

# Overview & Scrutiny

## Living in Hackney Scrutiny Commission

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

**Monday, 15th July, 2019**

**7.00 pm**

**Room 102, Hackney Town Hall, Mare Street, London E8 1EA**

Contact:

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**Tim Shields**

**Chief Executive, London Borough of Hackney**

**Members:** Cllr Sharon Patrick, Cllr Sade Etti, Cllr Anthony McMahon,  
Cllr M Can Ozsen, Cllr Ian Rathbone, Cllr Penny Wrout and  
Cllr Anna Lynch

## Agenda

**ALL MEETINGS ARE OPEN TO THE PUBLIC**

- 1 Apologies for Absence
- 2 Election of Chair and Vice Chair
- 3 Urgent Items / Order of Business
- 4 Declarations of Interest
- 5 Housing Services support of resident engagement - DISCUSSION ITEM (Pages 1 - 8)
- 6 Prevent Programme Update - DISCUSSION ITEM (Pages 9 - 16)
- 7 Remit and recent work of the Living in Hackney Scrutiny Commission - ITEM TO NOTE (Pages 17 - 72)
- 8 Living in Hackney Scrutiny Commission- 2019/20 Work Programme - DISCUSSION ITEM (Pages 73 - 86)
- 9 Minutes of the Previous Meeting - TO AGREE (Pages 87 - 108)

10 Any Other Business

## Access and Information

### Getting to the Town Hall

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### Accessibility

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

### Further Information about the Commission

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

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



### Public Involvement and Recording

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### Rights of Press and Public to Report on Meetings

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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.



<b>Living in Hackney Scrutiny Commission</b> <b>15<sup>th</sup> July 2019</b> <b>Item 5 - Housing Services support of resident engagement</b>	Item No <b>5</b>
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## **Outline**

This item will explore the Council's current approach to supporting tenant and leaseholder involvement in the management of their housing, and in empowering these groups to come together to improve quality of life and opportunities on estates.

It will include a discussion on the support provided to the establishment and running of Tenants and Residents Associations and Tenant Management Organisations

Within this, Members wish to explore the value, communication and use of the Community Development Fund (a funding stream supporting community development and engagement activities on estates), information sharing and supporting access to other funding opportunities, and any work to secure the involvement of other council services and partners in relevant activities.

The item has been timed for a point prior to a review of Housing Service's resident engagement function, planned for later in the summer. This is to enable Members to hear about current approaches and – based on this and their experiences in their communities - to give views on the strengths of these and any areas for improvement.

A separate update on the outcomes of this review has been scheduled for the meeting of the 13<sup>th</sup> November.

Guest expected for this item:

- Gilbert Stowe, Divisional Head of Tenant and Leasehold Services

## **Action**

Members are asked to review the paper enclosed (pages 3-8), in advance of the meeting. They are invited to ask questions of Officers around the current approach to supporting resident involvement and the plans for a review, and to suggest any aspects for change.

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<p><b>Living in Hackney Scrutiny Commission</b></p> <p>15 July 2019</p> <p><b>Housing Services support of resident participation and engagement</b></p>	<p><b>Item No</b></p> <p><b>5</b></p>
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## 1. CONTEXT

- 1.1 This report seeks to present to the Living Hackney Scrutiny Commission a description of the current work and approach to supporting engagement and participation for tenants and leaseholders. The item will include exploring the support provided to TRAs and TMOs, the value, take up and use of the Community Development Fund (CDF), and the work of Housing Services to communicate this and other funding opportunities to groups on estates.
- 1.2 Members will be given a brief overview about our planned review of structure of the service which Housing Services is planning for later in the summer. The Commission will have also opportunity to give its views on where they see potential improvements could be made.
- 1.3 The Regulator of Social Housing has set out a number of standards that Social Housing Organisations must comply with. The Tenant Involvement and Empowerment Standard was reviewed in 2017 and is one six standards that must be complied with.
- 1.4 A full review of resident engagement was commissioned by Hackney Homes in February 2016. The main aim of the project was to; *“ensure that future resident engagement and communications meet the needs of both residents and the Council in its landlord role.”* It also took on board the regulatory requirements of the Tenant Involvement and Engagement Standard
- 1.5 The Group Director of Neighbourhoods & Housing presented a paper to the Cabinet meeting of 19<sup>th</sup> April 2017 making recommendations for changing and improving how Housing Services communicate and engage with residents living in Council homes. Recommendations were based on the issues that were identified as most important to involved residents. Residents working in the formal Resident Engagement structure were consulted and influenced the key principles and framework for the future put forward and agreed at the meeting.
- 1.6 Recommendations for *“significant improvement”* focused on key areas including;
  - **Participation Budgets:** The review recommended ending Tenant Levy funding and creating a new funding vehicle – Community Development Fund (CDF). Tenant Levy funding was previously limited to registered Tenants and Residents Association (TRAs) and was regularly underspent. The new funding vehicle required to be available to all estates and to have a wider criteria to encourage residents to apply.

The other major change involved creating a 'Resident Led Improvement Budget' (RLIB) to fund communal works improvements to estates as identified by residents.

- **Amendments to the formal Resident Engagement Structure:** The formal Resident Engagement structure was amended to reflect a change in the 'governance' arrangements that residents would be able to influence.
- **Widening Opportunities for Engaging with Tenants & Leaseholders and Communities:** The review identified residents' desire for a community development type approach to be introduced to the scope of the Resident Participation Team. This entailed working with residents on estates who have previously not engaged to introduce projects that meet the following themes:

*Employment and Training / Youth and empowering young residents / Food Growing and Environmental / Digital Inclusion/ Health and Wellbeing / Community Cohesion*

## 2. THE CURRENT RESIDENT PARTICIPATION (RP) OFFER

2.1 The Resident Participation Service sits within Tenancy & Leasehold Services in Housing Services. The focus for this team is on working in partnership with tenants and leaseholders to help bring about improved service delivery.

2.2 The Formal Resident Engagement structure includes:

- **Resident Liaison Group (RLG)** – This group became the strategic level of participation with Housing Services. RLG formalises the role of residents in monitoring the performance of Housing Services, including an agreement on what information will be provided by the Council and on what frequency. The Council assist in the recruitment of members and in 2018/19 seven new members were recruited to the RLG.
- **Resident Scrutiny Panel** – Set up in 2012 tis panel sits 'outside' of the formal Resident Engagement structure. This group of residents scrutinise performance of Housing services and carry out in depth reviews of service areas. So far the Scrutiny Panel have looked at Estate Cleaning, ASB, Voids, and are in the process of Re-cycling. Full reports are posted on the council Website with an action plan from the service head for improvement.
- **Area Neighbourhood Panels (NPs)** – There are 6 Area NPs. Changes to the functions of NPs were made in 2018 - developing common terms of reference to be used by all NPs that enshrines the principle that these should be open meetings; ensuring that papers for NPs are published online and meetings are publicised.
- **Tenants & Residents Associations (TRAs) and existing resident groups:**

TRAs are the mainstay of the formal Resident Engagement structure. In 2018/19 The RP Team have supported and worked with **93 groups** – 79



TRAs and 14 Gardening Projects/ Supported Residents' Groups (SRG). The groups have been assisted during the year to apply for funding, organising their 'Big Lunch' or Summer Events. Some groups have received support to build their capacity to promote their TRA, re-structure their meetings, and procure services such as youth activity and homework clubs. Groups that have external income have been assisted to prepare their annual accounts.

Housing Officers also support TRAs attending Enhanced TRA meetings quarterly and overseeing AGMs.

### TRAs by 7 Area Neighbourhoods - Total 79

TRAs in Central Panel Area	13
TRAs in Clapton Panel Area	13
TRAs in Homerton Panel Area	20
TRAs in Shoreditch Panel Area	11
TRAs in Stamford Hill Panel Area	8
TRAs in Stoke Newington Panel Area	14

## 2.3 OUTPUTS AND OUTCOMES:

The current work and approach to supporting engagement with tenants and leaseholders living in Council homes and estates includes;

- 2.4 **Working with Unrepresented Estates:** During 2017/2018 the RP Team visited 250 estates across the borough. Information was collected and an estate profile was developed for each estate. Data sources used included information collated from Housing Officers; ASB Team; Universal Housing, Income data and speaking with residents on walkabouts.

The information was used in 2018/19 to target 40 unrepresented estates across the borough.

- 2.5 **Regeneration and Development Estates:** The RP Team have also worked with Hackney Estate Regeneration Team to provide resident liaison work on request on the following estates:

- **Colville Estate** – Working with contractors to plan and deliver a garden project
- **Kings Crescent** – Working with old and new residents to set up a new group, and put on welcome events for new residents
- **Nightingale Estate** – Assisting the regeneration team to decant the community groups that were located on the estate and to help establish extra activities in the temporary community facility
- **Marian Court** – Working with residents to set up and sustain a community group;

- **De Beauvoir** – Providing resident liaison assistance to Regeneration Team;
  - **Gascoyne 2** – Working with stakeholders to consult residents on new community facility and to draft a sustainable business plan.
- 2.6 **Community Projects:** This year the RP team have also worked with the Public Health Team to deliver health and wellbeing projects from a number of community halls and hubs across the borough. The team have also worked with a range of small voluntary sector organisations to deliver ‘taster’ sessions to residents, which range from exercise classes, nutrition, cook and eat classes and Diabetes Health Checks.
- 2.7 **Over 55 Groups:** There are currently 13 groups that provide activities for older Hackney Residents that help combat loneliness and isolation and promote community cohesion. Each group was visited in order to complete a ‘needs analysis’. The information collected was used to form the basis of a Neighbourhood-wide forum for older people. The forum is open to all members from those over 55’s groups that are registered with the council. The Officer working with this group has arranged ‘taster’ sessions in armchair yoga, healthy eating, social trips to reduce isolation and internet training. Trowbridge Senior Citizens Group, were funded and supported to provide two training courses for silver surfers and are now successfully managing an internet café.
- 2.8 **Street Properties Forum:** The RP Team was tasked with re-launching a forum for Street Properties. To facilitate this the team carried out a mapping exercise of all street properties in the Hackney Housing Stock. Analysis of the mapping exercise, helped to identify where to focus efforts to re-launch the forum. The decision was made to have two forums each covering a geographical area. Initial meetings have been held and the forums will be supported to develop during the coming year 2019/20.
- 2.9 **Resident Training:** The RP team provides a minimum of 10 training courses per year, specifically targeted at active residents. During 2018/19 the programme included the following topics:
- Safeguarding Awareness
  - First Aid
  - Food Hygiene
  - Successful Secretarial Skills
  - Chairing Meetings
  - Book-keeping for small groups
  - Conflict and Resolution
  - Developing Community Projects
  - Making Successful Funding Applications
  - Managing a Community Hall
  - Basic Food Hygiene

In addition for individual groups, Resident Participation Support Officers have provided bespoke training in healthy cooking, setting up a small community business, and organising successful meetings.

2.10 **Digital Engagement and Inclusion:**

The RP team host a website <http://www.myhackney.org/>

This site is used to communicate with residents over the internet. The site also hosts a web page for each registered group that want to have an internet presence. The team provides training to those residents who want to manage their own page. The groups who do not want to manage their page, can send the content to RP to upload.

The team also has a twitter account which attracts 11,000 unique impressions each month and website attracts 3,500 impressions.

#### **2.11 Community Development Fund 2018/2019:**

This fund was launched in April 2018 as required by the RP Service Review. The fund consists of the Tenant Levy (£110,000 per annum) and the underspend from 'Mast Money' (£232,000 per annum). The fund will be based on the number of properties on each estate with a separate budget for street properties. Officers will set the final spending plan with priorities being determined by residents living in those properties that would benefit, During 2018/19 - 100 resident groups have applied for and received funding. The total spend 2018/19 was approximately **£95,000**.

#### **2.12 Resident Led Improvement Budget**

The same RP Review approved the establishment of a fund for estate improvements to be known as the Resident Led Improvement Budget. The fund replaced the existing Environmental Improvement Budget (EIB) and S.184 budgets and is available to all estates including those without TRAs. The fund is based on the number of properties on each estate with a separate budget for street properties. This budget and will be focused on genuine improvements to communal areas and estates. Communal repairs will continue to be carried out within the communal repairs budget. The budget for 2018/19 was £1.1 Million and all of it was spent for 2018/19. The budget for 2019/20 is the same, The Improvements and repairs are identified through estate walkabouts. Officers will then immediately raise any identified repairs and prepare two programmes:

- a Repairs Programme based on the identified repairs to include delivery dates ;
- an Improvements Programme based on the identified improvements including delivery dates.

### **3. AREAS FOR DEVELOPMENT AND FUTURE PLANS**

3.1 Following implementation of the RP Review, there are a number of improvements yet to be completed. These include;

- *New ways of working and improvements to processes and procedures*
- *A revised model staffing structure to clarify roles within the RP Team and focus on key specialisms.*

3.1 The revised staff structure aims to provide an RP Service that:

- Meets regulatory requirements and strengthens current formal resident engagement structures – promotes resident scrutiny – supports and

- empowers involved residents to achieve their potential (through training, skills audit etc.);
- Creates more opportunities to involve and engage residents living in Council homes to enable them to have greater input into service improvement across the whole of Housing Services – including utilising more communication methods to reach out to residents not currently involved;
  - Focuses on community development and social investment in estates, concentrating on those areas that most need development;
  - Increases access to services by utilising digital engagement methods and social media, (bearing in mind residents' needs and accessibility);
  - Reaches more residents living in Council homes and increases community cohesion – promoting initiatives for young residents and that tackle 'gang culture';
  - Links to wider Council initiatives / cross cutting themes to offer more opportunities for residents to participate and engage;
  - Provides for future growth – flexible and adaptable to change;
  - Is cost effective and delivers value for money.
- 3.3 The proposal seeks to ensure that the RP Team is fit for purpose for the next 3-5 years and the service delivers for the benefit of residents in an efficient, sustainable way.
- 3.4 It is our intention to consult further with residents and staff about their priorities around Resident Engagement/ Participation and Community Development. This will enable input into creation of a new strategy for how Housing Services plans to engage with tenants and leaseholders over the coming years; taking into account tenant scrutiny and the Regulator for Social Housing's Tenant Involvement & Empowerment standards and the 'voice of the tenant' in continuously improving service delivery.
- 3.5 As the staff restructure is currently subject to delegated powers report approval, it is not applicable to supply further information to the commission at this stage. However, an update will be provided to the 13 November 2019 meeting.

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<b>Living in Hackney Scrutiny Commission</b> <b>15<sup>th</sup> July 2019</b> <b>Item 6 - Prevent Programme Update</b>	Item No <b>6</b>
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## Outline

The Prevent Programme is an initiative to support and divert vulnerable people away from the radicalisation process and is one of four elements of the government's counter-terrorism strategy. Prevent involves encouraging the different local partners to work together to drive action and to learn from each other in promoting integration and challenging extremism.

The delivery of Prevent sits within the Council's statutory responsibility under the Crime and Disorder Act 1998. The local Community Safety Partnership has strategic ownership of it.

This partnership works with other agencies such as Hackney and City Children Safeguarding Board and the Adult Safeguarding Board to ensure Prevent has a strategic lead and remains high on the local agenda across agencies.

Prevent Coordinators lead on working with communities, police and other local agencies, to deliver preventative measures against violent extremism.

This item has been scheduled for Members to receive an update on the programme.

Guests expected for item:

- Tracey Thomas, Prevent Coordinator, Hackney

## Action

Members are asked to review the paper enclosed (pages 11-15) in advance of the meeting, and to ask questions of the Prevent Coordinator.

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## **Report to Living in Hackney**

### **Item – Hackney Prevent Delivery Update**

#### **Report by Tracey Thomas Prevent Coordinator**

##### **1. Purpose of the report**

1.1 This report provides an update to the Living in Hackney Scrutiny Commission on the local Prevent programme delivery in the borough of Hackney and outlines how Hackney Council is meeting its statutory duty.

##### **2. National Context**

2.1 The Prevent Strategy, published in 2011, is one strand of the overall counter terrorism strategy, CONTEST.

2.2 The aim of the strategy is to reduce the threat to the UK from terrorism by stopping people from becoming terrorists or supporting terrorism. This includes non-violent extremism, which can create an atmosphere conducive to terrorism and popularise views terrorists can exploit.

2.3 Prevent delivery in Hackney is guided by the specific objectives of the 2011 Home Office Prevent Strategy:

- Respond to the ideological challenge of terrorism and of the threat we face from those who promote it
- Prevent People from being drawn into terrorism and ensure that they are given appropriate advice and support
- Work with sectors and institutions where there are risks of radicalisation which we need to address

##### **3. Local Context**

3.1 Hackney is a Prevent priority area and as such receives additional resources from the Home Office to deliver a local Prevent Programme. Priority status is apportioned as Hackney is to be of significantly higher risk than the majority of local authority areas across the country.

3.2 Hackney Council has a statutory duty to have due regard to the need to prevent people from being drawn into terrorism.

3.3 In Hackney, Prevent is seen as a safeguarding duty to recognise the risks from grooming, extortion and harm that vulnerable people can be subject to. Local Prevent delivery strives to reach the whole of the community in Hackney and adopts a community led approach to determine Prevent related activities.

3.4 Prevent delivery in Hackney adheres to the Prevent Statutory guidance which highlights six key areas where activity should be evidenced, these are:

- **A risk assessment** – Hackney has a detailed risk assessment in place which includes restricted intelligence information to inform specified partners understanding of the local risk and threats.
- **An action plan** – Hackney’s Prevent action plan is informed by the local risk assessment and details the role of multi-agency partners to take responsibility to adequately manage the actions identified.
- **Partnership working** – the Hackney Community Safety Partnership (CSP) made up of statutory partners of the council, has strategic responsibility for the Prevent Strategy and the Prevent Partnership Group monitors progress against the agreed action plan.
- **Staff training** – an extensive training programme supported by a Prevent Education Officer is in place to support schools and other educational settings. Prevent awareness training is also available to partner organisations and council staff to better understand their responsibilities in regards to the Duty.
- **Provide support for agencies other organisations supporting children and vulnerable individuals** – The Prevent team work with Prevent partnership group members who represent key partners from statutory agencies, to identify third sector organisations to offer support with embedding safeguarding measures such as robust governance arrangements across statutory agencies.
- **Understanding and supporting out of school settings supporting children** – the Prevent team is working with partners to understand the supplementary education network. A mapping exercise is underway to identify such settings. It is intended to develop a package of free safeguarding training health and safety standards to raise standards in those settings.

#### **4. Activity Update April 2018 to March 2019:**

- Produced Prevent community newsletter to promote Prevent safeguarding training offer
- Children and Adults services Prevent referral pathways updated
- Refreshed Prevent action plan
- Successful delivery of Home Office funded projects reached a total of 571 + 1062
- Children and Adult services Prevent referral pathways updated
- 518 participants received Prevent Awareness training (WRAP or equivalent) excluding educational settings
- 34 community groups in local authority engaged on Prevent related activity including, but not limited to; Imece Woman’s Centre, Volunteering Matters, Connecting Communities, SAE Media College, and Universal Board Games.



- Helped to arrange support for 14 individuals with a Prevent related concern (excluding Channel referrals/ cases)
- 32 partners supported with embedding Prevent safeguarding policies
- Channel panel process refreshed in light of the Parsons Green terrorist attack and informed by the Police Hydra training for Channel panel members
- Robust understanding among Channel Panel members of what constitutes the appropriate threshold for Channel intervention
- Prevent Safeguarding toolkit produced for Hackney schools and early years providers
- 200 frontline staff and partners attended Prevent awareness raising training workshop (WRAP)

## **5. Partnership interventions delivered in 2018/19**

- 5.1 In recognition of the alignment between gang affiliation and radicalisation, St Giles - Brave workshops provided an alternative format to discuss this serious local issue. A total of 313 participants, including teaching staff students, professionals and community representatives, attended 10 Brave workshops
- 5.2 Spot the signs workshop were held in a variety of community settings, empowers families and communities to recognise the signs of radicalisation resulted in 116 participants go through the project.
- 5.3 The EqualiTeach project offers an engaging workshop that develops pupils critically thinking skills by providing a safe environment to hold challenging conversations. This popular workshop has been delivered across local schools over the last 4 years.
- 5.4 A building community resilience project focused on increasing the understanding of radicalisation, worked with 48 young people age 22-25 identified from local colleges, community centres and faith organisations.
- 5.5 Parent Zone, a resilient family's programme, provided an open access online training course, with supported material for parents, designed to explain the process of radicalisation. Parents and teaching staff were offered a yearlong digital resilience membership offering support and resources worked with 560 participants
- 5.6 Mentivation Services delivered focused sessions to 134 young people providing them with a safe space to raise awareness around gang activity and radicalisation based in Hackney's pupil referrals units, community groups and mainstream schools.

## **6. Peer Review**

- 6.1 The Office of Security and Counter Terrorism peer review team visited The London Borough of Hackney to conduct a peer review which took place over three days over 26 - 28 February 2019.

- Interviewed 37 key stakeholders from across the partnership
- Desktop review of key documentations
- Observed Prevent Partnership Board

## 6.2 Key findings:

- Strong commitment to integration and cohesion over a long period of time has made Hackney more resilient to radicalisation than many similar boroughs
- Prevent Coordinator and Prevent Education Officer highly thought of across the partnership
- Redraft referral processes to ensure mainstreaming or responsibility and holistic approach to risk management.
- Develop Prevent Communication plan and publish
- Good opportunity for multi-agency tasking group at neighbourhood level to disrupt radicalising influences

## 7. Future activity

- Establish a community Prevent advisory group to provide the kind of critical feedback that is necessary to successfully counter radicalisation work
- Consider the Home Office recommendations and update the existing Prevent action plan in response to the findings
- Work with service managers from Adult Social Care, Housing services, and Children and Families services to deliver bespoke Prevent safeguarding training workshops for staff
- Joint project delivery with Hackney Learning Trust to complete a mapping exercise of out of school settings across the borough and develop a safeguarding offer to support those settings embed robust safeguarding standards
- To incorporate a methodology for tracking which members of staff have trained and which are still to receive Prevent related training
- To consolidate and expand reach, work with City and Hackney Safeguarding Board to offer partnership interventions to community based organisations not normally represented.

## 8. Conclusion

8.1 The UK continues to face a diffuse threat from radicalisation and terrorism. High profile cases, both nationally and internationally, have shown how quickly vulnerable individuals can find themselves on a path to extremism.

8.2 Working with 7 partnership interventions providers in 2018/19 has extended engagement with faith establishments, faith organisations and civil society groups. This work has encourage young and vulnerable people to develop an understanding of critical thinking and build resilience within local communities through greater awareness of the risk of radicalisation.

8.3 The Prevent team is focused on increasing community resistance to extremist narratives by increasing awareness of the causes and signs of radicalisation and the appropriate action to take.

### **Useful links**

Prevent Duty Guidance

[Revised Prevent duty guidance: for England and Wales](#)

Home Office Far Right Fact Sheet

<https://homeofficemedia.blog.gov.uk/2019/03/19/factsheet-right-wing-terrorism/>

Community Engagement and EU Exit for local authorities

<https://www.gov.uk/guidance/community-engagement-and-eu-exit-guidance-for-local-authorities>

[Individuals referred to and supported through the Prevent Programme April 2017 to March 2018](#)

[Individuals referred to and supported through the Prevent Programme statistics](#)

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<p><b>Living in Hackney Scrutiny Commission</b></p> <p>15<sup>th</sup> July 2019</p> <p><b>Item 7 – Remit and recent work of the Living in Hackney Scrutiny Commission</b></p>	<p>Item No</p> <p><b>7</b></p>
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**Outline**

The remit of the Living in Hackney Scrutiny Commission covers quality of life in local communities. This incorporates neighbourhoods and housing, place, wellbeing, amenities, and the performance of the statutory Crime and Disorder Committee function.

The paper enclosed on pages 19-23 has been provided to ensure that Members of the Commission are aware of the areas and duties within its remit, and its recent work. Extracts of a number of policies with relevance to the areas covered by the Commission are also enclosed, on pages 25-101.

Finally, extracts of a number of policies with relevance to the Commission’s remit are appended.

The item has been produced to help inform discussions in item 8 around possible work programme items for 2019/20, and the topic on which the substantive review for the year should be focused.

**Action**

Members are asked to review the documents enclosed in advance of the meeting. It is not envisaged that this will be an item for discussion in the meeting itself.

However, digesting the information in advance will aid later discussions around the proposed work programme for the year, and decisions around where the Commission should direct its resources and time.

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## Living in Hackney Scrutiny Commission

### 1. High level remit as per constitution

Quality of life in local communities covering neighbourhoods, place, wellbeing, amenities and the formal crime and disorder partnership function.

### 2. Areas of the Council falling into remit, by Directorate

#### Neighbourhoods and Housing

Community Safety	Public Realm	Housing
<ul style="list-style-type: none"> <li>• Antisocial Behaviour</li> <li>• Violent Crime</li> <li>• Strategic Analysis</li> <li>• Prevent</li> <li>• Emergency Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Streets and Streetscene</li> <li>• Environment</li> <li>• Leisure</li> <li>• Parks</li> <li>• Waste and recycling</li> <li>• Regulatory</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance, repairs and estate environment</li> <li>• Ongoing improvement (transformation)</li> <li>• Asset Management</li> <li>• Services for tenants and leaseholders</li> <li>• Housing Policy</li> <li>• New housing and estate regeneration</li> <li>• Private rented sector</li> </ul>

#### Finance and Resources

Housing	Sustainability
<ul style="list-style-type: none"> <li>• Housing Benefit</li> <li>• Housing Needs including temporary accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet management</li> <li>• Energy Unit</li> </ul>

### 3. Statutory function of Living in Hackney Commission – Scrutiny of Hackney’s Community Safety Partnership

All local authorities are required to have a crime and disorder scrutiny committee in place, with the power to review and scrutinise decisions made and action taken by the local Community Safety Partnership. Living in Hackney fulfils this function, in addition to holding the areas above in its general remit.

#### 3.1 Hackney’s Community Safety Partnership

The Community Safety Partnership has a wide ranging membership.

A Statutory Officers Group operates within the partnership, made up of representatives from the Council, Police, Health, Fire and Rescue and Probation. The Statutory Officers Group has responsibility for the statutory duties of the wider partnership (which are listed in [Appendix 1](#)).

Duties include the production of a Strategic Assessment; a detailed overview of crime, disorder and community safety in the area, and a three-yearly Partnership Plan (the Community Safety Partnership Plan).

#### 3.2 Hackney Community Safety Partnership Plan 2019 – 2022

Following a refresh of the Strategic Assessment, the Partnership has produced a new Community Safety Partnership Plan for the period 2019 to 2022.

This summarises the actions and activities that members of the Community Safety Partnership have pledged to address over the next three years to reduce crime, disorder and other community safety related problems.

Based on the evidence, the Plan prioritises the following themes for the next three years. Each of these will be progressed by a set of objectives, in turn supported by a range of planned activities with lead partners for each.

- Serious Violence and Gang Crime
- Alcohol Related Crime & Disorder (Licensing and Safer Socialising)
- On Street Drug Markets and Substance Misuse
- Domestic abuse / Violence Against Women and Girls (VAWG)

### **3.3 Approaches to scrutinising the Community Safety Partnership**

The Commission is invited to consider how it will perform its role of reviewing and scrutinising decisions made and action taken by the community safety partnership, within the time it has available.

This might be through exploring the contribution of a specific partner(s) to progressing particular elements of the plan and or by taking an objective and asking the various lead partners around progress on this being met.

In previous years relevant items and reviews have included exploring the police's response as lead partner on a rise in moped enabled crime (2017/18), the response of the National Probation Service and Community Rehabilitation Company for London to a critical inspection report (2017/18), and exploring the Partnership's response to an escalation in serious violence (2018/19).

## **4. Key relevant Council Strategies and Plans**

Extracts of a number of policy documents relevant to the Commission's remit are appended to this paper. The sections selected are intended to help best inform discussions on where the Commission's focus might be best placed over the next year. Links to the fuller versions are also given below, when these were available at the time of publication.

### **4.1 Corporate Plan 2018-22**

The Corporate Plan sets out the Council's mission, and the the way that it will deliver and meet its priorities, objectives and challenges. The extract on **pages 25-32** covers the challenges (Financial, Workforce, Skills, Policy and Service Related), and the responses to these. The full plan is available [here](#).

### **4.2 The Hackney Community Strategy 2018–2028**

The strategy sets outs a vision for Hackney in 2028, developed through significant consultation and analysis. It breaks this down into key five themes, each with a vision



for that specific area. For each theme there are sets of actions the Council will do, what it will ask of local stakeholders, and what is required by Government.

The extract on **pages 33-58** covers the three themes which are perhaps most relevant to the Commission's remit. The full strategy and further information is available [here](#).

#### **4.3 Hackney Housing Strategy 2017-22**

The Housing Strategy sets out how the Council and its partners aim to meet the Council's housing-related ambitions. Each year the Council produces an annual report on progress already made against the actions in the strategy, and next steps. The performance report from March 2019 is appended on pages **59-74**.

The full Housing Strategy and supporting information is [available here](#).

#### **4.4 Community Safety Partnership Plan**

The extract of the Community Safety Partnership Plan on pages **75-101** shows the 4 priority themes, the objectives for each of these and the actions planned to achieve them.

### **5. Recent work by the Commission**

#### **2018/19 - highlights**

- **Reviewing the response of the Community Safety Partnership to an increase in levels of serious violence** – a review exploring a range of topics including the approach of Hackney's Integrated Gangs Unit, the Police's use of Stop and Search and its work to improve trust and confidence, and the views of leaders from communities disproportionately affected by the issue.
- **Investigation of contract management by Housing Services** – discussion with Cabinet Member for Housing further to Commission's findings on the performance and management of major housing contracts.
- **Exploring Healthwatch Hackney report on single homelessness and mental health, with a focus on housing conditions** – sites visits to a range of Council run and private hostel provision in the borough, and a discussion item on the Healthwatch Hackney report and the responses of the Housing Needs and Private Sector Housing services
- **Thames Water mains burst in Leabridge** – questioning Thames Water on the causes of a burst and major flood in the Leabridge Ward and its management of the aftermath.
- **Update on discretionary private rented sector licensing** – update further to go live of additional and selective licensing schemes, including levels of compliance against that forecast and next steps.
- **Fire Safety** – update on the progress made on implementation of Fire Risk Assessment Recommendations.

## 2017/18 - highlights

- **Response of the Council to the Grenfell Tower tragedy** – items exploring the Council's immediate and medium term responses, and its readiness to deal with emergency events.
- **Segregated cycle lanes** – an investigation looking at the circumstances in which the Council will consider the delivery of protected space for cyclists, and the views of a wide range of stakeholders into benefits, disbenefits, and design principles.
- **Council Lettings Policy and homelessness** – evidence gathering around aspects of other borough's lettings policies. The ones of interest to the Commission used banding / pointing systems to incentivise households at risk of homelessness to engage with the Council and to prevent a need for entry into (and/or to end a need for) temporary accommodation.
- **Wider private rented sector licensing - response to the Council's proposals** – Following a discussion item the Commission gave support to the proposals but a detailed response also challenged the Council to address poor conditions in already licensable properties which research had identified.
- **Crime and Disorder Committee function** – hearing from the police and the Council on their work to tackle moped enabled crime, and from the National Probation Service and Community Rehabilitation Company for London on improvements further to a critical inspection report in December 2016.

## 2016/17 - highlights

- **Air Quality** – a detailed review focusing largely on transport, exploring action on a local and London level. Assessment of the benefits and disbenefits of schemes closing roads to through motor traffic (filtered permeability), and the case for borough wide parking controls. Also explored the processes through which the Council ensures air pollution considerations play a part in planning decisions.
- **Aftermath of flooding caused by Thames Water** – following burst water mains in Islington and Hackney, Scrutiny Commissions in both boroughs jointly challenged Thames Water on their levels of investment in their pipes and other infrastructure, their approach to maintenance, how they might better identify and deal with small leaks before they escalate, and whether emergencies such as these could be responded to more effectively. Living in Hackney also facilitated a meeting directly between Thames Water and affected Hackney residents.

## **Appendix 1 - Community Safety Partnership Membership and Duties<sup>1</sup>**

### **Membership:**

- Cabinet members/non-exec members of partners
- Greater London Authority
- senior leaders from responsible authorities
- chief officers
- service heads/managers
- housing representatives
- voluntary and community sector
- community representatives (including faith groups)
- Learning Trust and further education college representation

### **Key Statutory Responsibilities to be met:**

- a strategy group to be made up of senior representatives from the responsible authorities
- prepare, implement and performance manage an evidence-led annual strategic assessment and three-yearly partnership plan for the reduction of crime and disorder in the area
- consult the community on the levels and patterns of crime, disorder and substance misuse and on matters that need to be prioritised by the partnership
- reduce re-offending
- coordinate domestic violence homicide reviews
- share information among the responsible authorities within the CSP
- have a crime and disorder scrutiny committee with the power to review and scrutinise decisions made and action taken by the community safety partnership
- assess value for money of partnership activities

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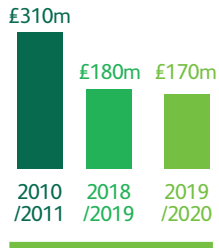
<sup>1</sup> Sourced from - [www.hackney.gov.uk/community-safety-partnership](http://www.hackney.gov.uk/community-safety-partnership)

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# Our challenges: What we face over the next four years and how we will respond

## The financial challenge

Hackney has a strong financial track record, but eight years of Government cuts are taking their toll on public services. More and more people are turning to the Council for support, yet there are less resources available to help them.



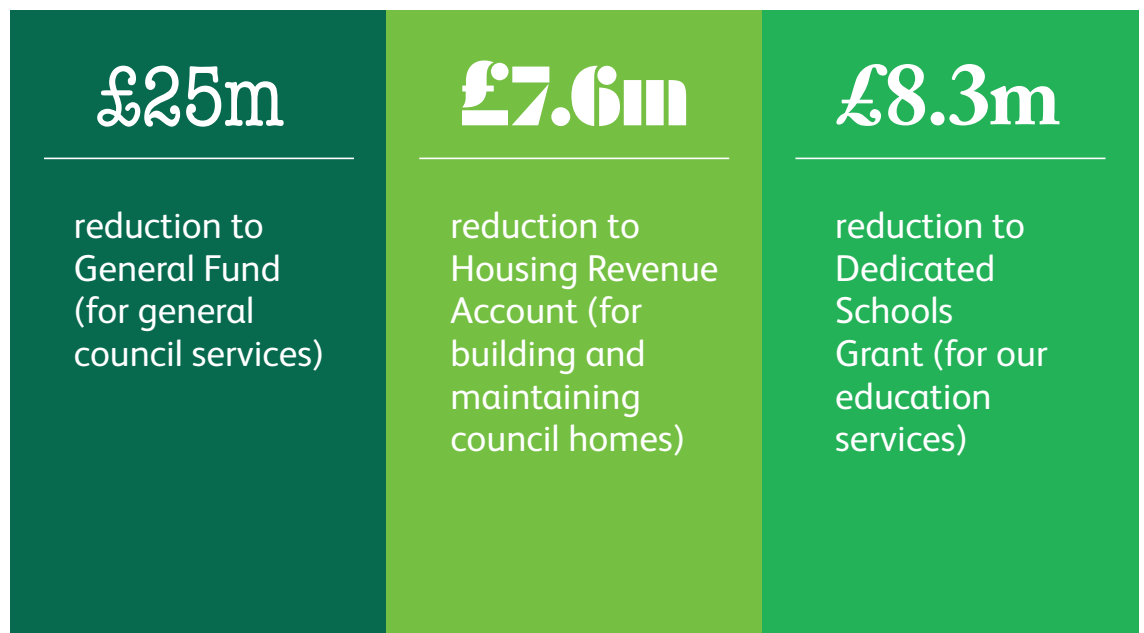
Our Government grant has been cut from £310m in 2010/11 to £180m in 2018/19. Next year it is expected to be just £170m - a total reduction of £140m, or 45%. Per head of population we have seen the biggest funding cut of any London borough at £512. Compounding the reduction in funding has been increasing demand for Council services, a demand which is forecast to continue growing.

So far we've been able to manage these challenges without significantly reducing services or increasing charges. We've taken measures like cutting our management bill from £18.4m to £9.7m, and other back office efficiencies which saved £40m. However, we're now at the stage where we're running out of such options to save money.

The decisions we are going to have to take over the next four years will be increasingly difficult.

## Forecast for the future

From now until 2021/22, the Council needs to save a further £40.9m:



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**£35m**savings required by  
City and Hackney CCG

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Alongside these savings sit a range of other current, and potential, financial challenges:

- City and Hackney Clinical Commissioning Group (CCG) have identified a savings requirement of £35m by 2021/22, taking the total savings required to £85.7m for Hackney
- The Council is delivering an ambitious capital programme - including new homes, schools and a leisure centre - the revenue cost of delivery needs to be considered
- There are considerable demand pressures across many service areas, particularly adult and children's social care, temporary accommodation, special educational needs and waste disposal
- The huge scale of additional fire safety work arising from the Grenfell tragedy
- The potential impact of Universal Credit on rent collection
- The outcome of the Fair Funding Review, which could see a new formula resulting in less funding for Hackney
- Uncertainties around the future system of Business Rates retention
- The Government's spending plans up to 2022/23, which will be announced in autumn 2019
- Possible cuts to the Public Health Grant and the Improved Better Care Fund
- The impact of Brexit.

### **Rising to the funding challenge**

The scale of the financial challenge is unprecedented and we have to be realistic and acknowledge that the current ways of providing services are not going to be sustainable over the next four years, let alone ten. This may mean people will no longer be entitled to the same levels of service or, in some cases, any service at all. There will be tough decisions about increasing Council Tax and charges for those who can afford to pay.

Alongside this tough budget shortfall is the implementation of an exciting and ambitious 2018 manifesto. We'll need to balance delivery of this against the wide range of services, many of them statutory, which residents and businesses expect on a day-to-day basis. Some of these services will need to stop, change and reduce in the context of the vastly reduced resources available. We need to ensure that we maintain our overall financial position, as this has been the bedrock of the Council's success over the past decade. It has afforded us the flexibilities to enable the creativity and innovation Hackney is renowned for.

Despite the funding pressures, we are still ambitious to keep investing in our communities and sustain the vital services on which our most vulnerable residents rely. We will also campaign and look for new resources. The next four years are not about trying to manage decline. We want to work smarter and more innovatively to improve our offer to residents and businesses. Making sure that every resident can access the opportunities created by the growth in our local economy.

To achieve these aims, we will develop a more flexible and innovative approach to how we do things, broadly arranged under three themes:

## **Municipal entrepreneurialism**

A more entrepreneurial and commercially-minded approach to planning and delivering, to maximise resources available and opportunities to insource services and reduce the funding gap.

## *Productivity and efficiency*

Review the way we deliver services and identify opportunities to reduce cost while delivering the same or improved outcomes.

## **Demand management/cost avoidance**

Better understand increasing demand on our services and identifying actions to mitigate the impact.

### **The policy and service challenge**

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# 148

commitments in the  
Mayor's manifesto

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The 2018-2022 manifesto on which the Mayor and his Group were elected sets out 148 commitments which describe an ambitious vision for Hackney. These include firm commitments to continue to deliver high quality core services that protect vulnerable children and adults; keep our streets safe and clean; provide the best possible learning opportunities for children; continue to build homes for social rent; ensure that all citizens have an accessible pathway towards employment and opportunity; continue to be business-friendly; and ensure we take a holistic approach to place shaping and area regeneration. This is essential so that we safeguard the improvements that Hackney has achieved over the last 20 years, which have made the borough the best place to live and work in the country.

In addition to this, the manifesto also sets out far reaching goals that will address the biggest challenges we face as a borough. These cut across multiple service areas and include:

- Reducing poverty, inequality and building social cohesion
- Tackling homelessness
- Improving recycling on our estates
- Adult and children's social care – responding to increased demand
- Continuing to deliver lasting solutions to London's housing crisis
- Ensuring that Hackney is a sustainable borough, fit for the future
- Tackling gang crime and serious youth violence through working with community groups, other statutory agencies, and directly with young people
- Supporting residents through the implementation of Universal Credit
- Tackling key health inequalities whilst responding to major change in the health sector and integrated commissioning

We must deliver clearly defined outcomes in these areas while retaining a sharp focus on day to day activity and the other core business of the Council. That requires us to think, work and act differently. How we plan to achieve this is set out in Part 2 below.

### The workforce challenge

Everything that we want to achieve in Hackney depends on having the right workforce in place. We need to recruit, retain, and develop, talented and committed staff in order to provide the best services for residents. Everyone working here needs to be performing at their best to take Hackney on the next stage of its journey. We need to make the most of the skills and talents of all our people to deliver services in a challenging environment.

Our employees are our most valuable asset. We need to ensure that we remain an attractive employer and we will place significant emphasis on flexible working and supporting our shift workers. We must provide the professional development and benefits which ensure all our staff are able to succeed as employees of Hackney Council. Hackney Council has always had high levels of staff satisfaction and morale in comparison to public sector averages, and the 2018 Ipsos MORI staff survey will provide up to date insight into how our workforce is responding to the new and increasing challenges that we face.

The role of managers at all levels in leading the workforce will continue to be pivotal. The Council continues to successfully manage the challenge of continuing to provide good quality frontline services in a time of rapidly reducing resources. This inevitably puts strain on our employees which places even more emphasis on the need to ensure that they understand what is expected of them. Everyone working here must have access to the tools, training and development opportunities to enable them to fulfil their roles and their potential.

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# 31

number of other London boroughs Hackney competes against in the job market

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Numbers of staff are likely to reduce further, whilst skill requirements will change. We will be asking our employees to do more, and different, jobs. Services are likely to need to change and restructure regularly in order to meet the financial and service delivery challenges and it is important throughout that we continue to support our employees through such change processes. At the same time, as the largest employer in the Borough, others look to us to provide a standard of excellence that they can follow in terms of workforce management and support. It is important that the Council maintains this reputation. Initiatives such as paying the London Living Wage, Hackney 100, the apprenticeships programme, and our wide range of employee benefits, are examples of our leadership.

Hackney Council is operating in a highly challenging and competitive job market. To recruit the best staff we must compete against 31 other London boroughs, and also a whole range of other public sector employers, including the civil service, the GLA, and the NHS. In addition, in some areas, such as law, property services, and ICT, skills are easily transferable to and from the private sector, and proximity to the City means we are competing with some of the highest paying employers in the UK.



### Specific issues include:



#### ***Housing affordability***

The increasing cost of housing in Hackney means that the proportion of our staff who live locally has fallen over the past 15 years from around 40% to 24%. This fact will increasingly impact on recruitment, especially on lower graded roles, as fewer new entrants will be able to afford to live in Hackney, and the cost of commuting makes travelling into the borough a less attractive option. Housing costs also make it harder to recruit people from outside London into more senior roles, meaning we are recruiting from an ever diminishing pool.



#### ***An ageing workforce***

In some parts of the Council, particularly in manual and lower graded roles, we have an ageing workforce, a large proportion of which will reach retirement age in the next 10-15 years. The workforce as a whole is significantly older, on average, than the population it serves. It is vital that we act now to safeguard the future of those areas of work by thinking creatively about how to fill those roles as they become available, through apprenticeships, providing opportunity for local young people, and ensuring that Hackney has a workforce fit for the future.



#### ***Diversity and inclusive leadership***

Hackney has an extremely diverse workforce, which broadly reflects the demographic profile of the borough, in terms of ethnicity. However, that is not consistent through all levels of the organisation, with the lack of ethnic diversity in the top three tiers of the Council and the ethnicity pay-gap being of particular concern to staff, to Members, and to senior management. The Council has a good gender balance at the top of the organisation, and has made significant strides in the past two to three years to support and celebrate LGBTQI staff. However, it is clear from staff feedback that disabled staff feel that more could be done to support them and their progress through the organisation.

Having a demographically diverse workforce can help businesses to be successful, drive innovation and capture new markets. In the public sector having a diverse workforce is seen as a way of bringing in a diversity of experiences and perspectives to better meet the needs of residents, customers and improve services. It is also seen as a way of tapping into and harnessing talent from across the whole community. We are not just interested in workforce diversity, we are also interested in ensuring that we have an inclusive culture that encourages a diversity of perspectives. This will help us engender the innovation and creative thinking that we need to tackle some of the most pressing public service challenges.

## The skills challenge

Over the next four years the Council will continue to develop its award winning Apprenticeship Programme with the twin aim of creating high quality employment pathways into the Council across all directorates for local residents; and seeking to build a highly skilled workforce for the future.

The programme will continue to create opportunities at a range of levels ranging from entry level to graduate. Our focus will be on high quality training, pastoral and development support to the apprentices. Particular care will be taken to ensure pathways exist for cohorts facing barriers to the labour market including care leavers, those not in education employment or training (NEETs), young black men and young people with Special Educational Needs and Disabilities (SEND), by further developing the Council's pre-apprenticeship and work placement programmes. We will seek to maximise the opportunity presented by the Government's Apprenticeship Levy to upskill existing staff via scaling up of the Council's Career Development Qualification (CDQ) programme. This will be done in a strategic way, focusing investment on those areas of the Council where there is an ageing workforce and/or skills gap existing now or likely to emerge.

We will also seek to work in innovative and imaginative ways wherever possible with the aim of providing apprentices with a range of skills required by both the Council and the wider economy. This may include for example sharing apprentices with organisations in the wider public and private sector. Alongside leading by example on the apprenticeship agenda, the Council will also seek to lead by example as an employer of residents with disabilities - both visible and invisible.

The Council has recognised that it needs to do more to attract, recruit and sustain employment at all levels of the organisation for residents with disabilities. The Council will be looking at changes which can feasibly be made to HR processes to achieve this. We will also ensure candidates and hiring managers are provided with the appropriate bespoke support to assist them through these processes, via the Council's Supported Employment service.

Alongside other public sector organisations, we will be initiating a bespoke work placement programme providing a pathway into Council employment for young people with SEND. The Council will also be working with Timewise to develop and pilot part-time apprenticeships, with the aim of enabling more people with disabilities to join the Council as apprentices.

**In summary, over the next four years, the Council will approach its workforce and skills challenge through a number of routes:**



A refreshed approach to recruitment marketing, ensuring that Hackney is able to attract the best staff at all levels.



A targeted campaign to attract more local residents into jobs in the Council



Further appropriate and targeted use of market supplements to address salary differences



Further developing our offer to staff to ensure that we remain an excellent employer



Growing our apprenticeship offer, to provide a broad range of opportunities and bring in younger people



Developing programmes to grow our own talent, retaining and developing our best staff, and ensuring a more diverse senior management cohort in the future



Developing an 'inclusive leadership' approach, to address equalities issues in the organisation and promote innovation and creativity



Developing an organisation-wide skills and learning strategy to make sure that staff are fully equipped to do their jobs in a fast changing organisation



Using staff surveys to ensure up to date insight into how staff are responding to change, and robust action plans to tackle issues arising



Implementing a new staff engagement strategy for the next four years



Offering competitive staff benefits and creative approaches to flexible working.

## Managing the challenge of growth and change

Improvements to our services, infrastructure and reputation have made Hackney increasingly attractive as a place to live and do business. We have seen the borough's population grow and change as a result. Whilst average incomes in the borough remain relatively low, the changes have attracted a high proportion of affluent, higher skilled residents. As a consequence we are now seeing growing inequalities. This concerns us, and our residents, and tackling inequality entrenched poverty is a key priority.

The changes have catalysed rapid economic growth and our focus must be on ensuring growth happens in a way that doesn't leave anyone behind. We will focus on community wealth building through sustainable procurement, economic development and planning. As our business base continues to grow and become a more significant part of the borough, we need to reset our relationship with businesses. We must maximise opportunities for residents to ensure that we are effectively managing the impacts arising from increased commercial activity.

Along with other parts of London, Hackney has seen rapid population growth over the last 15 years. We expect this growth to continue for the next couple of decades. There are limits to the Council's ability to influence population increases. The Council cannot control the population growth, which is affecting all of London, but we can ensure that we engage in new ways and that planning policy is used effectively to shape the nature and location of development and maximise its benefits for the whole community.

We need to ensure that we have the infrastructure needed to cater for this continued growth. We will work proactively with the Greater London Authority (GLA), central Government and neighbouring boroughs to secure investment in projects like Crossrail 2 which has the potential to radically improve connectivity and transport capacity in Hackney. In terms of social infrastructure such as schools and health facilities, the Council faces a funding gap. It is difficult to fully fund such projects through public finances and developers' contributions alone. We also need to protect our parks and open spaces for residents to use and to help counter climate change, alleviating the urban heat island effect and improving drainage.

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# 443

schools in areas  
exceeding safe  
air quality levels

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The growth we are experiencing has made it vital that we develop more sustainable ways to live and do business. Hackney needs to continue to make it easier to walk and cycle. The health impact of poor air quality is significant, with children among the most vulnerable to the effects of air pollution. It is estimated that 443 schools in the capital are in areas exceeding safe air quality levels. Given Hackney's location and the amount of traffic that passes through the borough, we cannot act on air quality on our own. Hackney will set a very high aspiration for improving air quality, but must recognise that our local actions need close partnership with regional and national government to affect real improvements in the quality of London's air.

# 1. A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth

## The challenge:

Hackney has experienced a huge amount of change over the last 15 years, Council services have improved and the population has increased by a third. House prices have also more than doubled over the last 10 years. Better schools, cleaner and greener open spaces and better transport links, mean Hackney is now a much more desirable place to live and the knock on effect of this has been a huge surge in demand for housing and spiralling house prices and rents. The issue of housing affordability is particularly severe in Hackney, where house prices and private rents are amongst the highest in London and the country and it is a top concern for local residents. As average incomes in the borough are relatively low, many households on moderate incomes are unable to take a first step on to the housing ladder within the borough.

Over recent years, the Government's social housing and welfare reforms have led to increased rent levels for social housing, at the same time as reduced welfare benefit levels for those who need help with paying the rent in both the social and private rented sectors. This has impacted many residents as over 40% of Hackney's housing stock is social housing, either managed by the Council or by housing associations, while around one third of Hackney residents now live in the private rented sector – double the level of ten years ago. Despite the Council's good track record in delivering 2,850 new homes for social housing and shared ownership with its partners over the past five years, increases in homelessness have led to high numbers of households on the Council's waiting list (over 12,000) and in temporary accommodation (2900). Residents have told us that they would support the building of as many Council and housing association homes as possible, that are genuinely affordable to those on low and medium incomes. As the Council's housing strategy sets out, we will continue to find ways to increase the number of new genuinely affordable homes being built in Hackney including new homes for rent and we will work together with Housing Associations and the Mayor of London on this.

However, we also need to secure more financial freedoms and other flexibilities from Government to help us fund the additional new homes needed.

As a result of the housing crisis, more residents are now living in the private rented sector. While a majority of private renters in Hackney are satisfied with their homes, there are too many properties which are in poor condition and are poorly managed. Renters also face insecurity, often with six-month tenancies and high or unpredictable rent rises. We need to continue to work with landlords to help raise standards. As the population of London increases, and housing affordability worsens, housing needs such as homelessness and overcrowding are also expected to intensify. Our homelessness work already aims to improve prevention and provide solutions for those threatened with losing their home. We already have in place a Homelessness Strategy and specific strategies relating to temporary accommodation and rough sleepers.

Residents value the positive improvements in Hackney in recent years but people remain concerned about housing affordability and the impact of house prices on local communities. Young people who have grown up here are particularly aware of the increasing unaffordability of housing in Hackney and say this has reduced their sense of belonging and leaves them feeling disempowered by the process of change happening around them. Older people, disabled people and growing families have raised similar concerns. London's business leaders are also concerned about the increasing unaffordability of the area and have highlighted the threat to the economy from a growing number of workers being deterred from coming to the capital or forced to leave because of the shortage of affordable housing. They have flagged that in future this might mean businesses won't be able to recruit or retain a diverse workforce here with the right mix of skills. This is also a key concern for local public services and local voluntary and community organisations.

Hackney has seen growth and change in the number and type of businesses in the borough in recent years, including significant increases in the numbers of businesses offering professional and technical services; this growth is most visible in the south of the borough around Shoreditch. Hackney has also seen growth in food services and business administration services that support these higher skilled professional services. In recent years residents have reported that they feel that some established local businesses have been priced out and the types of shops and services they need, such as launderettes, are starting to disappear from some areas. Some of the changes may have been fuelled by rising commercial property values, but there are other factors shaping what is happening in our local town centres, including the wider shift towards online retail and national rises in business rates as well as changing demands arising from a shifting demographic.

London is one of the most vibrant and exciting cities in the world and despite national uncertainty as the UK leaves the EU, the population of London is still projected to rise over the next 20 years as more people, from the UK and the rest of the world, seek to make the capital their home. However, we're aware that Brexit could lead to lower levels of migration of skilled workers from the EU, and that this could mean we see lower levels of growth than expected for London and Hackney. Local employers have said they are concerned about the potential loss of highly skilled EU workers in professional and technical services and that there is a shortage of these types of skills locally. In future, if significant numbers of highly skilled EU workers were to leave London and wider economic uncertainty were to have a negative effect on the national economy and jobs, we may see higher levels of migration from elsewhere in the UK to London as a result of Brexit. With population churn comes new industries, new technology and new opportunities all of which will ensure that London never stands still and remains at the heart of UK culture and opportunity. We will need to look at how we support local people of all ages to learn new skills and build their capabilities, so they are better placed to take up these future opportunities here.

Inner London boroughs such as Hackney expect to see a share of London's population growth locally: the population of Hackney is projected to rise by around 10% to 300,000 by 2027. Although there are some residents who feel Hackney is

already too densely populated, given London's projected growth, trying to reduce growth and stop development is not really an option and we are required to plan for growth by the Mayor of London and by Government. Our new Local Plan for Hackney 2033 is an opportunity to actively consider what growth means for Hackney and to find the best way of managing it. The Council's Area Action Plans, regeneration and local economic development plans will also help us address the challenges growth brings and maximise the benefits of growth in order to increase local prosperity. Local people have told us that we could do more to engage local communities in dialogue about how we shape growth and change and the benefits we seek to achieve.

Delivering new homes which local people can afford to rent or buy presents a major challenge. Ensuring there is the infrastructure i.e. the local community facilities in place to meet the needs of the growing population poses a further challenge, in terms of financing, delivering what is needed in time and finding suitable sites. However, it is an important challenge to meet - we need to protect the existing population from the negative impacts of growth and maximise the wider benefits that growth can bring for residents already living here. One of the ways we can do this is to ensure we properly plan for, invest in, maintain and develop our social infrastructure and community facilities such as our public and sustainable transport networks, local schools and local health services. We can also enhance the green space and public space here. By doing this we can create additional capacity as the borough grows and provide high quality, well designed local spaces and community facilities which can help protect and improve the quality of life of existing local residents.

Higher density, good quality development which is well designed has an important role in supporting London's growth. This approach can support mixed communities, enhance social capital and interaction, and reduce social isolation – as well as reducing development pressures on Hackney's valued open spaces. It can also support economic growth by delivering economies of scale in services and marketplaces and support reduced carbon footprints. Hackney's focus is on how we can encourage well designed, higher density mixed use schemes which provide the community facilities and the infrastructure needed to support our growing population and preserve our open spaces. Housing pressures and population growth are London wide issues and there are limits to how much the Council can influence this but we want to try and minimise any negative impacts on our communities. We recognise that some older and disabled residents and children and young people who have grown up on local estates have said there is a sense that the new spaces in Hackney are not for them, including the new cafes and shops. They would like to see public spaces and local centres that are inclusive, accessible and welcoming for them too, spaces that are not just for the benefit of residents and businesses moving in to Hackney. We need to engage all of Hackney's communities in shaping growth and change in their local areas, as well as ensuring this change delivers tangible benefits, to avoid people feeling marginalised or left behind.

Residents have told us that Hackney has felt safer over the last five years. Crime rates have gone down by over a third between 2002/3 and 2014/15, which is a

bigger decrease than London as a whole. During this time the Council has maintained its commitment to community and neighbourhood policing. Hackney also developed the first integrated gangs unit with the Metropolitan Police and the Department for Work and Pensions. However we are concerned about recent increases in the rate of crime, including violent crimes, and are committed to working across the Council in partnership with the community, the police and voluntary sector to divert people away from crime, prevent its underlying causes and to keep residents safe. Over the past three years the number of recorded hate crimes across London and in Hackney has also increased – while this may in part be linked to improvements in reporting, which is something we want to encourage, it demonstrates the need for us to work together to make sure Hackney remains a welcoming place.

In focused discussions with some younger residents there was a view that Hackney appeared safer than it used to be, but that gang crime which used to be more visible had 'gone underground' and that problems with violent and gang related crime remained. Following a recent spate of violent crime, young people, families and community leaders have also said that this is creating wider anxiety locally. There is a need to continue working together to help keep young people safer outside of the family when they are in different environments in and around Hackney. If Hackney becomes even more polarised, crime is likely to increase and the general perception that the borough is becoming more unsafe could grow. This could have a negative impact on everyone's quality of life and could threaten the vibrancy and accessibility of our local neighbourhoods and town centres.

### **What is our vision for Hackney in 2028 in this area?**

By 2028 in Hackney, we want to see the whole community benefitting from the growth and change we have experienced across the borough, with no sections of the community left behind and fewer local people living in poverty or in poor quality, insecure housing. We are a borough that has welcomed change and taken a long-term, managed approach to growth and planning, with a focus on developing mixed use neighbourhoods which cater to all ages and better accommodate people's changing needs over time including young children or growing families, disabled people and older people. Residents have access to decent homes that are secure, high quality and genuinely affordable through a variety of different home ownership and rental schemes. The mix of homes is balanced with affordable family homes on offer as well as flats suitable for single people, older people and couples. Hackney remains an attractive place in high demand. The community accepts change as people choose to move in and out, longer term residents feel the new community places and spaces are for their benefit and new residents are encouraged to tap into the excellent, well-established community networks that exist across our borough. By being smart and creative with well-designed mixed use developments, we are able to deliver the community facilities, such as schools, childcare provision, leisure centres and health centres which the growing population needs, despite limited space and finances. Wherever people live or work, there is a good level of local amenity and public service and these are inclusive, welcoming and accessible, including for



residents on low incomes, children and young people, disabled people and older people.

Hackney is as well known for its small businesses and start-ups and its large companies at the forefront of the tech sector. Everybody recognises the value businesses bring to Hackney –including the small firms who provide inclusive local services to our diverse population which mean local people can buy the goods and services they need locally. We promote and support our diverse business community including Black and Ethnic Minority run businesses, entrepreneurs, cooperatives and social enterprises and ensure that opportunities created by Hackney’s dynamic economy are available to all. We also continue to support our vibrant town centres and work with local retailers and market traders to ensure Hackney’s shopping streets and markets, thrive and are known for their diversity, value and quality. We have protected Hackney’s pubs, shops and commercial spaces and we work alongside businesses involved in Hackney’s dynamic night time economy to manage any noise nuisance and anti-social behaviour, to make sure our town centres and high streets are successful, well managed and safe, day and night. The Council has put processes in place which make it easy for businesses to understand what they have to do to comply with local regulations, to meet other legal requirements and to take up other opportunities to develop and grow their business and support the local community.

We work with larger businesses based here, build positive, long-term relationships with them and encourage them to invest in Hackney’s future and to create real opportunities for local residents to access decent work, apprenticeships, training and career progression. Hackney is an outward looking and collaborative borough working with partners across industries in the capital to contribute to and benefit from London’s wider prosperity and innovation.

We also make the most of the income the Council generates from its commercial properties and land for wider social benefit. We will keep investing this in local frontline public services, including new mixed use developments with new genuinely affordable council homes and affordable space for the voluntary sector and local businesses, which helps improve local prosperity.

The Council has worked with residents, community groups, businesses, local organisations and public services to tackle the underlying causes of crime and to help prevent violent crime. Through continued community dialogue we have also found ways to build more trust; the local community is more resilient, there are good community networks in neighbourhoods across the borough and residents, businesses, local organisations are willing to help each other. As a result, local residents and visitors to the borough feel safer and more secure in Hackney and residents, are able to play an active role in shaping approaches to community safety.

**Areas of focus:**

We want Hackney to be a place where everyone can enjoy a good quality of life and the whole community can benefit from growth. To try and achieve this, we will focus on the following:

**Transport, infrastructure and place based development**

The Council will concentrate on providing well managed growth by delivering genuinely affordable new housing, and decent transport, health, childcare and education infrastructure and community facilities which will meet the needs of both our established communities and new residents, as the borough grows.

We will support the best options for increasing public transport capacity and connectedness in the borough, through working collaboratively in a multi-disciplinary way in partnership with key stakeholders such as Transport for London (TfL) and neighbouring boroughs. This will allow us to progress ambitious, innovative and forward thinking ideas that recognise that technological advances are likely to change the way people work, commute and travel in future and will include campaigning for Crossrail 2 to progress as quickly as possible with a route that minimises construction disruption and maximises benefits for the borough.

The Council will continue to find the means to invest in our schools and meet the demand for school places from our growing population. We will promote the building of schools through new mixed use private developments. To help us do this will work with partners who share our ambition to promote inclusive communities and who want to work together with local families, community leaders, local organisations and business to support our children and young people to fulfil their potential. We will also carry out a new programme of repair on our Victorian and Edwardian Primary schools so they are fit for 21<sup>st</sup> century use,

We will work with local residents, community organisations and businesses to prepare a new plan for Dalston Town Centre. We will make sure Dalston really benefits from the new Crossrail 2 station and work with the community, the Mayor of London and Crossrail 2 to achieve this. We will fight to keep the Eastern Curve garden, support a thriving Ridley Road street market, improve the public realm in Dalston and shape the plans for the future of the Kingsland Shopping Centre and the Dalston Cultural Quarter as places for creative, cultural and community uses.

We will also work with local residents, community organisations and businesses to develop local area plans for new homes, workspaces and community facilities in our other town centres and along the borough's main growth corridors which connect

them. These place based plans will guide development and investment in the centre of the borough around Hackney Central and Dalston, in the west of the borough along the A10 from Shoreditch through Stoke Newington and Green Lanes up to Woodberry Down and in the east of the borough from Stamford Hill, through to Clapton and Homerton. We will also work closely with the Mayor of London to push for improved accountability and the return of local planning powers for Hackney Wick and to create a new town centre there around the new Overground Station.

## Housing

Using our Local Plan 2033 and our Housing Strategy the Council will seek to increase the supply of genuinely affordable homes available to local people for rent and sale in the borough. We will do this through the Council's own house building programmes, through working with other social housing providers and with private developers, through using our planning powers to ensure smaller sites contribute to affordable housing and through working with the Mayor of London to ensure development on public land maximises delivery of genuinely affordable housing. In the next five years through our Housing Strategy Delivery Plan we will aim to deliver over 3000 new homes across the borough, including 800 new council and social rent homes and 700 council shared ownership homes.

As part of our Housing Strategy Delivery Plans we will continue to consider innovative new models for delivering genuinely affordable new homes for local people.

- We will consider whether good quality, well-managed shared housing can help address affordability, especially for younger single people and couples.
- We will also look at how 'Build to Rent' could improve affordability and options for Hackney residents and will work with partners to deliver 500 homes at London Living Rent, where the rent levels are set at a third of the average household income and let on longer tenancies; we will establish a wholly owned and democratically accountable housing company to help achieve this.

We also want to help people who live and work in Hackney to have a chance to own their own home and to support people to stay in Hackney, especially those on low to middle incomes and those working in the public sector. To help achieve this we will continue to build new homes for low cost home ownership. We will also ensure all Council developments that involve the outright sale of homes have a 'Hackney first' sales and marketing strategy, rather than selling to property investors.

The Council will continue to ask the Government to give us the powers and financial freedoms we need to borrow money to invest in and build even more new council homes.

We will continue our work with landlords and our active campaign on better renting, to help improve the conditions for local people in private rented housing.

- We will increase our enforcement action to tackle the minority who break the law.
- We are introducing borough wide licensing of all houses in multiple occupation (HMOs) and a pilot scheme licensing all privately rented properties in three wards
- We will introduce new measures such as a database of rogue landlords and agents, landlord banning orders, and a ban on letting agent fees being charged to tenants.
- We will also continue to ask Government for further powers to regulate the private rented sector including three year tenancies and for the powers to control rents.

### **Local economic development and prosperity**

The Council will develop a new local economic and community development strategy which focuses on securing inclusive economic growth and generating community wealth in Hackney. We will stimulate economic development when needed but focus on increasing local prosperity, reducing poverty and creating new opportunities and wider social and economic benefits for the local community.

The Council will better involve and engage local residents, community groups, local organisations and local business in open dialogue to help develop shared longer term visions for local places. We will work together to design and deliver plans to improve local prosperity in our town centres, local shopping streets and local neighbourhoods. We will also find new ways to work in local neighbourhoods with local people, grassroots community networks, local community centres and community anchor organisations such as schools, local health centres or opportunity hubs, including in local neighbourhoods and places where residents feel that they have been left behind and have not benefited from the recent growth Hackney has experienced.

Our approach will be outward facing; we will continue to try to understand the ways that global trends, national policy and regional developments across London and the South East can affect the borough, including to consider how we can best prepare for and deal with political events including Brexit and the devolution of adult skills to London, and to better understand how technology developments will create opportunities and risks for our local workforce and our economy. We will also look to influence and work with the Mayor of London, Government, other boroughs, businesses and regional economic development partnerships including the London Economic Action Partnership, Central London Forward on this agenda.

We will use our planning powers and work with developers, property owners and workspace providers to carry out a review of affordable rents and the types of workspace needed in the borough for community and voluntary sector organisations, start-up and micro businesses as well as cooperatives and social enterprises. As

part of this we will consider how we can promote fair and inclusive access to this resource.

The Council will create an environment in the borough in which local business are able to thrive. We will make it easier for businesses to interact and work with the Council, whatever the service they are trying to access, making it easier for them to navigate our processes, do business online and comply with statutory requirements. We will also continue to develop the Hackney Business network, put in place new local forums and signpost local businesses to expert support to make it easier to start up, grow and sustain businesses in Hackney. We will also promote opportunities for businesses and their employees to get involved in and make positive contributions to the neighbourhoods they are based in and to local community life.

The Council already uses its purchasing power, its procurement system, its service and goods contracts and property leases to create opportunities for jobs and training for local people, to support local businesses and to require that people are paid the London Living Wage. We will look at ways we can extend this using our new Sustainable Procurement and Social Value Strategy to maximise the social and environmental benefit of every pound the Council spends. We will invite and actively encourage other local organisations and the local business community to make similar commitments

The Council will also champion the borough's businesses and make sure they have a voice in Westminster and at City Hall. We will campaign for fairer Business Rates, for a soft Brexit and to remain in the single market and we will seek out business relationships in the UK and abroad to identify new markets and promote our local businesses

## **Employment and skills**

Through the Council's employment and skills programme, we will continue to make links across our own services with the GLA and other government agencies and with other local public services, local organisations, businesses and local voluntary and community organisations to make sure that more local people can access good opportunities to improve their skills, take up training and apprenticeships and to find decent work in Hackney's growing economy. We will use the national Apprenticeship Levy to help us do this.

## **Community safety**

The Council will continue to invest in community safety services and work across our services in partnership with the community, police and voluntary sector to divert people away from crime, create meaningful opportunities and keep residents safe.

We will continue to prioritise our community safety activities based on intelligence, and resident insight and to work on these through our Community Safety Partnership Plan. In particular we will renew our efforts to help reduce violent crime, look at ways we can better prevent it happening, and better protect the community from its negative impacts – recognising that this should be viewed as a cross-cutting priority not just for specialist teams, but for every aspect of the council and partnership – including housing, culture, public space and others. We will use intelligence and insight to help us better understand some of the underlying causes of crime and to work out ways we can tackle these and we will continue to try new ways to engage and work with local people, community leaders, local organisations and business on this.

### **3. A greener and environmentally sustainable community which is prepared for the future**

#### **The challenge:**

Hackney is the third most densely populated local area in the country (after Islington and Kensington and Chelsea), and this can put pressure on the availability of green space that residents use for leisure, relaxation and sports, all of which contributes to good emotional and physical wellbeing and creates opportunities for social interaction. Open spaces provide a valuable antidote to the stresses of urban life, especially for the many residents without gardens. Our parks and open spaces also play an important role as green infrastructure in the borough, which helps to mitigate the effects of climate change. Tree planting, for example, provides shade which helps to counter the urban heat island effect that sees artificially lifted temperatures in built up areas. Trees also help to clean the air and improve drainage in urban areas. Ensuring Hackney is a cleaner and greener borough not only benefits residents but makes Hackney an attractive place to work, to do business and to visit.

Despite our population density, Hackney has a significant expanse of green space for an inner London borough and residents have told us that the high standards of our parks and open spaces are one of the top improvements that they have seen in Hackney over the last five years. Innovative approaches to managing flows of traffic, improving cycle paths and pedestrian routes and increasing the number of drop kerbs, for example, can all contribute to improved spaces for people to enjoy and have a great benefit on the health and wellbeing of residents, improving quality of life.

We have had clear feedback from residents that maintaining our green spaces as clean and accessible open spaces is very important but many people feel that it should fall to the community to take greater responsibility for actively looking after these spaces for use by all and also for taking a more environmentally sustainable approach to their lives e.g. recycling more. Similarly, residents have told us that they want to see all road, pavement and canal side pathway users taking greater personal responsibility to be considerate to others whether they drive, cycle, walk or take public transport.

As London's road network continues to experience high levels of congestion with poor air quality on key routes, the value of open and green spaces becomes even more important. The health impact of poor air quality is significant. It is estimated that long term exposure to particulate matter alone is attributable to 6.3% of mortality in the borough. This compares to only 4.7% in England and ranks as the 6th poorest in London and 6th poorest in England overall. Children are one of the groups most vulnerable to the effects of air pollution and it is estimated that 443 schools in the capital are in areas exceeding safe air quality levels. Given Hackney's location and the amount of traffic that passes through the borough, we cannot act on air quality on our own. Hackney will set a very high aspiration for improving air quality but recognising that policy powers also lie with others, we must work in close partnership with regional and local government to affect real improvements in the quality of London's air.

Since 2010, Hackney has enjoyed much improved transport connections, with the opening of the Overground, but still we continue to lobby for changes to enhance connectivity and promote sustainability, such as Crossrail 2 and to campaign to protect and enhance Hackney's bus network. Hackney is seen as the "cycling capital of London," with more than 15% of our residents commuting by bike compared to 12% using cars. However, there are still high levels of congestion and, although traffic levels have fallen in the borough over the last 20 years and there are low levels of car ownership, Hackney's location means there is a lot of traffic passing through. This results in the lowest average speed per km and the second longest journey delay per km in the East London sub-region. There are already substantial pressures linked to overcrowding on the Underground, Overground and rail networks. As the population continues to grow, additional capacity is needed, beyond that delivered by Crossrail 1 and the proposed, but potentially delayed Crossrail 2 and the uncertainties about the Eastern Branch. This is another area where close working with Transport for London, the Mayor of London and national government will be required to deliver the change required.

### **What is our vision for Hackney in 2028 in this area?**

By 2028, we will have maintained and enhanced our long established parks and green spaces and have worked with residents, businesses and housing partners to enhance smaller open spaces and to make streets greener. The Council has reduced the environmental impact of all our activities from the use of more renewable energy and greener fuels in our Council fleet to the way we invest our pension fund. Everyone can enjoy the safer, cleaner, greener spaces of Hackney and people around the borough are involved in greening projects. As well as enhancing the environment and contributing to the green infrastructure of the borough that reduces the impact on climate change, these greening projects help participants stay healthy and happy.

The Council has put sustainability and quality of life at the heart of the way it helps shape places, and local businesses and residents are equally concerned and committed to being environmentally sustainable, with everyone taking pride in their local area and responsibility for taking care of it. We will lead the push across London to create people focused neighbourhoods. We have created safer, healthier, more inclusive streets and neighbourhoods and made sure that we have made the most of the public space, open space and green space across the borough, and worked with the community to make sure that these are accessible, welcoming and pleasant spaces to walk, play, cycle and spend time, including for local families, young people, older and disabled people.

The Council will have transformed the way we generate, consume, and purchase our energy and will be prepared to meet our obligations to using 100% renewable energy by 2050 that we signed up to under the UK100 Agreement. We will also have encouraged greater reuse of goods, materials and resources and better supported everyone to reduce waste and recycle more, including people living in flats and on estates.



The impact of growth and development in Hackney is considered in the round – taking account of the knock on effects of concentrated development on air quality, noise quality, recycling, cycling and walkways and general wellbeing. We are a borough whose reliance on car usage has fallen significantly and Hackney’s transport system is seen as an exemplar of sustainable urban living in London. It provides fair, safe, access to transport that works for residents of all ages, including disabled people, older people, and families with young children, as well as for local workers, businesses and visitors.

### **Areas of focus:**

We want Hackney to be a greener and environmentally sustainable community which is prepared for the future. To try and achieve this, we will focus on the following:

### **Policy and strategy**

The Council will develop a comprehensive Sustainability Strategy and take a whole systems approach to improving environmental sustainability across the borough. This will help us reduce the impacts of climate change, improve Hackney’s resilience to climate change-induced events such as floods and heatwaves and contribute towards fighting the borough’s poor air quality. It will also support us to further reduce waste and to reuse materials, goods and resources

As part of this process, the Council will provide focused leadership and work across our services to put environmental sustainability at the heart of policy, including all aspects of planning, transport, regeneration, public realm and public health policy. We will look at how we manage our estates and Council business, to how we invest as an organisation and how we work with residents and businesses to change behaviours.

### **Energy consumption**

A key part of this strategy is to develop a considered approach to de-carbonise Council activities over the next decade, in the line with the Paris Climate Agreement and our commitment to the UK100. We will plan to transform the way we generate, consume and purchase our energy, and will show how we will move to using 100% renewable energy by 2050. We will develop a publicly-owned municipal energy company, to drive the development of renewable energy in and around Hackney.

This will aim to offer cheaper, cleaner energy to residents. We will also try to support local energy schemes brought forward by local organisations, small businesses and community groups.

Through our local planning policy we will cater for projected growth by securing high quality, lower carbon-intensive, sustainable urban design in new developments and in the Council’s own house building programme. This will ensure that high density developments offer sustainable, desirable accommodation and do not impact

negatively on quality of life, including air quality. We will also explore how to improve the energy efficiency of existing Council homes to reduce fuel poverty.

### **Parks and green spaces**

The Council will protect the parks and green spaces we have and work with residents and grassroots groups to enhance these existing green spaces, improve their connection to the wider environment and make streets and other spaces greener through community greening projects and sustainable food growing which also encourage healthier lifestyles.

We will develop a public realm green infrastructure plan to link up our green spaces to build Hackney's resilience to climate change, improve local air quality and to create pleasant and safe walking and cycling routes which will also encourage greater physical activity amongst people who live and work in the borough.

### **Cleaner, greener, more accessible streets, public spaces and transport**

We will continue to work with residents to encourage them to take greater responsibility for their waste - to reuse goods and materials, reduce waste, increase recycling and to stop littering the streets and fly tipping.

- The Council will improve recycling facilities and support on Hackney's estates and in all types of flats to help achieve this.
- We will work across the borough to reduce the use of plastic, including by expanding the number of public water fountains; we will also encourage business and local organisations to do the same.
- We will continue to work with community organisations and schools to engage and work with local people who are least likely to be recycling or engaging in other environmentally sustainable behaviours now.
- We will set up a local library of things which will help support the local sharing economy but also enable residents on low incomes to access useful and enjoyable things such as DIY tools or a gazebo for an event.

We will improve access to clean, safe and affordable sustainable transport for our residents and businesses as population's work and travel habits change, to reduce car dependency and improve the air quality and general health and wellbeing of our residents; we will work with Transport for London and other boroughs on this.

We will work with Transport for London, residents, local community organisations and business to make it safer to walk, spend time, play and cycle on our streets.

- We will focus on making improvements in our local shopping centres including on Seven Sisters Road, at Pembury Circus in Hackney Central and on Broadway Market.

- We will expand the cycle quietways and walking and cycling links to local green spaces.
- We will make it easier and more attractive to walk and cycle to school. We will continue our school travel plan programme, cycle training and schools' air quality monitoring and introduce at least 12 School Streets by 2022.
- We will also continue our efforts to improve the interaction between cyclists and pedestrians, and continue to ensure our pavements are accessible for disabled people, older people and families with young children.

The Council will work with children, young people and families and the wider community to make Hackney a 'Child Friendly Borough'. This means we will maximise the opportunities for safe play and outdoor activities across our streets, estates, parks, adventure playgrounds, new developments and open spaces so that children and their families can more easily explore and discover the world around them.

We will work across the Council to make sure we are designing, creating and maintaining public spaces that are, safer, more accessible and more inclusive. We will give special attention to engaging Hackney's young people, older people, disabled people and families with young children to gain an understanding of how different users perceive our shared public spaces. We will work to make Hackney more accessible and welcoming for people with different access needs.

### **Air quality**

Recognising that the borough cannot improve air quality in Hackney alone, we will focus on campaigning for the highest possible standards in urban design, car free development, emissions related parking approaches and wider transport policy to manage the impact of motor vehicles on our streets that may well include roads pricing. We will work with the Mayor of London and the Greater London Assembly, other London boroughs, central government, businesses and residents to take a joined up approach on this to urgently tackle the issue of poor air quality throughout the borough and reduce the dominance of car usage in London.

#### **4. An open, cohesive, safer and supportive community**

##### **The challenge:**

Hackney continues to have very high levels of community cohesion – 9 in 10 residents surveyed agree that the local area is a place where people from different backgrounds get along well with each other. However, a smaller portion of residents (70%) say that residents mix with each other. Although the majority of people who were involved in the Hackney: A Place for Everyone engagement exercise, said they feel that Hackney's population mix had changed for the better over the last decade, there was also a strong view that the borough was becoming more socially polarised and widespread concern that there was greater inequality. Residents also sensed there was also some loss of understanding of and value of Hackney's rich cultural heritage, as the population has changed. This is a phenomenon that has been seen in other boroughs that have experienced rapid population change.

In community insight reports and focus groups, residents have said that more could be done to build connections and understanding between the younger, more affluent, highly skilled residents who have moved here in recent years and longer term residents, many of who have different lived experiences of Hackney. Residents and local organisations have also talked about the need to better recognise and celebrate the positive contribution to Hackney's culture, heritage and sense of place that has been made over a long period of time by the black and minority ethnic community, the LGBT community, working class residents, disabled people, older people and refugees and migrants. Amongst older residents, disabled residents, people living in poverty or on modest incomes and by young black men and other younger residents brought up here, there is a feeling that the new spaces in Hackney, including the cafes and bars, are inaccessible and unwelcoming for them.

Some of these residents have talked about a sense of disconnection from the change they have seen happen around them in Hackney and a heightened sense of disempowerment, because their lives have not changed. Recent rises in youth violence, violent crime and hate crimes in Hackney and London add to the sense of social anxiety in the community. Research with migrants and refugees has also found they have also experienced more hostility recently too.

More broadly, the UK is going through an unsettled time – political instability, uncertainty about the impacts of Brexit, terror attacks and the Grenfell tragedy have all raised social tensions and highlighted the need for a trusting relationship between central government, public services and residents. Maintaining Hackney as a borough that is open to all regardless of their background and ensuring the Council and community are ready to respond together to major events and wider social issues, is even more important in this context.

One of the key inequalities that we need to address, if we want to protect Hackney's inclusive community spirit, is the poverty and income inequality that has become more visible in recent years, Research shows that there are still significant pockets of poverty in the borough. We know that levels of child poverty and poverty amongst older people here are high compared to other local areas in England and that there are some neighbourhoods in the south of borough in Hoxton and north near Stoke Newington where you see small local areas which rank in the 10% most deprived in England, right alongside the 10% least deprived. It is this kind of stark and visible

difference in income, resources and opportunity that many residents find unsettling, and would like to see addressed. Evidence suggests that just over a fifth of local residents are struggling to keep up with bills and credit repayments. Changes to the way national welfare and housing benefits are paid when the Government starts rolling out Universal Credit in October 2018 also has the potential to put more residents at risk of debt.

Almost half of all residents surveyed think that Hackney has become a more unequal borough over the last decade and in particular people are concerned about widening income inequality. Research also shows that income inequality has continued to rise in the UK since the 1980s when the proportion of high earners grew and that this trend looks set to continue into the future. Government cuts to in-work benefits or out-of-work benefits have also made this worse. We also know from research studies, that societies where there are high levels of income inequality tend to have higher levels of health and social problems and that these problems can affect everyone in society and place additional costs and demands on public services.

National debates about the future of public services in the UK have also flagged that the way we have run public services in recent decades has failed to stop the rise in social, income and health inequalities; they have also warned that if existing trends in income inequality persist, this is likely to continue to have a range of negative impacts on society and put unsustainable demands on public services. We need to try and find new and better ways of reducing poverty and inequality to help prevent these problems arising for individuals, families and communities, but also to help avoid some of the costs and pressures these social problems put on public services. There are also wider questions being raised about the differences in wealth between age groups and the fairness of this; the younger generation now looks set to collectively own less wealth at each stage of life than earlier generations. Young people are also likely to experience an insecure job market.

In focus groups with residents and in discussions with local organisations, concerns were raised that too many local people are struggling to make ends meet and living in poverty in Hackney, including people who have seen their housing and welfare benefits payments reduced by Government, but also people in low paid work or on zero hours contracts. They have also talked of how some residents, younger residents in particular, feel greater mental and emotional pressure when they are living in poverty or struggling in low paid work, but living alongside increasing numbers of more affluent residents who are in well paid work and decent new housing. Local organisations and public services are also concerned that the pressures and strains that poverty and inequality put some local people and families under, can contribute to harm and abuse such as domestic violence and that we need to tackle poverty because this is one of the ways we can help prevent people needing to use social care, health and police services when they reach crisis. We should support people to resolve problems sooner before they reach crisis point and we should try and find better ways of offering good help.

In earlier sections of this strategy, we have already looked at how we will do more to create more genuinely affordable, stable housing, make the borough safer, provide

decent education and improve access to affordable childcare, and how we will also offer employment support work to older people in the workforce and disabled people to help more residents find good work; these are key ways we can help tackle poverty and improve prosperity locally. In addition to this, the Council and other local organisations have also continued to invest in advice and support services for residents who are struggling on low incomes or in debt, despite the period of national austerity since 2010. We also know from working with people in poverty and debt, that there are often complex reasons why people end up in this position, and that we need to continue to look at better ways of supporting people to take control for themselves and to help them resolve problems before they reach crisis point.

If we want Hackney to be a good place to live for everyone in future, we need to make sure that we help keep children and young people and vulnerable adults safer from harm. Children and young people in Hackney may be vulnerable as a result of their home life for example as a result of domestic violence or parental mental health; they may also be at risk when they are outside of the home in other local environments, such as if they are in unregistered education or care settings or affected by youth violence including sexual violence, or be at risk when using social media or when they are online. Adults may be vulnerable because of issues such as dementia, learning disability, mental ill-health or substance misuse, or they have care and support needs that may make them more vulnerable to abuse or neglect. Migrants may be at risk of harm or exploitation because they do not speak English or because they have lower levels of trust in public services, or because they are destitute.

Although in recent years we have worked hard to improve the way we respond to and help prevent harm, abuse, neglect and exploitation of local children, young people and vulnerable adults we know from our local safeguarding work that we all still need to do more to help keep people safer in Hackney. The Council, local public services and community organisations have been working together in multi-agency teams and with local people to prevent and stop both the risks and experience of abuse or neglect, and to promote the welfare and wellbeing of children, young people and vulnerable adults in the borough. We do this in a number of ways, including through sharing intelligence about risks of harm and learning from serious cases where a child, young person or vulnerable adult has died or come to serious harm as a result of abuse, neglect or exploitation and by continuing to find ways to prevent these things happening in future. We also look at how can better support children, young people and vulnerable adults so they can make their own informed decisions and have more choice and control over their lives. As part of our community leadership role we also identify local issues of broader concern and open up community dialogue about some of the major risks facing children, young people and vulnerable adults in Hackney. Anticipated changes in national legislation about arrangements for safeguarding children and young people, rising demand for local social care and support services and national funding cuts affecting local public services are creating uncertainty and pressure on this work and make it even more important that we keep up our commitment to work together in multi-agency teams. One of the key things we also need to do to help keep people safer, is to encourage everyone including residents, businesses, community groups, community leaders

and local organisations to take play their part; to look out for children and young people and vulnerable adults and to raise the alarm if something is going wrong for them.

Residents and local partners have said that there is appetite in the community to get involved in open dialogue about some of these big issues, including how we deal with and respond to cuts in social care services for older and disabled people and how we can change people's attitudes to disabled people and better address discrimination including stigma about mental ill health and low expectations that people with Learning Disabilities tend to experience. There is also an appetite from the local community to contribute to discussions about how we keep our young people safer from youth violence, do more to enable them to make more use of community spaces safely and help parents to feel more empowered to deal with this. Local people and organisations have also said we should put more emphasis on offering vulnerable people good quality help, where we listen to the individual, better understand their needs and personal circumstances, build on their strengths and assets and better consider what good help would look like for them, but also think more about how we empower people to make decisions and have more choice and control over their own lives, including people in crisis.

Another key inequality is the issue of social isolation – while around 3 in 4 Hackney residents said when asked in a survey that they have close bonds with other residents, 1 in 10 say they feel isolated and 1 in 4 know fewer people than before. Isolation is more likely to be experienced by people in semi-skilled, manual and very low income groups and by social tenants, Muslim and Asian residents. Being able to move around more easily and safely and improving access to public spaces and community facilities is also a big concern for older and disabled people. Recent projects between Council staff, local residents and businesses looking at ways to help make Hackney a more accessible place and a more welcoming place for people affected by dementia could all help with this. Advances in technology can help tackle inequalities, making it easier for residents to access opportunities, get to know their neighbours and tap into support networks. However, for those who are not able to keep up with or use the latest technology because of barriers like cost, confidence and skills, there is a risk of a growing digital divide, making people more isolated or unable to prosper and progress. However, there are also concerns held by young people and their families, about the negative impact technology and social media can have on people's emotional and mental wellbeing and the risks this poses to people's lives.

Overall, Hackney has a reputation as an open and inclusive borough and is often at the forefront of social movements to promote equality and tolerance. However, as the Hackney a Place for everyone engagement work and more recent community conversations have also found, over the last decade some residents in Hackney have experienced a growing sense of disconnection from the visible changes happening around them. This suggests Hackney's progressive and inclusive community spirit is under strain and it is something that we will all need to value and make continued efforts to protect. At the same time there seems to be a strong

desire in the community to take action which might help build connections between residents.

In community conversations residents have said they are keen to take greater responsibility for encouraging neighbourliness and tolerance and there is a keen interest among many people to give their time in their local community – for some this means helping out a neighbour and for others it means volunteering time at a local organisation. Volunteers are a really beneficial asset for a local community and help to promote cohesion and allow people to build wider social connections while boosting the self-esteem, physical and mental health, confidence and employability of the individual. We need to support those who wish to volunteer to do so and to maximise the benefits for the community and the individual. Residents are also keen to see more community events where different people can meet their neighbours and mix e.g. street parties, jumble sales, community festivals and larger borough wide events. However, we are aware that workspace is becoming increasingly unaffordable for the voluntary and community sector and it is also difficult for them to get access to inclusive community spaces and venues and recognise this could affect the level and type of community activity available.

### **What is our vision for Hackney in 2028 in this area?**

Our creative, welcoming, community continues to be recognised for its diversity. Residents, local organisations, local businesses and the Council work together to protect the borough as an inclusive, tolerant community and Hackney is at the forefront of movements which value openness and diversity. We celebrate culture and the arts across the borough to bring our diverse communities together through shared experiences and activities and we welcome and celebrate everyone who chooses to live in Hackney.

Hackney is a fairer place where everyone has shared in the benefits of local prosperity and more local people live their lives free from poverty and inequality. The community, businesses and local services have worked hard together to reduce violent crime and youth violence and there is less anxiety in the community about this.

The Council encourages volunteering and recognises the contribution local community networks and organisations make in building trust, understanding and connections between local people. As a result local people can enjoy more shared experiences in their neighbourhood and there is greater willingness to take part in more open community dialogue about the big issues we face and more inclusive decision making. The council is honest and respectful with residents about the tough decisions that it has to take in a world where public finances continue to be stretched, and core services must be delivered differently. The Council continues to look for innovative ways to meet demand differently and manage the knock on impacts from national cuts to public sector budgets. We support residents to take



greater responsibility for their own economic, health and family wellbeing and to live independently wherever possible.

Despite public resources being limited, there is continued local leadership and multi-agency team work on helping to keep children, young people and vulnerable adults safer in our communities, and more local people, businesses and local organisations play their part to look out for children, young people and vulnerable adults and to raise the alarm if something is going wrong for them. We have improved the reach and support to vulnerable children, young people and adults and more isolated residents in the community and have focused our efforts in local areas where there are higher levels of poverty and disadvantage. We have taken a long term approach in these places, and have built a better understanding of the assets and needs in the community and now coordinate work across different organisations and networks working in these places; more residents who need support now get the support they need, when they need it. Local people who are struggling with complex problems such as physical, emotional and mental ill health, homelessness, substance misuse, family break-down, frailty, and low income are listened to and can get good help; more people are now able to make decisions and feel they have more choice and control over their lives.

#### **Areas of focus:**

We want Hackney to be an open, cohesive, safer and supportive community. To try and achieve this, we will focus on the following:

#### **Promoting tolerance and cohesion**

The Council will continue to show community leadership to celebrate the strength our varied and multinational communities bring to our borough.

- We will build on Hackney's existing Hate Crime Strategy to protect the open and inclusive community spirit in Hackney.
- We will continue to use intelligence and insight to understand the lines of community tension and difference, and carry out targeted, pro-active community engagement and campaigns work to address these.
- We will continue to do this with Hackney's existing Community Resilience Partnership to promote grass roots led Community Safety campaigns and activities with local residents, community leaders, community groups and voluntary and community organisations
- We will continue to defend the rights of EU nationals living and working in Hackney

Working together with the borough's artists, designers, writers, performers and organisations the Council will deliver an inclusive new Hackney Culture strategy. This will help us prioritise and celebrate culture and the arts across the borough to

bring our diverse communities together through shared experiences and activities; from the local to the borough wide; from Carnival to Theatre; from the Dalston Music Festival to Pride, from the Stoke Newington Literary Festival to our Black History Season and Discover Young Hackney. It will also help our town centres and neighbourhoods to thrive and ensure that events are safe and well managed

Hackney Libraries and Museum will also continue to deliver a strong community facing offer of activities, events and exhibitions which celebrate Hackney's diverse heritage and communities.

## **Reducing poverty and tackling inequalities**

We will tackle poverty, including child poverty, as well as key inequalities in health, education and employment based on a solid understanding of the barriers and needs of our different communities.

We will develop a new Poverty Reduction Strategy to focus our efforts on improving prosperity and moving more local people out of poverty over next ten years.

We will build a shared understanding of what helps prevent different groups of people falling into poverty, and what good help looks like, The Council will invite local leaders and community networks represented on the Community Strategy Partnership to engage and involve local people, local organisations and businesses in this work.

The Council will roll out a new approach to debt and advice services working with independent advice providers to deliver a single service that focuses on resolving people's problems and improving support to residents by working with schools, local credit unions, housing associations, the voluntary sector and business.

We will continue to challenge the Government on cuts to national benefits and push for a return to proper national funding for benefits like Council Tax support and Housing Benefit.

We will listen to people's concerns, involve local residents, community representatives and community anchor organisations in co-designing solutions for local places or particular groups of residents most affected by poverty and inequality and look at new ways we can create more social value which will benefit local people living in poverty.

We will continue to deliver the long term partnership programme to improve outcomes for young black men in Hackney with a focus on improving life chances for black boys, empowering young black men and the wider community. We will also apply the learning from this programme to help tackle other inequalities.

We will publish information on the work we are doing to analysis and address the underlying issues that are creating disadvantage in the Council's Single Equalities Scheme.

### **Keeping vulnerable children, young people and adults safer, supporting older and vulnerable people and promoting social inclusion for isolated residents**

The Council will continue to provide leadership and to work in multi-agency teams to help keep children and vulnerable adults safer in Hackney whether they are at home, in a care setting, when they moving around and spending time in different environments in the community and also when they are online . We will also work together with local leaders to encourage everyone including residents, businesses, community groups, community leaders and local organisations to play their part; to look out for children and young people and vulnerable adults and to raise the alarm if something is going wrong for them.

The Council wants to ensure that young people in care are supported to develop independent living skills, offered career advice, training and educational opportunities, supported to reach their full potential in all aspects of their life and that a range of housing options are available to meet their needs. This can make the difference between achieving independence and requiring long-term help.

The Council will also ensure there are effective mechanisms for listening to and responding to young people's concerns about community safety and will seek to work in partnership with young people, parents and the wider community to better respond to violent crime, but also to try and prevent children and young people being negatively affected by violence in and around the borough.

As Government cuts to housing benefit and continuing rising rents leave more and more households turning to the Council for emergency support, the Council will continue to invest in and develop our Temporary Accommodation provision in Hackney, including improving facilities, support and consulting with residents on their priorities.

The Council will work to ensure that no-one needs to sleep rough in Hackney by 2022, improving prevention, outreach and support services across the borough. We will open a No Second Night Out hub with the Mayor of London in Hackney and work with the community and voluntary sector to support people who are homeless.

We will provide an effective, coordinated and support focused response from across the Council and voluntary sector to those present on our streets and estates who engage in begging or are committing anti-social street drinking and prostitution.

We want to ensure that the voice of older people and their contribution to Hackney is heard, properly recognised and enhanced through the developing of new opportunities for older people in volunteering and employment or simply the opportunity to live well, be active and have fun. We will develop a new Older People's Strategy through a process led by older people, ensuring they have a

central place in shaping all council services and the wider priorities of the Council. We will use insight and learning from local community activities including Connect Hackney to help do this.

We will improve Hackney's digital inclusion; further improving online access through our libraries and other Council facilities and increasing the number of digital skills training courses available to support residents getting online for the first time. We will also work with local voluntary and community sector organisations to continue to promote digital inclusion, signposting residents to community support and training that helps them get online and allow them to collaborate and build networks but also to ensure they have access to new opportunities that changes in technology will bring and do not feel left behind.

### **New ways of working in our local public services**

The Council will make the most of existing and future opportunities to devolve powers and funding to run public services from a national government level down either to London or to the local borough level. When we do this, we will make sure that these public services are designed and delivered locally to meet the needs of Hackney residents and that the Council maintains local accountability to residents, so local people can have a say in how well these services are designed and run.

The Council will continue to deliver high quality council services for our residents, we will review all outsourced services including in adult social care, with a view to bringing them in-house. We will also look at new forms of employee ownership and co-ops where this is not possible.

The Council will continue to find better ways of supporting communities using a Place Based Approach as we have done at the Pembury Children's Community; here the Council and Peabody the housing association running this estate in Hackney Central, have developed new ways of working together with the community. This is based on taking a long term approach, understanding the assets and needs in the community and coordinating work across different organisations and networks thereto better coordinate support "from cradle to career", so that every child and young person and their families have the support they need, when they need it, so they are able to thrive and get the best out of life.

The Council will continue its work being led by Public Health to 'Make every contact count' where we look at new ways we can work across public services to improve the reach and support we offer to vulnerable and more isolated residents in the community. For example, we have a public health staff working in the Council's Private Sector Housing Service supporting front line staff to identify vulnerable tenants and their health needs more easily and quickly and supporting them to help advise tenants at risk of poor health and to signpost them to local services.

The Council will work with our communities, voluntary sector and local entrepreneurs to improve our digital services by opening up our systems to help design and deliver new types of services.

### **Improved community engagement, wider community involvement and more inclusive leadership**

The Council will develop a new approach to community engagement, which allows for more open dialogue with residents in local places in the community. We want to make sure local people feel they are able to make a genuine contribution to debates about the big issues facing the borough, the community and local public services. We also want to support greater involvement of local people, local organisations and local businesses, when we develop or review policies, plans and strategies for Hackney and when we are designing or making major changes to local services.

The Council will launch a Mayor of Hackney's Young Futures Commission into the experiences of young people in Hackney, how they view the borough, respond to its challenges and how they feel about Council services. We want to use this opportunity to make sure young people have greater voice in the decisions that shape their lives and that they can actively shape the opportunities available to them. We will involve other local organisations, business and the community in this too.

The Council will develop a new programme as part of its single equalities scheme to promote an inclusive leadership culture. This will aim to help us improve our own workforce diversity and in particular encourage better representation of disabled people across our workforce and representation of black and minority ethnic people in more senior roles; we will support staff at all levels of the organisation to understand what inclusive leadership looks like, support them to challenge and change behaviours and help them to understand why this is important for our organisation and for the local community.

The Council will develop a new Voluntary and Community Sector Strategy with local organisations groups and networks. As part of this we will:

- Recognise the contribution that local voluntary and community groups, organisations and networks make to community life, particularly through their work to engage and build trust amongst local people.
- Continue our commitment to invest in the local Voluntary and Community Sector, including through the Council's Community Grants Programme and through our leadership role, help support the sector to build new relationships with other potential funders; explore opportunities for bringing in investment and resources to the community to help deliver some of the actions set out in the Community Strategy.

- Work with the voluntary sector and local businesses to create a Hackney Space Bank to ensure that residents and community groups can access, for free or at low cost, the spaces they need to meet and develop, including using some Hackney Council spaces and facilities.
- Review the formal and informal community networks that exist across the borough to help better understand their value and contribution and consider how, working with partners and community organisations, we can strengthen their activity and look at ways we can make it easier for these community networks to work with the Council.
- Build on our Volunteering for Hackney programme, and support grassroots community groups and residents of all ages to volunteer and contribute to community life in the borough.

# Hackney Housing Strategy, 2017- 2022

## Performance report – March 2019

### 1. Introduction

The Hackney Housing Strategy 2017-22 was formally adopted by the Council in January 2018.

The following report is the first annual summary of performance against the action plan, in respect of 2018/19. Where appropriate, it also summarises the next steps. Please note that, as this is a five-year strategy, and not all actions will have been addressed in 2018/19.

A glossary of terms used in this report can be found at Appendix 1.

### 2. The five key themes of the Housing Strategy

The priorities and actions are arranged into five key themes:

Themes	Page no.
1. Building high quality, well-designed, and genuinely affordable new homes	2
2. Making best use of new and existing homes	6
3. Addressing standards and affordability in the private rented sector	9
4. Meeting people's housing needs and helping tackle housing related health and support needs	10
5. Promoting employment and sustainable communities	14

### 3. Summary of performance against priorities and next steps

<b>Theme one: Building high quality, well-designed, and genuinely affordable new homes</b>	
1	Continue to build our own genuinely affordable homes for rent and low cost home ownership, and investigate ways of expanding the Council's own housebuilding programmes
2	Work with RP partners to enable them to maximise the contribution they make to the number of new affordable homes in the borough
3	Meet or exceed design and quality standards for new homes, blocks and estates that promote the health needs of residents, tackle obesity and meet the needs of people with disabilities
4	Maximise the affordable housing contributions on new housing developments by reviewing the Council's approach to assessing financial viability; securing financial contributions in respect of small sites; and more detailed guidance on off-site or monetary contributions
5	Develop policy and guidance for ensuring that new homes built specifically for private rent help improve the quality of housing options for Hackney's residents, including shared housing, and a proportion of homes at 'living rents'
6	With housing providers and other partners, provide Supported Housing in Hackney that helps meet the borough's highest unmet needs
7	Ensure that new housing developments and estate redevelopments contribute to sustainable communities, including by ensuring that residents are served by open spaces and sufficient community facilities to meet existing and future needs, and that residents are able to access the employment and training opportunities generated by these developments
8	Set up a new housing company, wholly owned by the Council, to help provide new 'living rent' homes- homes that are genuinely affordable to those on medium incomes, with rent levels set at one third of average local incomes.
9	Seek agreement with Government on securing financial freedoms and other flexibilities that would help us fund additional new homes



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***We are continuing our efforts to maximise the supply of high quality, genuinely affordable homes delivered by the Council and housing associations, to help meet the huge need for social and intermediate housing in the borough.***

- We are on track to meet our target for the supply of new genuinely affordable homes in the Council's own housebuilding programmes over the 2018-2022 period. We are currently projected to deliver a total of nearly 1,000 new genuinely affordable homes in the borough over this four year period.
- We secured funding of £45.5 million from the Mayor of London to help increase the number and affordability of homes in our housebuilding programmes, which will help deliver at least 949 additional genuinely affordable homes that will all start construction on site before the end of March 2022.
- During 2018/19 alone, we delivered a total of 237 homes within the Council's own housebuilding programmes.
- We also work with our housing association partners to maximise the contribution they make to the number of new affordable homes being delivered in the borough. Housing associations delivered an additional 30 affordable homes in the borough in 2018/19, part-funded by grant from the Greater London Authority (GLA).
- Through the Mayor of Hackney's Housing Challenge funding, we have directly helped fund housing associations to deliver 10 homes; seven more are under construction; and a contract is being finalised for a further six homes.
- To help maximise the number of affordable homes being provided by developers, we are reviewing our planning approach to assessing financial viability, and a borough-wide financial viability study was completed in 2018, to support a new approach in the Council's Local Plan.
- The Council has successfully campaigned for a number of key measures to help local authorities increase housing supply and protect the existing social housing stock. These include removal of the artificial cap on local authority borrowing for helping fund new housing, and scrapping proposals to force councils to sell their 'higher value' council homes.

***Next steps:***

- Over the next year, 2019/20, we are expecting to directly deliver 146 new homes. However, the GLA has not yet confirmed how many homes it projects will be completed by housing associations in the borough in 2019/20:
  - 90 genuinely affordable homes completed through the Council's housebuilding programmes;

- As part of negotiations with a wide range of housing associations on the Mayor of Hackney's Challenge funding, we are in discussion on a number of additional housing schemes with, potentially, a further 74 homes on schemes with planning permission, and an estimated additional 40 homes which have not yet received planning permission.
- We will finish setting up a new Council-owned housing company to help deliver new Living Rent homes, alongside privately rented homes, with the first eight Living Rent homes expected to be let in autumn 2019.
- As part of a new Asset Management Strategy to help plan investment in the Council's own housing stock, we will be introducing an 'asset review process', aimed at identifying and evaluating opportunities to make better use of existing land and assets to build more homes.
- Following examination by the Planning Inspectorate, we will be introducing a new Local Plan for the period up to 2033, with planning guidance that aims to maximise the genuinely affordable housing that is delivered in the borough over the next 14 years. This includes, for example, a new financial contribution paid by developers on small sites delivering 10 or fewer homes, which will be used to help fund new affordable homes.
- We will encourage 'self-build' development proposals on Council-owned sites in the borough.
- We will continue to campaign for more financial flexibilities to enable Hackney Council and other local authorities to build more new genuinely affordable homes. This includes full flexibility in the use of receipts from Right to Buy and ways of ensuring that all homes sold are replaced, like for like, within the borough.

***We aim to ensure that all new homes built in the borough meet high quality and design standards and we encourage developers to achieve exemplary standards.***

- Minimum standards from the Mayor of London's Housing Design Guide and London Plan are incorporated into the Council's planning policy and, building on this, the Council promotes exemplary standards.
- The Council ensures that high quality and design standards are achieved on developments in its own housebuilding programmes. This includes compliance with a regularly updated New Build Design Specification, which was used throughout the year.
- The Council's housebuilding developments were awarded with over a dozen new awards in 2018/19, in recognition of high design standards, including at the London Planning Awards.

- Our Design briefs for new council housing developments continue to place emphasis on the public realm, particularly on accessibility, connectivity and promotion of walking and cycling as preferred modes of transport.
- We have lowered the threshold for a health impact assessment (HIA) to be carried out for developments with 50 or more homes, and this has led to the inclusion of active design information for buildings and suicide prevention measures for tall buildings. It also helps ensure that there is sufficient insulation and ventilation to avoid excessive damp, heat or cold.

### ***Next steps:***

- The Council's Local Plan up to 2033 and associated guidance is expected to be adopted in late 2019. In 2019, sitting underneath the Local Plan, the Council will be developing specific detailed planning guidance in relation to housing, including the quality and design standards that must be met on all new housing developments.
- Both the Local Plan and Design Specification for the Council's housebuilding programmes will take account of and build on any new quality and design requirements in the Mayor of London's new London Plan.

### ***Housing is not just about bricks and mortar and it is essential that the Council and its partners, particularly social housing providers, work together to contribute towards sustainable communities.***

In 2018/19, the Council has continued to ensure that new housing developments and estate redevelopments contribute to sustainable communities by:

- New policies regarding the delivery of open space and employment and training opportunities in relation to new housing development have been incorporated into the draft Local Plan up to 2033 (LP33). Further detailed guidance to support these policies will be produced within guidance documents that sit underneath the new Local Plan in 2019.
- The Council's Planning service has produced an updated 'Infrastructure Delivery Plan', which will be used to support the policies contained within the LP33
- The Council has enabled housing association partners to deliver new affordable homes in the borough by providing support and advice throughout the Planning process. Council officers liaised with housing associations to ensure that layouts and tenure mix are appropriate to developments and neighbourhoods.
- The Council hosts regular 'Better Homes Partnership' forums for both housing development and housing management, which provide opportunities to share best practice and information relating to housing and planning policy that can support housing associations to deliver new affordable homes and contribute to sustainable neighbourhoods.

### **Next steps:**

- The Council's Local Plan up to 2033 is expected to be adopted in late 2019, and associated guidance on the delivery of open space and employment and training opportunities will be developed throughout the year.

<b>Theme two: Making best use of new and existing homes</b>	
10	Develop an agreement with housing associations in Hackney to minimise the impact of Right to Buy sales and maximise like-for-like replacement in the borough
11	Consider ways of giving Hackney residents first priority for the purchase of newly built homes, ahead of overseas buyers and other investors
12	Working with Government, the Fire Service and property owners, take necessary action to ensure the fire safety of Hackney's high-rise housing blocks
13	Introduce measures to improve energy efficiency in Council homes, helping reduce fuel poverty, and work with housing associations, private landlords and residents on ways of improving energy efficiency
14	Review the Council grant regime for offering incentives to owners of private sector empty properties, and the enforcement options for bringing homes back into use
15	Use all council homes awaiting demolition on regeneration estates for temporary accommodation, unless they are unfit for occupation or otherwise unsuitable
16	Prepare for Government requirements for most new Council tenants to have a fixed term tenancy- including speaking to tenants about alternative housing options
17	With partners, review whether existing Supported Housing is meeting the needs of residents in priority need; and review the type, bedroom-size, and affordability of 'move-on' housing
18	Continue to campaign against Government measures that would reduce the stock of social housing in the borough, such as the forced sale of council homes and the extension of Right to Buy, unless all these homes are replaced like-for-like
19	Negotiate with Government and others to maximise the money we keep from the Right to Buy (and, if necessary, the forced sale of Council homes), to help fund the building of like-for-like replacement homes within the borough

20	Campaign and lobby Government to improve the wider fire safety regulatory regime and introduce and fund other safety measures relating to blocks of flats, to ensure that Hackney residents across all tenures can live in their homes safely
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***It is essential that we make the best use of our housing stock as well as making the best use of our financial resources to invest in improving existing homes and building new ones.***

To make the best use of our housing stock we have:

- Following a six-month pilot on Kings Crescent estate, we are rolling out a Local Lettings Policy that gives local tenants in housing need priority for moving to the new homes being built by the Council.
- The Council's sales and marketing strategy for new outright sale and shared ownership homes has been promoted by a joint working group made up of Hackney, Islington and Camden councils. During 2019/20, the sales and marketing strategy will be implemented at Bridge House and St Leonards Court.
- At our Kings Crescent regeneration project, 83% of shared ownership sales in 2018/19 were to Hackney residents, rather than to investors or non-local buyers. There were 158 outright sales at Kings Crescent, none of which were sold to overseas buyers.
- In the period from January-December 2018, refurbishment work was carried out to a further 125 council homes awaiting demolition on regeneration estates to enable them to be used for temporary accommodation. At the end of December, there were 485 homeless households temporarily housed on regeneration estates, awaiting permanent housing.
- The Council's Empty Homes Grant continued to be available to owners, but our Private Sector Housing service is exploring options to move to a more enforcement-based programme for returning empty properties to use in 2019, and is recruiting a full-time officer for this purpose.
- In 2018/19, under our downsizing scheme, we helped 25 social housing tenants who chose to move into to smaller, more suitable homes.
- Officers regularly meet with the London Fire Service and Government agencies to ensure we are up to date on the implementation of any new legislation or guidance regarding fire safety. The Council produced a Fire Safety Policy in respect of council housing in June 2018 which has been published on the Council's website.
- The Council has completed a fire risk assessment for all our council properties and these have been published on the Council's website. Joint inspections have been carried out with the London Fire Service and we are currently reviewing all fire risk assessments over a three-year scheduled programme.

- The Council has been working with the Government, private owners and housing associations to identify whether cladding on high-rise blocks is potentially high risk ACM cladding of the type that was used at Grenfell Tower. Once identified, we have worked with the private owners and the Fire Service to ensure that interim safety measures are put in place in the short term, and that action is being taken to remove and replace potentially high risk cladding with minimum delay.
- The Council continues to commission a specialist advice agency, SHINE, to deliver effective support to a range of vulnerable local residents and households in social housing. The service provides free advice to 1,500 people a year on topics such as reducing energy bills, applying for home improvement grants, receiving health support and signposting residents to other resources.
- We continue to offer Warmth and Security grants to vulnerable owner occupiers and private tenants, offering grant assistance for energy efficient heating systems and thermal insulation. Over the last five years to 2019, 191 grants were awarded, totalling £495,000 in financial assistance.
- In 2018/19, the Council continued to lobby Government to lift its arbitrary cap on councils' borrowing to build new housing; full retention of Right to Buy receipts and more flexibility over how they are spent, to help enable all homes sold to be replaced like-for-like within the borough; and greater certainty over future social housing rent setting. We are pleased to report that the Government:
  - announced its intention, in November 2018, to lift the housing borrowing cap, and councils now have the freedom to borrow within the usual prudential accounting guidance;
  - consulted on greater flexibility over the use of Right to Buy receipts (we await the Government's response);
  - confirmed a five-year settlement on social housing rent setting, from 2020.
- The Council has also campaigned to reverse the Government's policy of forcing councils to sell their 'higher value' homes and to drop mandatory fixed term tenancies for new Council tenants. The Government announced its intention to drop both these policies in the Social Housing Green Paper, 2018.

### **Next Steps:**

- Whenever possible, we will continue to use vacant homes on regeneration estates as temporary accommodation for homeless households, where it is safe and cost effective to do so.
- A data analyst has been appointed to the Private Sector Housing service, who will analyse newly commissioned data to identify addresses with low energy performance ratings and occupied by a member of the vulnerable group for the Excess Cold hazard (over 65 years old). This data will be used to inform support to residents and targeted enforcement projects in areas of the borough not covered by the new Selective Licensing scheme during the five year duration of the scheme.

- Recruitment is taking place to a dedicated Empty Property Officer post, and the new post holder will review the Council's strategy for tackling empty private sector homes, and the range of interventions that will be most effective in returning empty homes to use.
- In 2019/20, we will be re-publicising the cash incentive scheme for people who wish to downsize to a smaller, more suitable home.
- The Council's Fire Safety Policy in respect of council housing will be reviewed by the summer, 2019, to ensure the policies fully reflect up to date legislation, guidance and best practice.
- We will continue to work with the London Fire Service to continue reviewing all fire risk assessments for council-owned blocks over a three-year scheduled programme.
- We will continue to work with private and housing association owners, the Government and the Fire Service to ensure that the owners put in place interim measures to ensure safety and develop plans to remove potentially high risk cladding from the last remaining high rise blocks that are affected.
- The Council will continue to make the case to Government for the like-for-like replacement of all council homes sold through the Right to Buy, as well as full flexibility over how this funding is spent on affordable housing.

<b>Theme three: Addressing standards and affordability in the private rented sector</b>	
21	Expand our enforcement activity against poor conditions in the private rented sector, and the way we approach enforcement, to improve management and physical standards in the sector
22	Review the Council's discretionary grant programmes to homeowners in order to improve their effectiveness, helping address cold homes and helping facilitate hospital discharges
23	Influence Government to ensure letting agent fees charged to tenants are banned in full, as soon as possible, and that new policies give us the powers we need to help private tenants and to tackle rogue landlords
24	Lobby the Government and others to improve the PRS through the Council's Better Renting campaign

***We have introduced new private sector property licensing schemes in the borough, and continue to look at the most effective ways that the council can help maintain and improve conditions and standards of management in the***

***private rented sector. However, the Council's powers to make further change in the sector are limited, and we continue to make the case for the changes that should be made by Government to improve private renting.***

We are using the Council's legal powers and other measures available to the Council to help ensure good conditions and high standards of management are maintained in the sector, for example:

- In 2018/19 we introduced a number of new property licensing schemes, including an expanded Mandatory Licencing scheme, an 'Additional Licencing' scheme and 'Selective Licencing' scheme for Brownswood, Cazenove and Stoke Newington wards commenced on 1 October 2018. Since this date, all Houses in Multiple Occupation (HMO) in the borough, and the all privately rented properties in the three Selective Licencing wards are subject to the Council's licencing schemes.
- We commissioned consultants to carry out a research study, which predicts that some 10,000 PRS properties will require licencing over the five year duration of the schemes. Since the launch of the licencing schemes to date, over 2,000 full licence applications have been submitted, and enforcement of licencing began in March 2019.
- The Council has campaigned for a ban on letting agent fees to tenants, as part of its Better Renting campaign, over the past three years. The Government has now introduced the Tenant Fees Act, and a ban on letting agent fees and restriction on the size of tenancy deposits will come into force from 1 June 2019.
- We signed up for participation in a joint London borough / GLA Rogue Landlord and Letting Agent checker, which will be accessible to those looking for renting opportunities.

***Next steps:***

- The Council's Private Sector Housing service will continue implementing the Council's licensing schemes, and increasing the number of private rented properties that are licensed. The team will also be expanding proactive enforcement against poor conditions in the sector, using newly commissioned data that will enable the Council to target the worst conditions and potentially vulnerable tenants.
- The Council will continue to call on the Government to end S.21 'no-fault' evictions of private sector tenants, and to support Generation Rent and others to achieve greater tenancy security for renters.
- Through our Better Renting campaign, the Council continues to campaign for greater powers to help tenants and tackle rogue landlords. These include pressing the Government to introduce a mandatory register of private landlords and privately rented properties, and participation in a joint borough / GLA database of criminal landlords that is publicly accessible.
- The Council's policies on Build to Rent (housing built specifically for private and living rents) will be included in our new Local Plan and accompanying guidance, with the



aim of ensuring high standards of design and management, as well as a proportion of homes for rent that will enable renters on medium incomes to save for a deposit to buy a home.

- The Council's Trading Standards service will raise awareness of the tenant fees ban amongst letting agents and landlords in the borough, and will enforce the ban from June 2019.

<b>Theme four: Meeting people's housing needs and helping tackle housing related health and support needs</b>	
25	Review the effectiveness of the Council's current Choice Based Lettings Scheme
26	Explore with housing associations a 'common housing register', to maximise the social housing lettings available to applicants in the borough
27	Support households in under-occupied social housing to voluntarily move to smaller, more suitable homes, freeing up larger family homes – as well as providing support and advice to residents affected by the benefit cap and the 'bedroom tax'
28	Raise awareness of the housing options that are likely to be available to those seeking housing in the borough, including providing frank, realistic and pragmatic advice to all those who will be seeking housing in the future
29	Build closer links between housing, health and Adult Social Care providers to improve services to residents across the private and social housing sectors, providing better and earlier support to residents with health <b>and care</b> needs
30	Promote health initiatives with social housing providers, and wherever possible help people remain active, independent and healthy in their homes so as to avoid obesity and other conditions by providing flexible and affordable support services
31	Promote affordable warmth, and target older and more vulnerable residents for support in both the public and private sectors
32	Review Supported Living and prevention services to target those most in need, including older people, people with mental health needs, and people with learning disabilities, and develop an older people's housing strategy
33	Complete our review of refuge and move-on options for people at risk of domestic violence, as well as support options for those who do not enter a refuge
34	Make the case to Government for adequate additional funding to support the requirements of the new Homelessness Reduction Act
35	Continue to campaign and raise with Government and others the impact that changes to the welfare system have on Hackney residents and the Council's ability to discharge its housing and homelessness prevention obligations

***Our aim is to ensure that the Council and its partners make the maximum contribution possible to meeting the high housing need in the borough, and to help meet residents' health and support needs.***

- In 2018/19, we began a major review of the Choice Based Lettings system and the Hackney Lettings Policy and this is expected to be completed by March 2020.
- The Council is monitoring the costs associated with the additional responsibilities placed on local authorities with the introduction of the Homelessness Reduction Act and its implementation.
- The Council continues to make the case to Government for adequate additional resources for implementing the Council's new responsibilities under the Homelessness Reduction Act, including through direct representations to Government, jointly with other London boroughs, and working with local MPs.
- The Council also measures and reports on the ongoing impact of the welfare reforms on Hackney residents and the Council, for example its impact on housing affordability; particularly with regard to the freezing of the Local Housing Allowance and the impact of the Benefit Cap.

### ***Next steps***

- The review of the Choice based lettings system and the Hackney Lettings Policy are expected to be completed by March 2020.
- We will commission a Market Position Statement that provides and up to date assessment of the support and care services that borough residents need, as well as how the Council and its partners can best help meet these needs.
- We will continue to work with the Hackney Learning Trust with regard to including housing and homelessness on the curriculum and raising young people's awareness of the housing options likely to be available to them in the borough.

***Social housing landlords have a major role in supporting residents to improve their health, both through addressing poor conditions and promoting behaviour change. The cost of fuel has a major impact on household budgets and we are working with housing providers and residents to make homes more energy efficient; helping to bring down bills, conserve fuel, and reduce emissions that are harmful to the environment.***

- The Council's Public Health service has begun to carry out health impact assessments (HIA) for large developments, as well undertaking HIAs for the Council's policies and plans (such as the Local Plan).

- A health impact assessment of the draft Local Plan (LP33) contributed to the lowering of the threshold for an HIA to developments with 50 or more homes, inclusion of active design information for buildings, and suicide prevention measures for tall buildings, as well as strengthening the provisions relating to ensuring homes are protective for health, including by sufficient insulation and ventilation to avoid excessive damp, heat or cold.
- Since January 2018, the Council Public Health service has reviewed two HIAs received regarding developments of 100 or more new homes, at Marian Court and the Britannia Leisure centre site.
- The Council continues to promote affordable warmth, targeting vulnerable private sector residents for support, using newly commissioned data to identify homes where occupiers can be targeted for Warmth and security grants and other support.
- The Council's Public Health service continued to offer a range of services, such as, Eat Better Start Better, health visiting, and a Multiple Needs service to help people remain active and independent.

### **Next steps**

- In early 2019, a mailshot will be sent to 192 private sector homes where newly commissioned data indicates the likely presence of Excess cold. This is for the purpose of targeting the Council's support to residents.
- The Council's Public Health service will continue to coordinate use of the Council's and partners' workforce to promote behaviour change through the Make Every Contact Count (MECC) programme, with the aim of supporting residents to make positive changes to improve their physical and mental wellbeing. A MECC Programme Manager will be recruited to plan and coordinate this work over the next two years.
- Work to refurbish a community hall at Gascoyne estate is expected to complete in the spring of 2019. Officers from across the Council are working closely with local residents, councillors and community groups to shape future activities. The hall will provide a first class venue for community, housing employment and community health activities.

***Supported housing is a vital service that enables vulnerable people to live independently in the community or to provide specialist housing where this is needed. The types of supported housing needs in the borough change over time and we continue to re-focus provision and services to meet current and future needs, as well as meeting budgetary constraints on the Council.***

- A review of Housing with Care and Extra Care services has resulted in changes to our approach to commissioning Housing Related Support Services.

- In 2018/19, the Council agreed a new approach to Commissioning Floating Support and Accommodation-Based Housing Related Support, which are being procured in 2019. Responses from the local market have been positive, with a strong field of bids to date.
- In 2018/19, we began developing a new Older People's Strategy looking at how older people can be included more in the life of the borough and in all Council services, as well as looking at those services that are specifically for older people, including housing. Internal stakeholder engagement on the Older People's Strategy began in March 2019.
- A review of refuge and move-on options has been paused in advance of expected Government guidance on how these services will be commissioned in future. The review will commence once the Government has published its guidance.
- In 2018/19, the Council has supported 25 households in under-occupied social housing to voluntarily move to more suitable homes, freeing up larger family homes

**Next steps:**

- Housing with Care schemes will continue to be reviewed and proposals developed. A new extra care model has been introduced at Lime Tree Court and is due to be expanded to St Peter's in early 2019. Work will then continue with the remaining Housing with Care schemes following completion of the improvement work to meet recommendations from the Care Quality Commission.
- The process of developing the Older People's Strategy will be led by the borough's older people, ensuring they have a central place in shaping all council services and the wider priorities of the Council. Extensive engagement will take place with older people and community groups in 2019, and the Strategy will be produced by the end of 2019/20.
- A review of refuge and move-on options will be carried out after the Government has published expected guidance on how these services will be commissioned in the future. The Domestic Abuse Intervention Service (DAIS) will continue to develop support options for those who do not enter a refuge.
- We will work with housing association partners to improve and coordinate the interventions for people suffering from domestic abuse. A new member of staff will be recruited in DAIS to work with housing providers to coordinate services to tenants who are suffering from domestic abuse.
- We intend to provide and promote the under-occupation cash incentive policy and support scheme for tenants choosing to move to smaller homes from spring 2019.

**Theme five: Promoting employment and sustainable communities**

36	Expand the 'Hackney Works' programme with our partners, to ensure that more local people get jobs from Hackney's growing economy, particularly those living in temporary accommodation and in social housing
37	Maximise the opportunities created by the new Apprenticeship Levy to provide new training opportunities, including with contractors working on housing estates or other new housing developments
38	Maximise the opportunities for creating affordable workspaces on council estates, to help support new businesses
39	Investigate giving priority for new intermediate housing to priority groups in the borough, where staff recruitment and retention is challenging

***We want to ensure that employment and training opportunities are created for local people to enable them to benefit from the economic growth of the borough.***

- We have incorporated employment and training targets into all contractor and developer procurement exercises carried out by the Council's housebuilding teams. These targets are embedded in the relevant contract and monitored on a monthly basis by the lead Council officer.
- We have identified two pilot sites for the delivery of a project to convert disused garages into affordable workspaces, on the York Row and Frampton Park estates, which are expected to start summer 2020. We have also identified a further four sites for affordable workspace opportunities. Full design works and planning applications for all six sites will be developed by the end of 2019.
- We are monitoring apprenticeships through the Regeneration Division's established governance processes, at quarterly review meetings with Heads of Service and at the quarterly Housing Development Board.
- The Council is currently carrying out an investigation into the role of intermediate housing in the borough, and the role it could play in helping meet the housing needs of priority groups of workers.

***Next steps:***

- The Council's housebuilding teams will be working with Planning and Hackney Works to develop proposals for the most effective use of the Apprenticeship Levy.
- The Estate Regeneration team will be delivering 1,000sqm workspace as part of the regeneration of Marian Court due to start in spring 2019.
- Work to refurbish a community hall at Gascoyne estate is expected to complete in the spring of 2019. The hall will provide a first class venue for employment activities, as well as community, housing, and health activities.

- A review of planning guidance relating to employment, training and apprenticeships will take place in early 2019.
- An investigation of intermediate housing in the borough will include considering the role of the Council's Housing Company in meeting local intermediate housing needs through the provision of homes let at Living Rents.



<p><b>Living in Hackney Scrutiny Commission</b></p> <p>15<sup>th</sup> July 2019</p> <p><b>Item 8 – Discussion on 2019/20 Work Programme</b></p>	<p>Item No</p> <p style="text-align: center;"><b>8</b></p>
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## OUTLINE

The purpose of this item is to plan the work programme for the coming year. This includes agreeing the topic for main review, and items for discussion.

An initial work programme is attached on pages 111 -116.

Every year the Chair invites suggestions for topic areas from a range of stakeholders. This process was still ongoing at the point this agenda was published. The responses received so far are detailed below, and a further update will be provided in the meeting.

Members should refer to these and discuss whether there is an appetite to look at these areas, and which if any of these should constitute the main review for this year. They are also asked to draw on their knowledge of the communities they represent to suggest any other areas which could benefit from scrutiny.

Attached also are some general guidance notes on review topic selection being used by all the Commissions. These appear on pages 117-119.

**Table 1 – Suggested items for review or one off discussion**

Suggested item	Source	Possible format
<b>Community Safety (meeting with lead Cabinet Member scheduled for 10<sup>th</sup> July)</b>		
Community Safety Partnership response to street based drug markets and associated anti-social behaviour	Sue Williams, Central East Commander, Metropolitan Police Service	Discussion item
Annual updates on Prevent Programme and Countering Extremism	Previously suggested as annual items by Cllr Selman, Cabinet Member for Community Safety, Policy and Voluntary Sector	

Stop & Search and Use of Force Monitoring (including tasers)	Previously suggested as annual item by Cllr Selman, Cabinet Member for Community Safety, Policy and Voluntary Sector	Discussion item involving Police and Stop and Search Monitoring Groups
Confidence and trust in the police - update from Community Resilience Partnership / Trust and Confidence in the Police and the State Working Group	Commission Member	Discussion item(s)
Community Safety Partnership Plan – exploring how it addresses the concerns and issues in communities in Hackney	Sonia Khan, Head of Policy and Partnerships	Discussion item(s)
Improving outcomes for young black men programme – how well is it addressing racial disparities in the criminal justice system	Sonia Khan, Head of Policy and Partnerships	Discussion item(s)
<b>Housing and wider environment</b>		
Repairs Service Review, with a focus on responsive repairs	Commission Member	Substantive Review
Housing Management by both the Council and Registered Providers – possibly covering a number of themes including repairs, support for vulnerable residents, tackling ASB, nominations and allocations	Interim Director, Regeneration	Substantive Review
Short term lets – exploring the impact of Airbnb and similar services, and the policy response of the Council.	Interim Director, Regeneration	Discussion item(s)
Affordability of new development – by the Council and Registered Providers	Member / Interim Director, Regeneration	Review



Housing Strategy Action of investigating 'giving priority for new intermediate housing to priority groups in the borough where staff recruitment and retention is challenging'. – next steps. To also explore work of Registered Providers to support intermediate housing opportunities for working households	Member / Interim Director, Regeneration	Discussion item(s)
Input into development of a cross-Council and partnership Hoarding Policy	Interim Director, Regeneration	Discussion item(s)
Grounds maintenance in parks, green spaces and estates - rationale and emerging plans around integration	Cllr Feryal Clark, Deputy Mayor and Cabinet member for Health, Social Care, Leisure and Parks	Discussion item
Progress updates on steps set out in Reduction and Recycling Plan to meet a 32% household recycling rate target for 2022/23 (considering a fortnightly restricted residual waste collection model for suitable kerbside properties, delivery of Phase 4 of the Estates Recycling Programme and separate measures supporting manifesto commitment to further improve recycling on estates)	Members	Discussion items
Exploring the value of estates-based community work in building cohesion, managing housing and reducing crime – examples of work in Hackney and elsewhere	Sonia Khan, Head of Policy and Partnerships	Review
Air Quality – update recommendations arising from Commission's review in 2017, and an insight into other current areas of work.	Cllr Burke, Cabinet Member for Energy, Waste, Transport and Public Realm / Aled Richards, Director of Public Realm	Discussion item

Update on development of Green infrastructure plan – a plan to link up green spaces to build Hackney’s resilience to climate change, improve local air quality and to create pleasant and safe walking and cycling routes	Cllr Burke, Cabinet Member for Energy, Waste, Transport and Public Realm / Aled Richards, Director of Public Realm	Discussion item
Update on municipal energy company, following scheduled go live in autumn 2019	Cllr Burke, Cabinet Member for Energy, Waste, Transport and Public Realm / Aled Richards, Director of Public Realm	Discussion item
Council's enabling of cycling	Cllr Burke, Cabinet Member for Energy, Waste, Transport and Public Realm / Aled Richards, Director of Public Realm	Discussion item
Update on the delivery of the Markets Strategy 2015 - 20	Aled Richards, Director of Public Realm	Discussion item
<b>Housing Needs, homelessness (meeting with lead Cabinet Member scheduled for 8<sup>th</sup> July)</b>		
Continued commission involvement in Choice Based Lettings system and the Hackney Lettings Policy	Commission Member	Discussion item

**ACTION**

Drawing on the suggestions above and any given in the meeting itself, Members are asked to agree on items for the Commission’s work programme for this year.

## Living in Hackney Scrutiny Commission: Work Plan July 2019 – April 2020

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

Meeting	Item	Directorate / lead	Comment / purpose of item
<b>15<sup>th</sup> July 2019</b> Room 102, Hackney Town Hall  Agenda dispatch: 5 <sup>th</sup> July 2019	Housing Services support of resident engagement	Gilbert Stowe, Head of Tenancy and Leasehold Services, Housing Services	<p>This item will explore current work to support involvement of Council tenants and leaseholders in the management of their housing and in the improvement in quality of life on estates, and any aspects for improvement.</p> <p>It will include exploring any support provided to Tenants and Residents Associations and Tenant Management Organisations, the value, take up and use of the Community Development Fund (a funding stream supporting community development and engagement activities on estates), and the work of Housing Services to communicate this and other funding opportunities to groups on estates.</p> <p>Having it at this point will enable the Commission to hear about the current approach to resident engagement, and to give views on where they see potential improvement. This is prior to a review of these functions which Housing Services is planning for later in the summer.</p> <p>A separate update on the outcomes of this review has been scheduled for the meeting of the 13<sup>th</sup> November</p>
	Prevent Programme Update	Tracey Thomas, Hackney Prevent Co-ordinator,	The Prevent Programme is an initiative to support and divert vulnerable people away from the radicalisation process and is one of four elements of the government's counter-terrorism strategy. Prevent involves encouraging the different local partners to work together to drive action and to learn from each other in promoting integration and challenging

Meeting	Item	Directorate / lead	Comment / purpose of item
		Community Safety	<p>extremism.</p> <p>Local Prevent Coordinators for lead on working with communities, police and other local agencies, to deliver preventative measures against violent extremism.</p> <p>This item has been scheduled for Members to receive an update on the programme.</p>
	Discussion about work programme for 2019/20	Tom Thorn, Overview and Scrutiny Team	For the Commission to agree review topic and one off items for this year.
<p><b>2<sup>nd</sup> September 2019</b></p> <p>Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 22<sup>nd</sup> August 2019</p>	<p>Progress updates on steps set out in Reduction and Recycling Plan to meet a 32% household recycling rate target for 2022/23 (considering a fortnightly restricted residual waste collection model for suitable kerbside properties, delivery of Phase 4 of the Estates Recycling Programme and</p>	<p>Aled Richards, Director, Public Realm</p>	<p>The Mayor of London's Environment Strategy requires London authorities to submit Reduction &amp; Recycling Plan (RRP) to the GLA, setting out how they will contribute to a range of London-wide objectives, policies and proposals it sets out.</p> <p>The Strategy includes London wide targets on household recycling rates, which are informed by modelling on the maximum contribution each borough could make, based on each meeting a defined standard of recycling services (which Hackney largely already meets), and the introduction of residual waste restrictions.</p> <p>In terms of the restriction element, RRP's were expected to set out actions as to how they will deliver services that have reviewed household residual waste bin capacity, frequency of collections and side waste collections or consult on such measures.</p> <p>Hackney's RRP was agreed by Cabinet in June. It set a local target to</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
	separate measures supporting manifesto commitment to further improve recycling on estates)		<p>meet a 32% recycling rate by 2022/23, an increase from the 27.4% level achieved in 2017/18.</p> <p>In line with the RRP guidance, it set out a plan to consider the implementation of restriction via fortnightly restricted residual waste collections for suitable properties. This was alongside measures to improve recycling on estates through both the upcoming phase of the Estates Recycling Programme and the programme of work tied to the manifesto commitment to further improve recycling on estates.</p> <p>This item has been set for the Commission to receive a progress update on the elements set out in the RRP to increase household recycling rates in the borough.</p>
	Item to inform likely review - Housing Repairs Service performance	Ajman Ali, Director of Housing Services	<p>The Commission has expressed an interest in its main review for 2019/20 exploring responsive housing repairs, in terms of performance and the experiences for residents from the start to the end of the process.</p> <p>To help shape this work, this item will see the Director of Housing Services present to Members on different aspects of the Repairs Service including historical and current performance, budgets and structures. This and the question and answer session following it will be used to help inform the focus of any substantive review.</p>
	Management of asbestos in Council-managed homes	Ajman Ali, Director of Housing Services	<p>Materials containing asbestos were commonly used for a wide range of construction purposes until 1999, when all use of it was banned. Many buildings still contain asbestos. This includes the majority of Council homes.</p> <p>Where asbestos materials are in good condition and are unlikely to be</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
			<p>disturbed they generally do not present a risk. However, when they are in poor condition, or when they are disturbed or damaged, they can cause serious harm.</p> <p>This item has been scheduled for Members to explore the Council's approach to managing asbestos in its housing stock. This includes the measures in place to ensure safe and effective removal where this is required due to maintenance and improvement works in our residents homes and in communal areas.</p>
<p><b>13<sup>th</sup> November 2019</b> Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 5<sup>th</sup> November 2019</p>	<p>Update on discretionary private rented sector licensing</p>	<p>Kevin Thompson, Head of Private Sector Housing</p>	<p>This item is further to the last update received in March 2019. This followed the going live of wider private rented sector licensing schemes planned for October 2018. These brought more private rented properties than those already covered by the mandatory scheme for larger HMOs, into a licensing framework.</p>
	<p>Housing Services support of resident engagement – update on review</p>	<p>Gilbert Stowe, Head of Tenancy and Leasehold Services, Housing Services</p>	<p>Update on outcomes of review of Housing Service's resident engagement functions following previous item on 15<sup>th</sup> July 2019</p>
<p><b>16<sup>th</sup> December 2019</b> Room 102, Hackney Town Hall</p>			

Meeting	Item	Directorate / lead	Comment / purpose of item
Agenda dispatch: 5 <sup>th</sup> November 2019			
<b>20<sup>th</sup> January 2020</b> Room 102, Hackney Town Hall			
Agenda dispatch: 10 <sup>th</sup> January 2020			
<b>19<sup>th</sup> February 2020</b> Room 102, Hackney Town Hall  Agenda dispatch: 11 <sup>th</sup> February 2020			

Meeting	Item	Directorate / lead	Comment / purpose of item
<b>23<sup>rd</sup> March 2020</b> Room 102, Hackney Town Hall			
Agenda dispatch: 13 <sup>th</sup> March 2020			
<b>30<sup>th</sup> April 2020</b> Council Chamber, Hackney Town Hall  Agenda dispatch: 22 <sup>nd</sup> April 2020	Progress on implementation of recommendations of Fire Risk Assessments	Ajman Ali, Director of Housing Services	This is further to the previous update of April 2019.



## Review Selection Process

### Identification

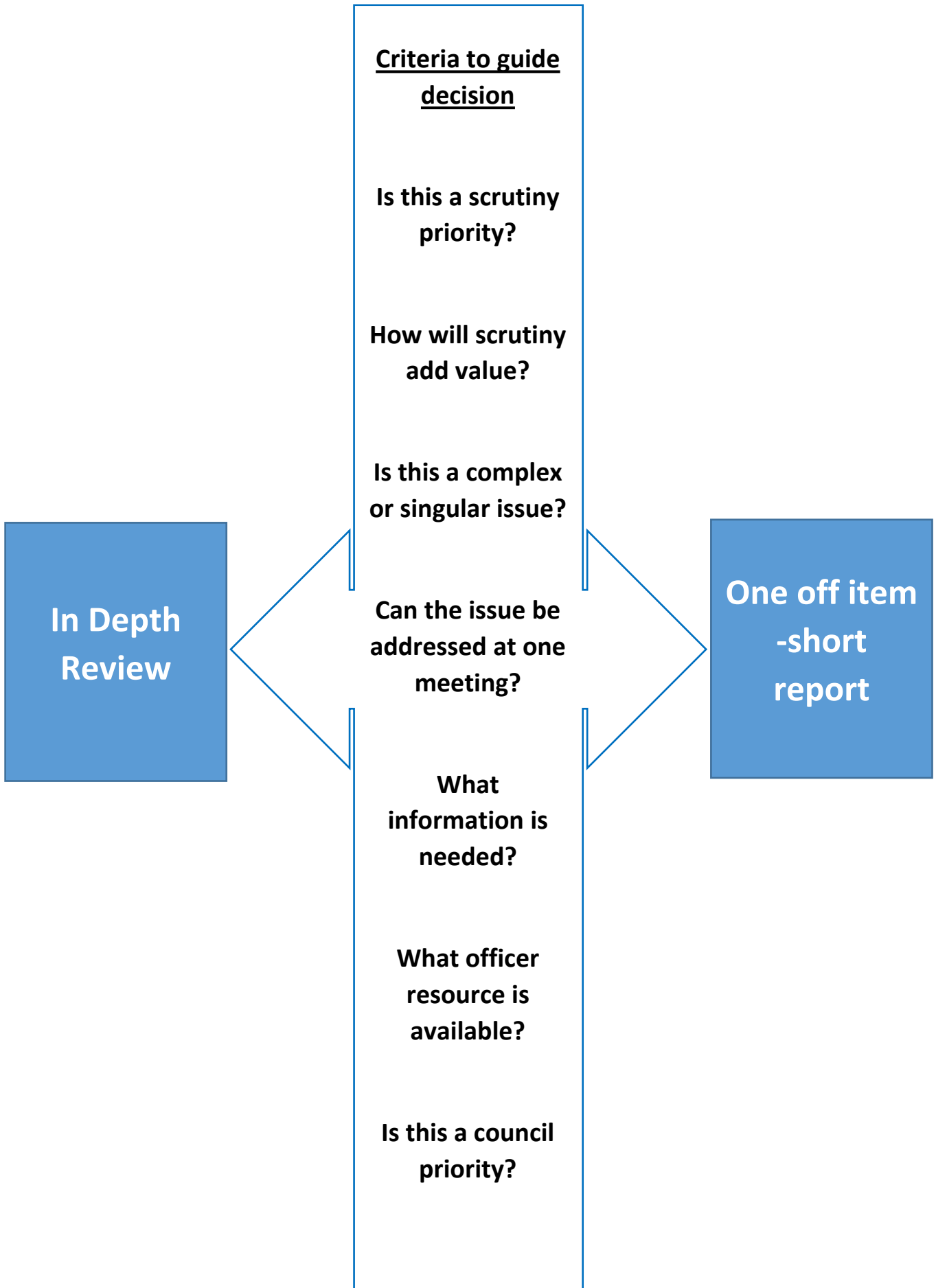
- Topics suggested through consultation with Commission members and other Non-Executive Members
- Topics arising from national legislation or other policy requirements
- Topics suggested from local residents and community groups (e.g. resident surveys)
- Issues suggested by Cabinet Members & Senior Officers within the Council
- Topics that have arisen from issues which have been covered by local or national media?
- Topics arising from local strategy or policy developments?

### Prioritisation

- Is the review topic a borough wide issue and important to the local community?
- Does the topic relate to a poor or underperforming service?
- Does this topic give rise to numerous / serious complaints?
- Has this topic been flagged by an inspection or audit or other assessment report e.g. Ofsted, CQC, Audit Office?
- Would this topic benefit from in depth review or better served by a one-off item (e.g. update, short investigation)?
- Is this topic cross-cutting, relevant to more than one Commission?

### Selection

- Does the topic support priorities identified within the Council's Corporate Plan?
- Will the topic add value and deliver practical outcomes for local residents?
- Is this review feasible; is the topic adequately focused, can it be undertaken within a suitable timeframe and with the current resource available?



## Overview & Scrutiny Review Process

### Aim

- What is the overarching aim of the review?
- To provide a clear and focused description of what is intended and expected outcome.

### Objectives

- What key questions will the review seek to answer?
- What scrutiny processes will add value (e.g. performance review, holding to account, policy development, public engagement and involvement)?

### Methods

- How will the review answer the questions set out above?
- Which stakeholders will be involved and how?

### Processes

- National Policy context: desk research;
- Local Policy & Practice: local officers, analysis of performance data, site visits;
- Comparative Policy & Practice: consulting other authorities;
- Best practice: national agencies, other authorities;
- Public, resident, service user engagement: surveys, focus groups or public meetings.

### Plan, Actions and review

- Project Plan: what evidence will be collected and when;
- Monitoring of project plan;
- Developing conclusions and recommendations from the evidence in review process;
- Recommendations to Executive for approval.

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<b>Living in Hackney Scrutiny Commission</b> <b>15<sup>th</sup> July 2019</b> <b>Item 9 – Minutes of the Previous Meeting</b>	Item No <b>9</b>
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**Outline**

The draft minutes of the meeting of the 8<sup>th</sup> April 2019 are enclosed.

**Action**

The Commission are asked to review and agree the minutes.

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London Borough of Hackney  
Living in Hackney Scrutiny Commission  
Municipal Year 2016/17  
Monday, 8th April, 2019

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

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<b>Chair:</b>	<b>Councillor Sharon Patrick</b>
<b>Councillors in Attendance:</b>	<b>Cllr Sade Etti (Vice-Chair), Cllr Michelle Gregory, Cllr Anthony McMahon and Cllr M Can Ozsen</b>
<b>Apologies:</b>	<b>Cllr Ian Rathbone and Cllr Penny Wrout</b>
<b>Officers In Attendance:</b>	<b>Sinead Burke (Head of Property &amp; Asset Management, Neighbourhoods and Housing), Donna Bryce (Head of Resident Safety, Housing Services), Steve Platt (Head of Building Maintenance and Estate Environment), Gilbert Stowe (Divisional Head of Tenancy and Leasehold Services) and Kim Wright (Group Director Neighbourhoods and Housing)</b>
<b>Other People in Attendance:</b>	<b>Councillor Clayeon McKenzie (Cabinet Member for Housing Services)</b>
<b>Members of the Public:</b>	
<b>Officer Contact:</b>	<b>Tom Thorn</b> ☎ 0208 356 8186 ✉ <a href="mailto:thomas.thorn@hackney.gov.uk">thomas.thorn@hackney.gov.uk</a>

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## **Councillor Sharon Patrick in the Chair**

### **1 Apologies for Absence**

1.1 Apologies had been received from Cllrs Wrout and Rathbone.

### **2 Urgent Items / Order of Business**

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

### **3 Declarations of Interest**

3.1 Interests were declared as below. These were in relation to agenda items 4 – 6:

- Cllr McMahon declared he was a Board Member of Lordship South TMO
- Cllr Gregory declared she was a Board Member of Wenlock Barn TMO
- Cllr Patrick declared she was a Board Member of Clapton Park TMO

- Cllrs McMahon, Patrick and Gregory declared they were Council leaseholders

#### **4 Update from Housing Services - progress on implementation of recommendations of Fire Risk Assessments**

4.1 Guests in attendance for this item were:

- Cllr Clayeon McKenzie, Cabinet Member for Housing Services
- Kim Wright, Group Director, Neighbourhoods and Housing
- Donna Bryce, Head of Resident Safety, Neighbourhoods and Housing
- Sinead Burke, Head of Property & Asset Management

4.2 Welcoming guests, the Chair noted the Commission had received regular updates on the Council's response to the Grenfell Tower tragedy. This update followed the last one in November 2018.

4.3 While a paper had not been provided for this item, the Chair noted that a link to the minutes from the last discussion was available in the agenda packs. She said that discussions tonight might focus on the areas covered in detail at that meeting. These were the front doors replacement programme, and the requiring of proof of gas safety in leaseholder properties.

4.4 Inviting guests to make any opening comments, the Cabinet Member for Housing Services said the following:

- The safety and wellbeing of all residents was the number one priority.
- Much had been achieved but there was not complacency. Work with tenants, leaseholders and all key stakeholders would continue.
- The cost of fire safety works was not yet full known. The programme was still being worked through. However, by embedding fire safety within the newly revised Asset Management Plan, the service would best ensure that works were delivered in the most efficient way, with least possible inconvenience for residents.
- The Council would continue to keep abreast of any changes in legislation including those emerging from Judith Hackitt's Review of Building Regulations and Fire Safety, and the Grenfell Tower Inquiry. It needed to be noted that these could bring additional financial pressures on resources.

4.5 The Cabinet Member for Housing Services handed over to the Head of Resident Safety, who made the following substantive points:

- In terms of the actions arising from the Fire Risk Assessments performed in 2017/18 (Phase 1), excellent progress was being made. 80% of all actions, and over 50% of medium priority actions, had been completed.
- All other outstanding actions from the Phase 1 programme had been built into active programmes (such as the Fire Doors Replacement Programme) and or the Asset Management Strategy.



- All actions arising from the 2017/18 assessments would be expected to be complete by March 2020 or otherwise built into active programmes or the future asset management programme. This said, for any high priority actions outstanding, mitigation measures had been taken including through ensuring that communal areas were clear of combustibles, that self-closures had been fitted to fire doors, that communal doors were compliant with legislation, and that there was regular inspection by Officers.
  - Phase 2 of the programme was now in progress. This included Type 3 inspections, where 10% of homes in blocks were inspected. 319 of FRAs within phase 2 had been completed this year, with all actions appropriately allocated. All critical actions arising were being closed down immediately. The mitigation measures for high priority recommendations were being taken pending full closure.
  - Fire Risk Assessments would continue on a cyclical basis. Any change to a block or building would result in a new assessment being carried out. This approach was supported by the London Fire Brigade and legislation.
  - There were a range of other projects related to fire safety. Examples included work to ensure that Fire Information Boxes (FIBs) containing accurate and up to date information were available in all blocks, and that Fire Action Notices were displayed with Get Out and Stay Put advice as appropriate. Residents were being written to to flag where new information was displayed. Signage generally was being improved. Vulnerable and hoarding residents were being identified and supported to help ensure that homes were safe.
  - The 2018/19 assessments would be published shortly, repeating the measure already taken for the 2017/18 assessments. The service was hoping to launch a live reporting model for assessments so that residents could receive up to date information as any actions arising from them were worked through.
  - The Property & Asset Management service was delivering a range of relevant work. This included the removal of external wall insulation from Lincoln Court, Hugh Gaitskell House, and the Nye Bevan Estate as per Fire Brigade recommendations, with completion in summer 2019. Sprinkler installation at 355 Queensbridge Road had been completed, with the works identified as a model of best practice by the London Fire Brigade.
- 4.6 The Chair thanked the guests. She noted that the last update covered the Front Door Programme, with the Commission having heard that this would be delivered according to risk. She asked where the programme was currently.
- 4.7 The Head of Property & Asset Management said that the first element of the programme would see new front doors for the units requiring them, in blocks with 10 storeys or more. This would cover over 60 blocks, and approximately 3,500 homes. The service had worked with procurement and legal to ensure that arrangements could be put in place for the procurement of this work using an existing major works contract.
- 4.8 This major contract had included work for the replacement of doors with new doors of composite material. These were now not felt to be suitable. Using a mini tendering process the service had been able to invite bids from contractors

for the installation of timber doors which would meet requirements (with 30 minutes fire resistance).

- 4.9 The tendering process had now closed and officers were working through the prices and documentation returned. Following that, decisions would be ratified in May before delivery started in the summer.
- 4.10 A Member asked if the Direct Labour Organisation (the Council's in house repairs and maintenance function) could install the new doors. He asked if this would make the process less costly.
- 4.11 The Head of Property & Asset Management said that the very large scale of the programme and the commitment to delivering it quickly, meant that external resources were required. Time had been taken to ensure the specifications were thorough and that the doors which would be procured were fully compliant. Now this exercise had been worked through, there was a desire to move forward at pace. The DLO had the expertise and capacity to replace doors within its general repairs and maintenance work. However, the overall programme announced in October was for the delivery of around 17,000 doors.
- 4.12 The Member acknowledged these points. However, he understood that the programme was a long term one which would be delivered over a number of years. He asked whether this meant that the service could explore putting fixed term internal staff arrangements in place to enable in house delivery of the works.
- 4.13 The Head of Property & Asset Management noted this point. She said she would make a note of it and explore whether this might be a viable option for future phases of the front door programme.
- 4.14 A Member noted that the Cabinet had previously approved £5.9 million in funding for the door replacement programme. Now the programme had moved forward, she asked if it was clear whether this would cover the costs.
- 4.15 The Head of Property & Asset Management said that this funding was to cover the first phase of the front door replacement programme, for the blocks which were 10 storeys or higher. In terms of whether this would cover the costs of this element of the programme, she would not be able to confirm this until the service had reviewed the contract submissions mentioned earlier in detail. It needed to be noted that market prices for doors were high, due to demand. It was likely that further phases would deliver more front doors, with additional cost incurred.
- 4.16 The Chair said in the discussion in November the Commission was advised that in some cases, leaseholders would be charged for the replacement of doors. However a TMO Forum she had attended the previous week had been advised that leaseholders would not be charged in any cases. She asked what the latest position on this was.
- 4.17 The Head of Property & Asset Management said she was not in attendance at the TMO Forum. However, she confirmed that the position around charging had not changed. In the majority of cases leaseholders would not be charged. However, charges would be applied in cases where doors being replaced were

original doors not replaced in any improvement programme, or were doors which leaseholders themselves had replaced.

- 4.18 The Cabinet Member for Housing Services confirmed that this was the case. In the large majority of cases, there would be no charge. The position was the same as set out in the previous report to Cabinet on Fire Safety Works. This had previously been made available to the Commission.
- 4.19 The Chair thanked guests. However, she was concerned that contrasting information had been given at a public meeting the previous week.
- 4.20 The Head of Property & Asset Management agreed with this point and said she would raise this with the Officer in attendance at the TMO Forum.
- 4.21 A Member asked what the cost of doors would be for leaseholders who would be charged. He noted that at the last meeting these had been estimated by Officers to be £1,500 per door. He asked if this was still the case.
- 4.22 The Head of Property & Asset Management said that the per unit cost would be clearer after the submissions by contractors had been reviewed.
- 4.23 The Chair said that Members had received previous updates around issues being managed at Bridport House. She asked if an update could be provided at this point.
- 4.24 The Group Director, Neighbourhoods and Housing confirmed that - acting very promptly on advice from a Fire Engineer - the Council had put in waking watch measures on Bridport House. This involved wardens patrolling every floor of Bridport House, 24 7. A meeting was to take place on the evening following this one, in order to update Bridport House residents on developments. Investigative work took place at the end of the previous week to survey any issues with insulation. The remedial action (if any) required would become clearer when the findings of the investigation were available. Residents would then be updated on next steps. The Council was rightfully erring on the side of extreme caution, and waking watch arrangements would remain in place for as long as needed.
- 4.25 A Member noted an earlier point around regular checks of Council blocks by Officers. She asked if TMOs were responsible for assessing the blocks they managed.
- 4.26 The Head of Resident Safety confirmed it was the Council's responsibility to assess blocks. The service liaised closely with TMOs in the lead up to and during assessments. In terms of fire safety works arising, these would be completed by the Council. Where actions were for the TMO to take forward – such as ensuring the removal of combustible items – there was an effective process for ensuring that the calls went back to the DLO.
- 4.27 A Member noted the references to ensuring that relevant and up to date fire information notices were displayed in all blocks. She asked if this work would cover blocks in all wards. There were blocks in her wards which did not have this displayed.

- 4.28 The Head of Resident Safety advised that the programme was one which was in progress. Fire Action Notices would be up in all blocks by the end of May. Refreshed signage would be displayed in all blocks within the next two to three months. A lot had already been done.
- 4.29 A Member noted that in November the Commission had been advised that by April leaseholders would be required to provide proof of gas safety for the appliances in their homes. She was aware that letters had been sent to leaseholders advising of this requirement, which she welcomed.
- 4.30 However, she also noted the Commission had been advised that leaseholders would be given the option to buy into the Gas Safety check service the Council delivered for its tenants. She noted that the letters sent did not include information on this offer. She asked what progress had been made on this.
- 4.31 The Head of Resident Safety confirmed that initial letters had been sent to leaseholders asking for gas safety certificates. The response had been positive, with 40% having responded and provided a certificate (CP12). Enforcement was not yet being followed, but relevant rules and regulations were being updated to allow for this in cases where it proved to be necessary. Progress was being made; the service had recently met with a company who would be able to deliver the service on behalf of the DLO. At that point, letters would be sent to leaseholders not having provided certificates, requesting them to do so and asking them to contact the DLO by phone or online if they wished to buy into the Council offer.
- 4.32 The service had needed to take a phased approach; there were 8,000 leaseholders in the borough. Early signs were very positive in terms of the numbers coming forward and also leaseholders being generally welcoming of the new policy. There were cases where more vulnerable residents had asked for support in getting certification in place, and advice on the companies they might approach for this. In these cases the service advised that an offer from the Council would be coming into place, and that they would be contacted again at this point. Within the current phase, the service was focused on encouraging and enabling compliance.

## **5 Cabinet Question Time - Executive Member for Housing Services**

5.1 Guests in attendance for this item were:

- Cllr Clayeon McKenzie, Cabinet Member for Housing Services
- Kim Wright, Group Director, Neighbourhoods and Housing
- Donna Bryce, Head of Resident Safety, Neighbourhoods and Housing
- Sinead Burke, Head of Property & Asset Management
- Gilbert Stowe, Head of Tenancy and Leasehold Services
- Steve Platt, Head of Building Maintenance and Estate Environment

5.2 The Chair noted that the first area for questioning was that below:

- Finance - Latest position on budgets in the context of Housing Services; impact of Fire Safety-related work and implications for other improvements to housing stock, and envisaged priority spending areas over next three years.

- 5.3 Asked to make any opening comments on this point the Cabinet Member for Housing Services said the following:
- The 19/20 Housing Revenue Account Budget was agreed by Cabinet in January.
  - 2018/19 had set a £19 million budget for fire safety work.
  - During 2018/19 an additional £6 million was approved for the front door replacement programme for appropriate doors in blocks of 10 storeys or more. These works would be delivered over 2019/20.
  - For 2019/20, £11 had been allocated to fire safety work, including £8.7 for the front door replacement programme.
  - In addition, planned maintenance works would pick up elements of actions arising from the Fire Risk Assessments.
  - The process of identifying and prioritising works within the Council's housing stock was set out in the recently approved Asset Management Strategy. The strategy would see every property in the stock surveyed and have required works delivered, over a seven year cycle.
  - With most recent work programmes focusing on kitchens bathrooms and decorations, the focus of the current cycle would be on external works. This said, surveying would pick up any other internal or communal works required, which would be incorporated into the programme.
  - In terms of the impact of the fire safety works on other areas, there had been some impact on the ability to invest in other areas. However, there was full capacity for the Council to deliver the programmes set out in the Asset Management Strategy. The removal of the HRA borrowing cap provided greater flexibility.
  - It was important to note that the Council could not yet confirm the financial impact of fire safety works.
  - External inquiries could put additional requirements on local authorities. Work that it had done so far had been sourced from existing funds; no support had been given by Government.
  - In addition, the further actions which the ongoing Fire Risk Assessment programme were unknown. An example of this were the actions which had needed to be taken at Bridport House, following an assessment.
- 5.4 The Chair thanked the Cabinet Member for Housing Services. She asked if all properties requiring new kitchens and bathrooms had now received them. She was aware that the Council had continued to invest in these areas following the ending of Decent Homes funding.
- 5.5 The Cabinet Member for Housing Services said it would never be the case that no kitchens and bathrooms within the Council's stock needed replacement at any one time. At different times a number of homes would need them as theirs reached the end of life. These would be picked up through scheduled work

informed by the surveying mentioned. However, all kitchens and bathrooms works related to Decent Homes had been completed.

- 5.6 A Member noted previous issues around floods caused by faulty pipework within blocks. He asked if the surveying would pick this up, prior to new kitchens and bathrooms, and other works, being delivered.
- 5.7 The Head of Property & Asset Management advised that pipework was going to be a greater area of focus moving forward. There was a dedicated item in the Asset Management Strategy on water supply pipework.
- 5.8 The Chair recalled the previous reductions to HRA budgets which had been caused by cuts to rents. She asked if these were ongoing.
- 5.9 The Cabinet Member for Housing Services confirmed that the three years this applied to would end at the end of 2019/20. There was general consensus among both local authorities and Government was that rent increases from 2020/21 would be delivered at a rate of Consumer Price Index plus 1%. This was in reflection of the last four years having seen a 1% reduction year on year. This had led to Hackney losing approximately £100 million with which to invest in its stock.
- 5.10 The Chair noted that in previous years rent increase notices had been sent quite close to their implementation. She asked if consideration could be given to advising residents at earlier points.
- 5.11 The Group Director, Neighbourhood and Housing confirmed that there would be a programme around engagement and consultation upon any confirmation from Government.
- 5.12 In response to a question, the Head of Resident Safety confirmed that – wherever possible - any door closers recently installed to doors which were being replaced would be reused.
- 5.13 The Chair noted that the next topic area for discussion was the one below:
- Use of Community Halls - Current and potential usage of halls by community organisations and groups. Current and future plans re community halls fees and charges - including for the community and voluntary sector - and benefits and risks of this.
- 5.14 Asked to make any opening comments on this area the Cabinet Member for Housing Services made the following points:
- The Council had 76 community halls within its remit, along with 10 community flats which were used as community facilities by TMOs and TRAs.
  - 36 of the halls were managed by the Council's Community Halls Team, based within the wider Residents Engagement Team.
  - The remainder were managed by local Tenant and Residents Associations (TRAs). The Community Halls team provided advice and support. The service was working to regularise agreements between the Council and the different TRAs managing the assets.

- The Community Halls Team managed over 1000 bookings a year for halls it managed.
  - Halls were typically used for community groups and community activities, for Councillor Surgeries, by Council services, by TRAs to hold meetings and functions, and external functions including wedding receptions.
  - Charges were delivered on hourly and daily hire bases; with a £30 per hour charge for a booking of up to five hours, and a rate of £350 per day. Reduced community rates were in place of £20 per hour and £200 per day. These charges had not been increased for a number of years and were in place prior of the transfer of housing functions back into the Council.
  - The Housing Transformation Team had been commissioned to deliver a review of all Community Halls. This would include an exploration of costs against revenue, and usage of the facilities. That review would help inform a long term strategy for Community Halls which would work to ensure that there was an efficient number of good quality halls with facilities to meet local demand, which were sustainable, affordable and accessible to users.
- 5.15 A Member said he felt pricing to be a barrier to the delivery of valuable events for the community. Some organisations could not afford even the subsidised rates. He noted the point around the Community Halls Team visiting halls to meet with those making the booking, and doing the opening and closing function.
- 5.16 He asked whether the review might look at a system where a community group could use a hall during quiet periods of the day and do the opening and closing themselves, for a very low rate. In these cases, they might pay a deposit which could be retained by the Council in the event of misuse. Adding to this, he asked whether wellbeing events (including sessions focused on those suffering from mental health conditions and isolation) could be delivered for free or at very reduced cost during quiet periods.
- 5.17 The Cabinet Member for Housing Services advised that the areas mentioned would fit within the remit of the review.
- 5.18 He said it was important to note that subsidised rates were already offered. In addition, the community halls hosted numerous events on estates free of charge. This said, while everyone would wish that all events were hosted without charge, a sense of balance needed to be achieved.
- 5.19 Adding to this, the Head of Tenancy and Leasehold Services said the Community Halls Team did use discretion in some cases. For example, where a group might be receiving a level of funding to deliver a community activity, but could not meet the costs of hire, the team did negotiate with them. This added to the community discount rate already available. The team was working hard to increase day time usage, and uptake had increased. Publicity had been crucial to achieving this. There were still quiet periods. The team was considering how this might be addressed, including through greater discounts being applied at these times.

- 5.20 The team already worked to enable other council services to deliver events. This included those held by Public Health and Hackney Works.
- 5.21 He felt this highlighted that there was a range of work going on to enable the delivery of events to benefit the community. He said that this had not always been publicised as widely as it might have been.
- 5.22 It did need to be noted that the Council managed less than half of community halls. The others were managed by TRAs which controlled both access and fees. This meant there was some inconsistency. This was one reason for the commissioning of the review. The review would enable a holistic overview of how the assets were being used, and the forming of a view around appropriate charging arrangements for those which the Council would decide to keep.
- 5.23 The Chair was aware of a TRA which did not have its own community hall, but was allowed to use another local hall for four TRA meetings per year. The TRA understood that they were not be able to use that hall at other times. It meant that it had to deliver its events outdoors, restricted to summer months. She said it would be useful for the review to look at the usage of local community halls by TRAs without a dedicated facility.
- 5.24 A Member noted from the presentation that high numbers of halls were managed externally. He asked if the review would look at ways of improving the management and visibility (including through marketing) of TRA-run halls, for wider community benefit. His ward had a single, small community hall. He asked whether the review might look at establishing a closer partnership with the TRAs managing halls, to help better enable wider usage. As an example, he wondered if the Community Halls Team might be able to refer booking requests for a community hall to the TRA managing it, or to make bookings on its behalf.
- 5.25 The Head of Tenancy and Leasehold Services agreed with these points. The team was seeking to take that approach. As well as enabling greater usage by the community, the service was keen to play its role in delivering the Mayor's priorities by enabling more Council services to engage residents through community halls around the borough.
- 5.26 A Member recalled a community hall which had had no use for some time. She said it was crucial that the review looked at this, and sought to bring all into use.
- 5.27 She asked what the timelines of the review were.
- 5.28 She noted the linkages between the Community Halls Team and some services. She hoped that these partnerships could be extended to health services, and youth provision. She hoped that more intergenerational events could be delivered, by way of achieving cohesion.
- 5.29 The Head of Tenancy and Leasehold Services said he agreed with these points. The review would look at how the community halls were used, and how or if usage could be improved if needed. This would include decisions to decommission where usage could not be increased to a level which made the hall viable.



- 5.30 The holistic nature of the review would mean that community hall provision and the offers within them were considered alongside a view of what other facilities were available in the local area.
- 5.31 The service was committed to engaging with Council services and others to help Community Halls become centres where young people could learn and develop.
- 5.32 The Chair thanked the Head of Tenancy and Leasehold Services. As a final point on this topic area, she asked if the review might produce updated itineraries on what was available in each community hall. There was inconsistency between these. She felt full information should be provided at the point of booking on what was available in the hall (for example, cups, saucers and kettles).
- 5.33 The Head of Tenancy and Leasehold Services said this was being looked at. Information was generally provided, but there was a need for an update.
- 5.34 The Chair noted the final topic for questioning to be that below:
- Housing Services Workforce - Use of agency staff by the different services within Housing Services, and by seniority of grade. Comparisons of agency staff levels compared with the rest of the Council. Any implications of Housing Services' usage of agency staff on service delivery and budgets.
- 5.35 The Cabinet Member for Housing Services made the opening comments:
- It was important to both him and the administration that the service had a happy and settled workforce with good terms and conditions.
  - The Director of Housing Services had been leading a number of workstreams with his management team to reduce agency spend. Proactive work continued.
  - Since April 2018, there had been a reduction of agency staff numbers in Housing Services of 58, from 196 to 137.
  - A tangible demonstration of this was that the entire senior Housing Management team was now made up of permanent staff members. This had not been the case in previous years.
  - Since the summer 2018, the Group Director of Neighbourhoods of Housing had chaired a panel consisting of herself, the Director of Housing Services, and Finance Officers. This was focused on reducing the reliance on agency workers and encouraging managers to recruit to posts permanently or on a fixed term contract basis where this was more appropriate.
  - These controls were having an effect. There had been a clear and consistent trend downwards in numbers of agency staff based in the service.
  - A restructure in the Housing Repairs Service was approaching the end of its implementation phase, with key posts now recruited to. This would further reduce agency staff numbers.

- The Neighbourhood Contact Centre and Tenancy and Leasehold Services were currently recruiting to permanent posts. The Repairs Contact Centre would follow the same pathway.
  - The Head of Planned Asset Management was leading a review of the structure which would be implemented during 2019/20.
  - Now the Asset Management Strategy had been agreed, Housing Services was in a position to put in a staffing structure to support its delivery.
  - All Heads of Service were required to set out their plans to further reduce agency staff.
  - The measures above would enable a further driving down in the reliance on agency staff whilst protecting services for residents.
- 5.36 A Member asked what proportion of the Housing Services workforce the 137 agency staff accounted for, and how this compared with shares of posts filled by agency staff in other areas of the Council.
- 5.37 She understood that the Repairs Call Centre had high levels of agency staff; she understood that this had come down but still stood at 65%.
- 5.38 She wished to explore whether there were any tiers within the service which were more populated by agency staff than others. She felt that this would help indicate any equality issues in terms of posts at the lower ends of payscales being filled by agency staff who might not exercise their rights as much as temporary staff at higher tiers.
- 5.39 As a final note, she asked if managers were given specific targets around the maximum percentages of their teams which were made up of agency staff. She understood that the agency staff rate for the Council stood at around 20%. She wondered if Housing Services could lead the way and set a target of 10%.
- 5.40 The Cabinet Member for Housing Services wished to make clear that work to reduce agency staff was being delivered across the service, from the lower tiers to the top.
- 5.41 The Group Director, Neighbourhoods and Housing advised that that the agency staff head count across Housing Services equated to 22% of the workforce. This was one of the lower rates compared to other front line service areas of the Council. It was important to note that the service had seen a 30% reduction in agency staff over a one year period.
- 5.42 There were three areas which carried the highest shares of agency staff within Housing Services. These were in Planned Asset Management, in the Contact Centres, and in the Repairs Team. This said, it was equally the case that all these areas had plans in place to reduce agency staff, which were being worked through.
- 5.43 By the end of May levels in the Repairs Team would have reduced. The Property & Asset Management Service had already achieved significant

- reductions, and these would continue with the Asset Management Strategy in place. Recruitment was being carried out in the Contact Centres.
- 5.44 On the suggestion of setting an agency staff level target of 10%, she would not feel comfortable in doing so now. However, what she was happy to commit to was the setting of targets, which was something that had already been planned. Some of the timings for these would be aligned to the completing of restructures. At that point, it would be clearer what the figures were within the newly structured teams, meaning that ambitious and also realistic targets would be possible to set.
- 5.45 It needed to be noted that there would be some ongoing need for agency staff. During winter months for example where there was greater demand, the Repairs Contact Centre did need the flexibility given by the ability to recruit agency staff on short term bases. However, the service was committed to continuing on the clear downward trajectory in the use of agency staff which had been achieved.
- 5.46 On the point around opportunities for agency staff filling roles on lower grades, managers were fully aware of the need for workers to have the same opportunities for training and the tools and skills to do their jobs effectively.
- 5.47 She said that when the services were seeking to fill permanent roles, they very much encouraged good agency members of staff to apply for them. Some agency staff did make the active choice to work for an agency rather than an organisation, but the service would always welcome applications for permanent positions.
- 5.48 Adding to this, the Head of Building Maintenance and Estate Environment said that the Repairs Contact Centre had acted as a training ground for many members of staff who had gained a broad range of knowledge through working in this area before going onto other roles.
- 5.49 In response to a question, the Group Director, Neighbourhoods and Housing confirmed that reducing the share of posts filled by agency staff would deliver cost savings. In a context where savings of £4.5 million were required over a forthcoming period, reducing agency spend had the potential to make a large contribution. Increasing the posts which were filled by permanent staff made both business and moral sense.
- 5.50 In response to the Chair asking about the timings for targets for reducing agency staff, the Group Director, Neighbourhoods and Housing suggested that updates to the Commission might be provided yearly. This would see the Commission receive an update in April 2020 on the progress made between now and then.
- 5.51 A Member noted the wide range of skills among residents in the borough; both amongst young people and older residents who may have retired but wished to work in a housing management environment. She asked if Housing Services could seek to utilise this potential.
- 5.52 The Group Director, Neighbourhoods and Housing confirmed that active work went on to encouraging and signposting residents to local jobs, including

through job fairs, advertising and close work with Hackney Works. There was a significant apprenticeship programme in the Building Maintenance and Estate Environment in particular, which was enabling people to qualify in the trades.

- 5.53 A Member noted points around seasonal demand in the Repairs Contact Centre, and that some of those working within the contact centres had moved onto other areas of the service. He asked if staff who had moved on could be called upon in particularly busy periods in the contact centre.
- 5.54 The Head of Building Maintenance and Estate Environment said one of the restructures delivered had resulted in the Repairs Contact Centre being brought into the wider repairs structure. This enabled repairs to be owned by one area from start to finish. It had also better enabled support to be called upon during busy periods, which it was.
- 5.55 A Member asked if a caller identification function could be introduced. He asked whether – with the diverse communities in Hackney – a system could be set up where automated options were provided to residents so they could immediately go through to someone who spoke their language.
- 5.56 The Head of Building Maintenance and Estate Environment said that identification was carried out through a check of postcode. Staff could quickly gain access to case histories.
- 5.57 On the point around languages, he said a menu option was an interesting idea. The service was made up of a diverse range of staff, who could be called upon to help residents. They also had access to translation service. In addition, an Outreach Team carried out visits to residents where there had been difficulty in identifying the issue which was being reported.

## **6 Findings of Commission investigation into contract management - Discussion with Cabinet Member for Housing Services**

- 6.1 Guests in attendance for this item were:
- Cllr Clayeon McKenzie, Cabinet Member for Housing Services
  - Kim Wright, Group Director, Neighbourhoods and Housing
  - Sinead Burke, Head of Property & Asset Management
- 6.2 The Chair noted that over a period of around 18 months the Commission had received a number of updates on the performance of one of Housing Services major 'partnering' contracts. It had also held a wider item looking at the benefits and risks of these contracts generally.
- 6.3 These items had led to the Commission writing to both the Scrutiny Panel, and separately to the Cabinet Member for Housing Services.
- 6.4 This item had been scheduled for the Cabinet Member for Housing Services to respond to the Commission on some specific points raised in the Commission's letter to him. These were detailed in sections 3.1 to 3.3 of the letter, which was available in the agenda.

6.5 Invited to make any opening comments, the Cabinet Member for Housing Services made the following substantive points:

- He thanked the Commission for what he said had been its valuable work exploring contract management within Housing Services.
- He said he would respond to the three points which the Commission had specifically raised with him.
- On Clerks of Works and Quantity Surveying functions, he agreed with the Commission that they played a vital role in ensuring the Council received the right quality of work, and value for money from its appointed contractors.
- Internal procedures were in place to ensure that the Council would not pay in full for works, until sign off by Clerks of Works.
- In the last 18 months both the Quantity Surveyor and Clerks of Works teams had been strengthened. Stand-alone teams for each operated within the Property and Asset Management Service. Each had a team lead.
- At present, 9 Building, 6 Electrical and 5 Mechanical Clerks of Works, were in place.
- A review of staff levels and structures was being carried out within the Property and Asset Management Service. This would include exploring the grounds and case for continuing with these arrangements on a permanent basis.
- On Quantity Surveyors, the ambition was to recruit greater numbers, on a permanent basis. This said and as acknowledged by the Commission, the market was a challenging one.
- Moving onto Client Liaison Officers, there were currently 7 within the Property and Asset Management Service. 6 of these posts were filled by permanent members of staff. Client Liaison Officers acted as the first point of contact for residents in queries regarding to capital works.
- Consideration of the amendments to these roles suggested by the Commission in its letter would be considered within a review which was underway, and at the point that contracts were being re-procured.
- The new Asset Management Strategy put resident consultation at the centre of all work stages. Client Liaison Officers would play an important part in implementing these ambitions.
- As with Clerks of Works, the new structure would examine any requirement for greater Client Liaison Officers on a permanent basis.
- In regards to procurement and as per the letter of the Commission, there were significant challenges in ensuring against under-pricing at tender stage. Officers had been very open with the Commission around challenges, most notably through the numerous updates provided on the Morgan Sindall contract.

- He was able to confirm that – since the last letter from the Commission on this matter – the contract with Morgan Sindall had been ended by mutual consent.
  - This said, and as the Commission had noted, the Council had a number of very successful partnering contracts which worked very well. These delivered good outcomes and value for money for residents, with contractors working hard to deliver social value for residents. One example was the progressing by contractors of Council aims and ambitions to enable local people into employment and to provide apprenticeship opportunities.
  - Drawing significant lessons from previous contract arrangements would be key to ensuring the improvement of procurement processes. The Council's in-house Procurement Service now had a dedicated resource to provide assistance in the development of construction contracts. They would work closely with Officers in Housing Services on future procurement exercises. Where specific specialist advice was required and where permanent recruitment was not appropriate, external expertise would be engaged.
  - The agreed Asset Management Strategy ensured that the Council's ambition for its homes was well articulated. It would help to inform an effective Procurement Strategy and supporting documentation. Officers were beginning to develop the Procurement Strategy for Capital Works. This would be presented to Cabinet Procurement Committee in June.
  - Officers were also currently examining a wide range of potential contract types, with the intention to build on lessons learnt. These options included seeking to better ensure that more local companies could be engaged in works where there was the capacity, and identifying opportunities for the Council's DLO (the Council's in house repairs and maintenance function) to deliver greater shares of works.
  - In addition, more effective processes had been introduced to engage residents and to keep them informed of progress of capital works.
- 6.6 The Chair thanked the Cabinet Member for Housing Services. She said she was pleased to hear of the progress made. She noted the points around Clerks of Works and Quantity Surveyors. She understood from the points above that some of those in place were not permanent. She recalled points made in previous meetings around these posts being difficult to recruit to given market competition. She asked if market supplements could be used to secure more permanent staff.
- 6.7 The Head of Property & Asset Management advised that the majority of Clerks of Works roles in the structure were permanently filled. This said, the need for Clerks of Works resources fluctuated as the service moved through its workstreams. This meant that at various points, agency staffing would be required.
- 6.8 There was a greater challenge in the area of Quantity Surveyor recruitment. Less of these posts were filled permanently, with greater reliance on agency staff. The service was reviewing the service in order to ensure that the right structure was in place to deliver the Asset Management Strategy. This would include the identification of measures to further reduce reliance on agency staff.

- 6.9 The Chair noted the reference to the service seeking external advice in some circumstances. She said she would be concerned around a risk that the Council could end up being advised by a private company who was also advising potential contractors.
- 6.10 The Head of Property & Asset Management said that the scale of works which the service sometimes procured for, was very large in scale.
- 6.11 The service did receive support and advice from an Officer who was permanently employed in the Procurement Service. However, there were cases where the service did and would benefit from external advice. Examples were that the service was commissioning an external report on relevant work being delivered by other Councils. Another was that the service might draw on external advice around pricing in the market. There was not always the capacity internally to deliver this type of ad-hoc work. In its procurement the service would always be very careful to ensure that the external advisors commissioned did not have conflicting interests.
- 6.12 The Chair noted previous discussions around plans to increase the capacity of the DLO. She asked how this work was progressing.
- 6.13 The Cabinet Member for Housing Services said it was progressing well. Examples included that the painting programmes within the Asset Management Strategy would be delivered by in house staff. The service was also looking to bring the scaffolding function into the DLO. This had been an area of considerable expense in previous programmes.
- 6.14 The service also had the ambition to provide a repairs service to leaseholders. This would be welcome for leaseholders who contacted the Council to seek assistance with – for example - plumbing and electrics who were currently advised that they would need to find a private provider. Any development of this service would be in addition to the gas safety checking facility the service would be offering leaseholders shortly.
- 6.15 This all said – and whilst there was an ambition around delivering more work in house – it was important that this was built up in a managed, sustainable way. The Council was not in a position where it could suddenly end its use of contractors. Doing so would impact negatively on residents. There had been calls for the physical building of homes to be done by the Council. There was not the capacity to do this. Internal capacity and the taking on of more work in house needed to be built up and delivered incrementally over time.
- 6.16 Adding to these points the Group Director, Neighbourhoods and Housing advised that further to the mutual termination of the Morgan Sindall contract, reactive works outstanding had been transferred into the DLO.
- 6.17 Across Housing Services, thinking was always given to the potential for in house delivery, before any external procurement. There were increasing numbers of good examples of works having been successfully delivered in house.

- 6.18 The Chair asked whether the backlog of work left by Morgan Sindall had now been completed.
- 6.19 The Head of Property & Asset Management said that it had not, although a plan was in place which was being worked through. Some planned works had been built into delivery schedules of other contractors. The next round of procurement in June would include tendering for some others which would have been completed under the ended contract.
- 6.20 The Chair thanked the Head of Property & Asset Management. She was aware that the TMO of which she was a Member was unaware of when delayed electrical works would be completed by. She noted that this lack of knowledge could create uncertainty, particularly for TMOs which needed to timetable works they managed the delivery of themselves, with works delivered by or on behalf of the Council.
- 6.21 The Head of Property & Asset Management thanked the Chair. She said that the service would take measures to make relevant parties aware of revised timescales for planned electrical works.
- 6.22 The Chair noted that with the Morgan Sindall contract, points had been made around the need for Council staff to very closely monitor performance and the completion of works. She noted that this high level of management and scrutiny would have been likely to have brought high financial cost to the Council. While good contracts were in place, she was keen that all contracts gave fair consideration to the work that could be incurred by the Council in its monitoring and management.
- 6.23 A Member asked whether there had been any innovations or thoughts around whether Estates Officers could perform a contract monitoring function as part of their work. She felt that Estates Officers might act as eyes and ears helping to ensure high quality works.
- 6.24 The Head of Property & Asset Management said that Clerks of Works were regularly described as eyes and ears. Clerks of Works were regularly (often every two to three days depending on the scale of works) deployed to sites.
- 6.25 The Member thanked the Head of Property & Asset Management. However, she said she wished to explore quality assurance of general repairs.
- 6.26 The Head of Property & Asset Management advised that the Clerks of Works were generally focused on major works. However, they did have a role in general repairs also. An example was in the electrical and mechanical services contracts, where Clerks of Works sample-checked 10% of repairs for quality.
- 6.27 The Chair noted that a question had been submitted in advance of the meeting by Cllr Wrout. This regarded costs incurred by leaseholders for works. Cllr Wrout had reported that some leaseholders in her ward had concerns around transparency in pricing. She had asked if information could be provided to leaseholders at earlier points in the process; on the different quotes which had been received for works, the checks of these that had been carried out, the reasons for the selection of the successful contractor, and on payment options.



- 6.28 The Head of Property & Asset Management said that the new Asset Management Strategy set out an approach of engaging leaseholders at all stages. It formalised this by defining the extent of consultation which would take place at each stage of the process. Work was now underway with the Leaseholder Services Team to ensure that it was able to deliver against the intentions set out in the strategy. Information materials for leaseholders had already been substantially improved, with a greater use of imagery and a review to ensure language was accessible.
- 6.29 A Member said that as a leaseholder who had incurred charges, he had welcomed the expanded range of payment options which the Council was now providing. He said this had been a positive step. However, he had found glitches. Having taken an option to pay over two years, he had been sent a bill for the balance three months into the agreement period. He had also received arrears notices on service charge accounts shortly before a monthly payment had cleared. He welcomed the greater flexibility. However, he did wish to report these apparent glitches so that they might be addressed.
- 6.30 The Group Director, Neighbourhoods and Housing thanked the Member for raising these points which the service would look at.
- 6.31 As a final note, the Cabinet Member for Housing Services said that he was very keen that Members were involved in the development of the new Procurement Strategy. They were keen to learn all lessons. He said he would write to Commission Members on this.

## **7 Prevent Programme Update**

- 7.1 The Chair advised that Tracey Thomas, Prevent Coordinator Hackney was not in attendance as expected.
- 7.2 It was agreed that this item be postponed until the first meeting of the new municipal year.

## **8 Update on counter extremism work in Hackney - paper update**

- 8.1 The paper update was noted. The Chair asked that any questions on the paper be sent to the Scrutiny Officer.

## **9 Review around serious violence - discussion on findings and recommendations**

- 9.1 The Chair presented a set of slides summarising the evidence gathered by the Commission during its review. She advised that she and the Scrutiny Officer would produce an initial draft report for comments.

## **10 Minutes of the Previous Meeting**

- 10.1 The minutes of the last meeting were agreed as an accurate record and the follow up items noted.

## **11 Living in Hackney Scrutiny Commission- 2018/19 Work Programme**

Monday, 8th April, 2019

- 11.1 The Chair advised a Member had been in contact to suggest the Commission might explore how the Council ensured the effective identification and removal of asbestos in the homes that it managed, before any works were carried out.
- 11.2 Another Member had suggested the Commission look at the roles and work of Resident Participation Officers, particularly in the context of supporting residents to build TRAs and to deliver activities and events.
- 11.3 The Chair said she would email Members to seek other suggestions for major review items.

**12 Any Other Business**

- 12.1 There was no other business.

Duration of the meeting: 7.00 - 9.40 pm