing, or are involved in, harmful behaviours outside the home has enabled a more joined up partnership response, with input from Police, Education, Health, Youth Offending Team, Young Hackney and the Integrated Gangs Unit. The Panel develops Partnership Plans to reduce extra-familial harm both for the individuals concerned and for the contexts in which the harm occurs (e.g. peers, schools, neighbourhoods, locations). From November 2018- June 2019 there have been 147 young people and their peers and associates discussed at the Extra-Familial Risk Panel. Of those 147 young people, 105 were discussed for the first time and 42 young people were subject of review discussions. The primary exploitation type in the cases discussed has been criminal exploitation, including county lines (64 cases), child sexual exploitation (25 cases) and sexually harmful behaviour (7 cases). There have been 3 location based discussions at the Extra-Familial Risk Panel in this period. Themes and strategic issues from the Extra-Familial Risk Panel are shared with the Multi-Agency Child Exploitation (MACE) group for wider consideration and agency action. Specific issues discussed at MACE have included Xanax use, online image sharing, educational absenteeism, and understanding the needs of the Orthodox Jewish community.



Quality Assurance

The Children and Families Service is a complex system and many tools are used to understand performance and identify learning opportunities, themes and trends to enable the service to continue to adapt and respond to new demands.



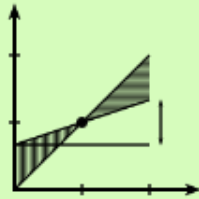
This includes management and audit oversight, with 426 audits taking place in 2018/19. Key strengths include thorough assessments, appropriate and timely responses to high levels of risk, inclusion of the child's voice in recording and strong multi-agency working and information sharing. Key areas for development identified through audits include improving exploration of identity and diversity with young people, and continuing to improve case recording, especially of unit meeting minutes. Multi-agency audits are also coordinated through City and Hackney Safeguarding Children Board. Following the Ofsted focused visit, the casework audit tool has been revised to place greater emphasis on evidence of the child's lived experience and we worked with colleagues from neighbouring authorities on the development of our case audit moderation processes.

Learning from complaints is used to identify areas where our service to families can be improved; a total of 97 complaint-related representations were received during 2018/19 - this is an increase from 2017/18 when 78 representations were received. Learning from complaints this year has led to improvements in information leaflets provided to families, and reminders to practitioners about recording standards for unit meeting minutes and visits and the importance of timely sharing of information with families.



In 2018/19, 84 young people went missing from care on 467 occasions and 60 young people went missing from home on 101 occasions. In 66% of the occasions where a young person went missing from care it is recorded that they were offered a Return Home Interview (an increase from 62% in 2017/18). In 72% of the occasions where a young person went missing from home it is recorded they were offered a Return Home Interview (an increase from 69% in 2017/18). In order to ensure young people who frequently go missing are supported and that the Director and senior managers are kept informed, fortnightly missing children meetings are convened whereby practitioners provide an overview of the risk and plans in relation to the child and the circumstances around the current missing episode in respect of high risk cases and the safety plan for the child.

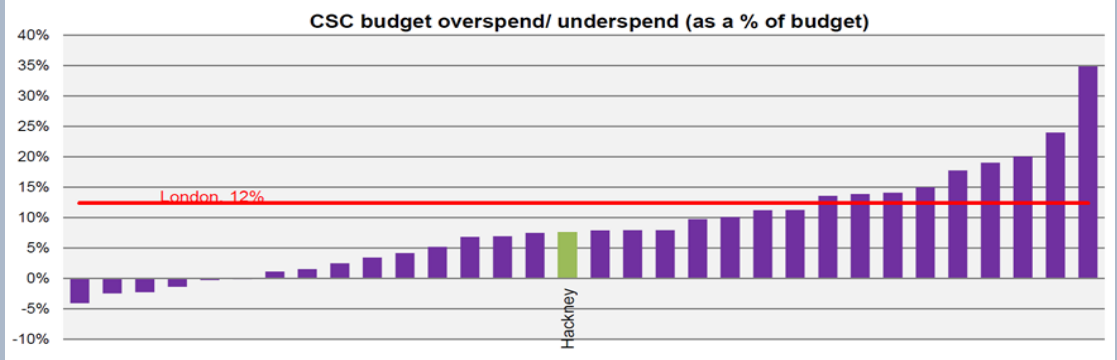
Financial Performance – Overview



The outturn for 2018/19 for the Children and Families Service on a net budget of £58m was an overspend of £362k after use of grants and reserves of £4.2m including a drawdown on the Commissioning Reserve of £3m. There has been a requirement to draw down

from the Commissioning Reserve since 2012/13 due to the increased number of children in care and a shortage of in-house foster carers.

The financial position for 2019/20 is a net budget of £58.4m for the Children and Families Service, and the service is forecasting to overspend by £1m (as at August 2019) after use of reserves and drawdown of grants totalling £5.8m (including full use of the commissioning activity reserve of £2.3m).



The sustained pressure on Children’s Services budgets is a position that is not unique to Hackney, as shown by the results of a recent survey on Children’s Social Care spend carried out jointly by the Society of London Treasurers (SLT) and the Association of Directors of Children’s Services (ADCS). The graph above shows how Hackney’s spend compared to budget for Children’s Social Care compares to other boroughs.

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The Children and Families Service has continued to make significant contributions to the efficiency agenda of the Council. Over the previous eight years the service has delivered £11.3m savings with a further £187k being delivered in 2019/20.



The increase in commissioning costs has been driven by an increase in the number of looked after children since 2011/12, and this trend looks to continue through 2019/20. There

is a continuation of a large proportion of children being placed with independent fostering agencies (IFAs) due to a lack of suitable in-house foster carers. The cost of an IFA placement is significantly greater than that of an in-house placement.



Hackney has also seen an increase in residential placements since 2015 adding considerable budget pressures with an average annual unit cost of £200k. We are also seeing a rise in the number of under 18s in high-cost semi-independent placements. Where young people in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-

independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. These pressures have been recognised by the Group Director - Finance & Corporate Resources with a total growth of £7.4m included in the base budget between 2012/13 to 2019/20.

Children & Families Service Our Values



OPEN, honest, and accountable, working with others, listening, showing trust in each other and in our residents



INCLUSIVE both as an employer and a service provider, celebrating diversity, and treating colleagues and residents with respect, and with care



AMBITIOUS for Hackney, and for ourselves, always seeking to be the best at what we do, and to get the best for the people of Hackney

Collaborative and respectful. We work openly and in partnership with families, communities, partners and each other. We value families' experiences, insights and wisdom - doing 'with' not 'to', and are mindful of the power we hold and the way this is experienced by children and their families in our relationships with them.

Innovative and creative. We seek opportunities to develop new approaches to better meet the needs of children and their families, being flexible and responsive in our practice, we are prepared to take managed risks and do things differently when this is in the best interests of the child.

Child and family focussed and responsive to wider context. By prioritising the child's voice and daily lived experience we develop a deep understanding of the diverse perspectives, identities and experiences of children and their families. We work to understand the impact of wider social and environmental factors on children's lives and address the impact of contextual risks, disadvantage, discrimination and trauma.

Strength-based and reflective. We are thoughtful in our work with children and their families. Delivering confident, evidence-based practice that has a strong theoretical orientation and is underpinned by systemic approaches. We value different perspectives and expertise, and celebrate the successes of children, young people and their families.

High aspirations for children. We work with families, their communities and other professionals to achieve the best possible outcomes for the children and young people that we serve, seeking and valuing feedback as a learning organisation that is committed to continually improving the services we deliver.

Purposeful, timely and solution focussed. We are clear about the outcomes we are trying to achieve, supporting children, young people, families, and communities to develop their own potential and reducing dependency wherever possible, whilst acting decisively when necessary, to keep children and young people safe.



PIONEERING and innovative, always seeking new solutions and making space to be creative, to learn and to share ideas.



PROUD of what we do, of the Council, of each other, and of Hackney



PROACTIVE and positive in the way we approach problems and challenges, and take up the opportunities that come our way





School Governor Nomination

<p>CABINET MEETING DATE (2019/20)</p> <p>16 October 2019</p>	<p>CLASSIFICATION:</p> <p>Open</p>
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WARD(S) AFFECTED

Hoxton East & Shoreditch

Group Director

Tim Shields
Chief Executive

1. Background

1.1 In accordance with the School Governance Constitution (England) Regulations 2012, local authority governors are nominated by the local authority. They are appointed as governor by the governing body having, in the opinion of the governing body, met any eligibility criteria that they have set. It will therefore be for schools to confirm the appointment of individuals to their governing body.

2. Recommendations:

Cabinet is recommended:

2.1 To approve the following re-nomination to the Our Ladies Catholic High School as set out below.

Governing Body	Name	Date Effective
<i>St Monica's Catholic Primary School</i>	Mr James Hill (L.A Gov)	On-going re-nomination

3. COMMENTS OF THE GROUP DIRECTOR, FINANCE AND CORPORATE RESOURCES

There are no budgetary implications to these re-nomination.

4 COMMENTS OF THE DIRECTOR, LEGAL AND GOVERNANCE

The re-nomination is made in accordance with the School Governance (Constitution) (England) Regulations 2012.

Report Author	Tess Merrett – Tel: 020 8356 3432 Governance Services Manager Tess.merrett@hackney.gov.uk
Comments for and on behalf the Group Director of Finance and Resources	Ian Williams – Tel: 020 8356 3033 Group Director of Finance and Resources ian.williams@hackney.gov.uk
Comments for and on behalf of the Director of Legal and Governance	Dawn Carter-McDonald - Tel: 020 8356 4817 Deputy Monitoring Officer, Interim Head of Litigation and Commercial Dawn.carter-mcdonald@hackney.gov.uk

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