

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

Wednesday, 13th November, 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 (Chair), Cllr Sade Etti (Vice-Chair),
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 Urgent Items / Order of Business
- 3 Declarations of Interest
- 4 Discussion with small and medium sized Housing Associations – focus on repairs services and transfers (Pages 1 - 2)
- 5 Context and plans to increase household recycling rates in Hackney (Pages 3 - 94)
- 6 Council and partnership response to escalation in serious violence review - draft report (Pages 95 - 146)
- 7 Minutes of the Previous Meeting (Pages 147 - 168)
- 8 Living in Hackney Scrutiny Commission- 2019/20 Work Programme (Pages 169 - 182)

9 Any Other Business

Access and Information

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Further Information about the Commission

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

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



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Providing oral commentary during a meeting is not permitted.



Living in Hackney Scrutiny Commission 13th November 2019 Item 4 – Discussion with small and medium-sized Housing Associations – focus on repairs services and transfers	Item No 4
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Outline

In its last meeting the Commission received background information around Housing Associations / Registered Housing Providers. This included insight into the number of providers operating in the borough, their stock numbers, the different approaches / models which they may follow, and the extent and nature of their engagement with the Council.

Further to this the Commission decided that its main review of the year should seek to compare and contrast approaches of different providers within a range of themes, and their relationships with the Council. It would be intended that this would be delivered alongside hearing from Housing Association tenants and leaseholders around their experiences.

The review has not yet been scoped. However, the discussions in the September meeting highlighted a number of specific aspects as being of interest to Members. These were:

- Repairs services (including the way that providers engage with both residents and local Councillors where there are any concerns around service effectiveness)
- Approaches to transfers (support offered to residents – including vulnerable tenants and leaseholders - where rehousing is required)
- How providers co-operate with the Council's strategic housing function. Including contributions to the Council meeting local housing need and homelessness duties through allocations and nomination agreements. To include exploring providers' acceptance of nominations made by Council – including of more vulnerable households – and the extent of tenancy sustainment support.
- Assessing the infrastructure supporting the partnerships and relationships between the Council and Housing Associations. To compare Hackney's current Better Homes Partnership arrangement

with those being followed elsewhere (for example the London Borough of Waltham Forest's Housing Compact)).

- Providers' roles as social purpose organisations, and activities delivered to improve quality of life in Hackney. To include approaches to reinvesting surpluses in the local area and to the delivery of extended services (for example employment training and youth provision).
- To explore work to tackle anti-social behaviour and to keep neighbourhoods safe and clean.

In terms of the practicalities of exploring this broad range of areas and any others, it is suggested the Commission seeks to explore different aspects, across a number of different meetings.

Another suggestion is that small and medium-sized housing associations are looked at separately of large providers¹. This is due to points made in the last meeting around the very different scales of operations for smaller and medium sized providers compared to larger ones, and also around evidence pointing to smaller and medium, more locally based organisations generally providing a better service to residents compared to the very large ones.

This item

A number of small and medium sized providers have been invited to attend for this item. This is for a discussion focused on two aspects: Repairs services and approaches to transfers.

Invited guests:

- Aziz Rahim, Chief Executive, North London Muslim Housing Association
- Bashir Uddin, Director, Bangla Housing Association
- Ruth Davison, Chief Executive, Islington and Shoreditch Housing Association (ISHA)
- Ita Symons, Chief Executive, Agudas Israel Housing Association (AIHA)
- Suzanne Wolfe, Chief Executive, Industrial Dwellings Society (IDS) (Suzanne has sent apologies on behalf of IDS and offered for IDS attendance at a future meeting)

Action

No papers have been provided for this item in time for them to be published in this agenda. Members are invited to ask questions of guests around the topics of repairs and transfers.

¹ The Greater London Authority (GLA) defines small and medium sized providers as housing associations that own fewer than 7,500 affordable homes in London, and fewer than 25,000 affordable homes nationally.



Living in Hackney Scrutiny Commission 13th November 2019 Item 5 – Context and plans to increase household recycling rates in Hackney	Item No 5
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Outline

London Environment Strategy

The Mayor of London's Environment Strategy requires London authorities to submit Reduction & Recycling Plans (RRPs), setting out how they will contribute to a range of London-wide objectives, policies and proposals it sets out. Initial plans needed to be submitted in July.

The Strategy includes London wide targets on household recycling rates, which are informed by modelling on the maximum contribution each London authority could make. These are based on each borough meeting a defined standard of recycling services (Hackney already largely meets this), and introducing residual (non-recyclable) waste restrictions.

Hackney Reduction & Recycling Plan

Hackney's RRP was agreed by Cabinet in June. It set a local target to meet a 32% recycling rate by 2022/23, an increase from the 27.4% level achieved in 2017/18.

In order to achieve this, it set out the intention to consider a move from weekly unrestricted residual waste collections, to fortnightly collections with volume restrictions applied, 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.

Previous Scrutiny of Hackney RRP

A group of back bench Councillors (the Waste and Recycling Budget Scrutiny Task Group) scrutinised the RRP as it was developed, in advance of its submission to Cabinet. This gave particular focus to the elements mentioned above which were expected to play the greatest role in increasing recycling rates and (therefore) bringing some mitigation to otherwise escalating waste disposal costs faced by the Council. The Task Group produced a set of findings and recommendations in May, which were intended to help contribute to the finalisation of the RRP.

Developments further to Cabinet's agreement of RRP – consultation on fortnightly collections

Following the work of the Task Group, the agreement of the RRP by Cabinet, and further development of proposals, at the end of September the Council launched a 3 month consultation on plans to move to a fortnightly restricted residual waste collection for street-level properties.

This item

This item is intended for the Commission to gain insight into the rationale for considering fortnightly, residual waste collections for eligible properties, of the work to further drive up rates of recycling on estates, and of scrutiny work already carried out into the developing plans. It is intended to help the Commission decide the content of any response it will make to the fortnightly collection consultation underway, and any future items which it will seek to reschedule related to the Council's aims to further increase household recycling rates.

Item structure

A. Presentation from Waste and Recycling Budget Scrutiny Task Group

The Task Group's report and recommendations are available on pages 5 - 35. The Chair of the Task Group will be in attendance to speak on this.

B. Presentation from lead Cabinet Member and Officers

Following this, the Cabinet Member for Energy, Waste, Transport and Public Realm and Officers will present on the plans being consulted upon currently, and on wider work to improve recycling rates. A paper in support of this is available on pages 37 – 51, accompanied by appendices on pages 53 – 93.

C. Discussion

Guests Expected:

- Cllr Polly Billington, Chair, Waste and Recycling Budget Scrutiny Task Group
- Cllr Jon Burke, Cabinet Member for Energy, Waste, Transport and Public Realm
- Aled Richards, Director, Public Realm
- Sam Kirk, Environmental Services Strategy Manager, Public Realm

Action

The Commission is asked to review the papers enclosed in advance of the meeting. They are invited to hear opening comments from guests and to then ask questions.

Waste and Recycling Budget Scrutiny Task Group

Members of Task Group: Cllr Polly Billington (Chair); Cllr Sharon Patrick (Chair of Living in Hackney Scrutiny Commission and Advisor to Task Group); Cllr Richard Lufkin; Cllr M Can Ozsen; Cllr Gilbert Smyth

Officer support: Tom Thorn, Scrutiny Officer

Findings and recommendations - May 2019

1. Introduction

- 1.1. The Waste and Recycling group was one of four time-limited Budget Scrutiny Task Groups established.
- 1.2. Broadly, it was expected that each would interact with potential decisions helping to inform the budget setting process for the period 2020/21 to 20/22-23.
- 1.3. Where applicable, this would include considering current service models and options for future delivery which through cost savings and or additional income generation which could assist with the delivery of a balanced budget going forward. Each was also intended to help inform and engage Members in the finances of each area.
- 1.4. Each of the groups is expected to present a summary of findings and recommendations report to Scrutiny Panel in July on findings and recommendations.
- 1.5. This task group was established within the context of the current work and issues emerging from North London Waste Authority, particularly in respect of the provision of new facilities.
- 1.6. It was formed at a point when a collective decision had already been made to support the development of the new plant. That position was reached in reflection of the existing plant reaching the end of its economic life, and after extensive investigations found no viable alternative to a significant investment in a new facility.
- 1.7. Given this context, the Task Group set lines of investigation which would add best value. These were focused on gaining insight into the cost implications for Hackney of the new plant, and exploring emerging plans for part-mitigation of these over the longer term.

2. This paper

- 2.1. This paper provides a summary of the Task Group's findings and recommendations. Evidence gathering took place over two meetings, and a site visit to an estate having benefited from improved recycling infrastructure as part of the Council's Estates Recycling Programme.
- 2.2. It is hoped that these can contribute to the finalisation of the Council's Reduction and Recycling Plan (RRP), prior to its review by Cabinet in June and its submission to the GLA in July.
- 2.3. In line with the terms of reference for its work, the main focus of the group has been on the measures in the RRP which are expected to play the greatest role in bringing some mitigation to otherwise escalating waste disposal costs.
- 2.4. We have looked at the range of work focused on improving recycling levels among flats and estates.
- 2.5. We have also explored the rationale for the consideration of significant change to elements of waste collection arrangements for street level properties, and the emerging plan for preparation and delivery in the case of this being moved forward.
- 2.6. As set out, the Group has reached a view that the measures outlined in the RRP to further increase the household recycling rate are fully evidence-based, and that the forecast contributions which each would make to recycling gains have been reached on sound methodology. We have a high degree of confidence in emerging plans for delivery.
- 2.7. We would like to place on record the Group's thanks to both the Cabinet Member for Energy, Waste, Transport and Public Realm and Officers from across the Neighbourhoods and Housing Directorate for having provided a real depth and quality of information to the process. This includes insight gained into the Estates Recycling Programme, jointly led by the Cabinet Member for Housing Services.
- 2.8. For our part, we hope that sharing our broad findings at this point provides some assurance to others on the aspects of the RRP related to household recycling levels, and on the scrutiny applied to them. We also hope that we add some useful suggestions for consideration as the plan enters its final phases of development.

2.9. Section 3 sets out the recommendations and key observations from the group. Section 4 summarises the findings which have informed these.

3. Recommendations

Recommendation 1

Phase 4 of the Estates Recycling Programme is due for completion in 2019/20. This will see delivery of recycling infrastructure improvements to 7 estates. At this stage, no further phases are in place for the programme, although we note from the draft RRP that a further 100 estates will be considered in following years.

We recommend consideration is given to committing to a further infrastructure phase at the earliest possible point. This should be informed by a cost benefit analysis using collated impact data already available/collectable, and progress made in the delivery of Phase 4, within budget.

The cost benefit analysis should include recycling level impact of the infrastructure changes delivered in Phase 2 (data of impact of Phase 4 on recycling levels will not be available until well past March 2020), and also wider benefits (including fire safety improvements, maintenance cost savings achieved through the closure of waste chutes, and less quantifiable aspects including existing estate residents seeing levels of waste and recycling services which match the quality of those available to residents in newer housing).

Recommendation 2

The Task Group recognises the excellent resident engagement underpinning successful delivery of infrastructure change to the estates within Phase 2 of the Estates Recycling Programme.

This involved shaping and piloting solutions around residents views. This included consultation on the locations for new bin stores.

However, it went further than this. We saw or heard examples where - following resident feedback - an existing bin store under a block had been safely extended (rather than a new one built) via the retro-fitting of fire-sprinklers, and where a pilot approach was followed where waste chutes were closed temporarily. A range of bin store designs were used.

We support these approaches. Designing bespoke solutions and approaches were an important element of gaining support for what was the first phase of the programme to have involved infrastructure works. We heard that Hackney was the first London authority to have delivered recycling infrastructure change on such a scale. We support its testing of a range of design options.

However, we also note the higher costs that highly individualised solutions can bring, and the imperative for improving recycling levels across many more of our estates. We see infrastructure change playing a large part in achieving these increases.

We have not explored the costs of the infrastructure elements of the Estate Recycling Programme in detail. However, we heard the cost of the Milton Gardens works was £238,000. This compared to plans to deliver the upcoming Phase 4 (covering 7 estates) within a total budget of £500,000 (an average of around £71,429 per estate).

We heard that efficiencies to enable this lower delivery cost will be secured from revised procurement and contract management arrangements, and establishing a standardised bin store design. We heard that the engagement with residents around solutions would be most focused on locations for uniform bin stores, rather than alternative solutions / approaches.

We support this as it will provide a balance between shaping infrastructure around residents' views, and enabling cost effective delivery of change across more estates.

We recommend that Phase 4 and any future infrastructure phases maintains full balance between shaping solutions around residents views, and avoiding escalating cost. This will best enable the Council to deliver the scale of infrastructure works needed, at the required pace.

Recommendation 3

Members support the Estate Recycling Programme and note its proven capacity to contribute to increased household recycling rates for the borough. We are also supportive of the range of innovative measures being developed to meet the manifesto commitment to further improve recycling on estates.

However, we recommend that future updates to the Living in Hackney Scrutiny Commission explores their impact against that forecast. This is

in terms of their contribution to the borough meeting a 32% recycling target by 2022, and to part-mitigation of rising waste disposal costs.

Recommendation 4

We have explored the Estates Recycling Programme which - among other measures - is making physical infrastructure on the Council's own housing estates more amenable for recycling, through direct delivery and working with other services including Housing Services and Estates Regeneration.

We have also explored a range of measures for improving flats recycling generally, which will incorporate Registered Housing Provider estates and private blocks, as well as the Council's estates.

However, in this short investigation we have not explored any work of Registered Housing Providers operating in Hackney to deliver recycling infrastructure improvements on the estates they manage, nor any work of the Council to provide advice and support on this.

We recommend that a future item at the Living in Hackney Scrutiny Commission explores action being taken by Registered Housing Providers to enable higher levels of recycling on estates they manage, including through infrastructure change to existing sites. We recommend that this item also explores any advisory and support role which the Council plays in this area.

Recommendation 5 (Observation)

Hackney's Reduction and Recycling Plan will set out an intention to consider the introduction of residual waste restrictions and a move to fortnightly collections for eligible kerbside properties, informed by a property survey determining the kerbside properties with the adequate front garden space and consultation and engagement with residents.

Given the evidence summarised below the Task Group is convinced there are significant grounds to consider the implementation of restricted fortnightly collections for residual waste, for properties which are suitable.

Recommendation 6

In any implementation of residual waste restriction, Members support the Council's plans for ongoing impact monitoring and the delivery of interventions

where needed. This is in relation to the impact of restriction on household recycling rates for street level properties (and therefore contributions to waste disposal cost part-mitigation), in all areas of the borough.

In the event of implementation, we recommend that future items at the Living in Hackney Scrutiny Commission explore this impact monitoring, and the measures put in place in any cases where the impact (on street level recycling rates) is lower than forecast in any areas of the borough.

Recommendation 7

The estimated costs of residual waste restrictions and fortnightly collections include the assumed procurement of wheelie bins (one for refuse and another for recycling) for those properties coming into the new arrangement. This has been estimated at bringing a cost of £1 million.

A standardised set of wheely bins could support the effective implementation of a restricted model. This would be through the Council (after significant engagement and education programmes and an implementation period) collecting residual waste only when it was contained within the bin, with the lid shut, therefore achieving a restricted model.

However, at the time of our review, discussions were ongoing around whether new wheely bins should be used as the residual restriction mechanism, and also whether this should be coupled with new bins for recycling for the properties coming into a restricted arrangement. We heard there were other options, which would not bring a requirement for this level of investment.

Of the views against procuring at this stage, we heard it was not inconceivable that - considering Government aims to achieve greater standardisation to waste and recycling services - there could be later directives around the containers used for residual waste. In the event of any directives specifying equipment types or colours which differed to those procured at go live, the Council could find itself needing to reinvest in new equipment. It was noted that not procuring the bins at this point would not prevent the Council doing so at a later point.

In any implementation of restricted, fortnightly collections for eligible properties, we would fully support the investment required to make this effective, and for risk to be fully managed.

However, given the scale of these costs, we would urge careful consideration of the need for procurement of wheelie bins, and a full exploration of alternatives.

We recommend that in any implementation of residual waste restriction, careful consideration is given prior to any procurement of wheelie bins, with all other options fully explored.

Recommendation 8

The Group explored the emerging phased Communications Strategy to support explore the possibility of residual waste restrictions and - in the event of go ahead - implementation.

Members are supportive of the overall emerging communications strategy, including the first phase of activity incorporating messaging on recycling the correct materials and avoiding contamination.

From our role as Councillors we know some residents are unclear around the materials they can and can't recycle. We also know that some residents are sceptical around whether items collected for recycling are truly recycled. We appreciate this is likely to be common in all areas of the country.

We heard the Council continued to respond to these issues. It was reaching the end of a review of its current waste and recycling education offer, which it invests substantially in. The review was exploring whether education on recyclable materials and the integrity of collection services within this programme could be improved.

We feel that the final Communications Strategy for any potential and actual service change should draw on this review, and set out a refreshed approach to education.

We recommend that the final Communications Strategy underpinning a move to residual restriction sets out a refreshed approach to communication and education on what, where and how residents can recycle, and on tackling scepticism and misconceptions.

Recommendation 9

Evidence suggests that some of the borough's communities are less likely to participate in recycling schemes than others, which could help to explain lower recycling rates in some areas.

We heard that the service's review of its current waste and recycling education programme was exploring the potential for new education activities, focusing on the groups among whom engagement in recycling services might be lower.

We support this. However, we also see grounds for greater community involvement in the design and delivery of activities seeking to achieve high uptake of recycling among all communities.

That working groups are formed in areas with lower than average street level recycling rates. These should explore the forms of communications and engagement which could best achieve behaviour change in their areas. Ward Councillors should be engaged in this process, and asked to harness their knowledge to secure the involvement of other relevant community stakeholders.

Recommendation 10

We have explored quite closely the risk of residual waste restriction impacting on the high levels of cleanliness achieved in the borough, which there is a manifesto commitment to maintain.

All evidence considered, we have high confidence that the Council would be successful in minimising any impact on cleanliness immediately further to any implementation, and maintaining current levels in the longer term.

This is whilst being clear that an impact on cleanliness should be treated as a key risk of a change.

An impact of residual waste restriction on street cleanliness is a key risk to be managed. We recommend the development of a specific mitigation strategy on this.

Recommendation 11 (Observation)

The Task Group's main focus and scrutiny has been applied to the household recycling target Hackney's RRP will set for 2022, and the plans for achieving it. These are the aspects which are most related to the part mitigation of waste disposal cost increases.

All evidence considered, we are supportive of the RRP in respect of its target of a household recycling rate of 32% by 2022, and the emerging plans to achieve this.

4. Legal Comments

4.1 The purpose of this item is for the Commission to understand the rationale for considering fortnightly residual waste collections for eligible properties, to consider the work to increase rates of recycling on estates and to consider the scrutiny work already carried out into the developing plans.

4.2 Under the Greater London Authority Act 2007, local authorities in London must act in general conformity with the Mayor of London's Environment Strategy. A Reduction & Recycling Plan ("RRP") is a way for the Strategy's London-wide objectives, policies and proposals to be reflected and translated into action at the local level in a manner consistent with this duty. The findings of the Waste and Recycling Budget Scrutiny Task Group have contributed to the Council's RRP which was approved by Cabinet last June before submission to the GLA.

4.3 The Director of Public Realm, in consultation with the Lead Member for Energy, Sustainability and Community Services, has been delegated authority from Cabinet to make changes as necessary to the RRP following feedback from the GLA.

5. Finance Comments

5.1 The current annual cost to the Council of waste collection and disposal is £13.9m. The 2019/20 service budget for refuse collection and co-mingled recycling is £6.9m, and the waste disposal cost, waste levy payment to North London Waste Authority (NLWA), is £7m.

5.2 As outlined in the Council's Medium Term Planning Forecast the cost of the waste disposal levy is expected to rise significantly over the medium term to long term as new waste management infrastructure is constructed over the next seven years. The predicted increase based on current service performance - waste tonnage per household and recycling performance is just over 30% on the 2018/19 cost. It is, therefore, vital for the Council to mitigate this additional cost as far as possible and diverting waste from landfill, i.e. increasing our recycling rate, will have the most significant impact.

5.3 In June, Cabinet approved the Council's Reduction and Recycling Plan (RRP) and work plan for submission to the GLA which included the commitment to consider a move to fortnightly residual waste collections and continue the work to improve recycling on housing estates. The recommendations from this report can be incorporated into the plans to deliver the RRP objectives. It is accepted that the actions to deliver the RRP objectives will require significant investment by the Council both for General Fund services and for infrastructure investments on the Council's housing estates. The investment

requirements to deliver the RRP will be considered and identified as part of the Council's financial planning and budget setting process.

6. Headline findings

Rising cost of waste disposal and means for mitigation

- 6.1. The development of the new NLWA Energy Recovery Facility will bring significant increases in waste disposal costs for the Council.
- 6.2. Based on no changes being made to operations, they are forecast to be 30% higher in 2021/22 compared to 2018/19; rising from £6.7 million to £10.4 million.
- 6.3. The Council can mitigate the impact of the development on disposal costs only by reducing residual waste volumes and/or the share that residual waste takes of its waste pool (therefore increasing the recycling rate).
- 6.4. Its initial Reduction and Recycling Plan will set a target of increasing recycling from the current level of 27.4% to 32% by 2022/23. Achieving this increase would be expected to reduce the cost increases in disposal costs otherwise forecast, by £250,000 annually.
- 6.5. Driving up recycling rates will help to mitigate but not prevent significantly higher disposal costs which the Council will need to manage into the long term.
- 6.6. It is also important to note that achieving this level of increase would involve the enactment of service change with significant implementation cost; the largest element estimated at £3.2 million.
- 6.7. We have reviewed the emerging implementation plan for change and the evidence supporting the forecast impact on disposal costs. Based on this we judge there is high assurance that costs would be recouped and return on investment achieved, over the longer term. We cover financial implications of service change at a later point.

Challenge of achieving 4% increase in recycling rates

- 6.8. Hackney has delivered fundamental improvements in its household recycling rates, from 1% in 1998 to 27.4% in 2017/18.

- 6.9. These have been underpinned by an expansion in recycling service provision over that period, complemented by a wide range of initiatives.
- 6.10. Recent increases have been modest (most recently 0.4% year on year). This reflects both the limited further gains to be made from recycling service improvement, and the increasing share of housing stock comprised of estates and flats.
- 6.11. The generally plateauing recycling rate highlights the level of ambition and stretch which a targeted increase of 4% by 2022 constitutes.
- 6.12. We have reviewed convincing evidence pointing to the achieving of this level being contingent on both further improvement to recycling on estates, and the implementation of residual waste restriction for eligible kerbside properties.
- 6.13. Methods through which a restriction can be delivered includes a move from a weekly residual waste collection service without capacity limits, to a fortnightly collection model with volume restrictions applied.

Regional policy drivers for step change in household recycling rate - London Environment Strategy's targets for London, and for Reduction and Recycling Plans setting out contributions

- 6.14. The Mayor of London's Environment Strategy sets household recycling rate targets for London; of 42% by 2022, and 45% by 2025.
- 6.15. The Strategy requires boroughs to submit Reduction and Recycling Plans (RRPs) setting out - among other measures - planned contributions to these recycling targets for London and the means through which these contributions will be achieved.
- 6.16. The Strategy's targets for London are informed by modelling attempting to assess what maximum contribution each London borough could make to an overall rate for London (carried out within an appreciation that optimum levels of recycling will differ for each borough depending on a range of characteristics).
- 6.17. Evidence strongly points to an effective implementation of restrictions to residual waste services having the capacity to substantially drive up recycling rates.

- 6.18. Reflecting this, the London wide recycling targets in the Strategy are predicated on all London boroughs having introduced residual waste restriction by 2022.
- 6.19. The Council's own modelling and commissioned research strongly suggests that increasing Hackney's household recycling to levels even close to those forecast as being possible by the GLA-commissioned modelling (there are legitimate concerns around this modelling), would be contingent on restrictions to residual waste for eligible properties, alongside driving further improvement in estates recycling.
- 6.20. In developing their RRP, boroughs will decide their own recycling targets and plans to achieve them. However, they have a duty to act in general conformity with the Environment Strategy.
- 6.21. Hackney's RRP will set a household recycling target of 32% by 2022.
- 6.22. This target has been informed by separate detailed modelling to forecast annual recycling returns by 2022 from three broad interventions; the upcoming phase of the Estates Recycling Programme, the programme of work tied to the manifesto commitment to further improve recycling on estates, and a move to a restricted, fortnightly collection model.
- 6.23. We have explored and have confidence in the methodology of this modelling. We see the target as stretching and ambitious, while also being grounded within strong and sound evidence.

Local commitments

- 6.24. Aside from the financial and regional external policy drivers to further increase recycling rates, there is a clear local focus on achieving greater environmental sustainability. Hackney is a leader in this area.
- 6.25. Decreasing the shares of the waste stream which non recyclable waste accounts for, is consistent with this agenda.

National policy direction

- 6.26. Four consultations released by Government in February propose changes to the waste and recycling system.
- 6.27. While these new approaches are in the early stages of development, the Task Group has noted the broad direction of travel which they set out;

towards enabling greater recycling, cutting plastic pollution, and moving towards a more circular economy.

- 6.28. These aims are not inconsistent with the Council's own. Hackney already largely delivers the services which they would require of other authorities.
- 6.29. However, they have been reviewed by the Task Group to highlight the direction of travel at a national level. Given this, we agreed that increasing recycling at this point would both best mitigate known waste disposal cost increases, and also enable the Council to be ahead of the curve prior to any potential further increases further down the line.
- 6.30. The Council will continue to need to keep abreast of and interact with developments with any potential implications for the shape, nature and financing of its operations.

Focus on RRP related to household recycling rates

- 6.31. The Group reviewed a first full draft of the Council's RRP at its second meeting.
- 6.32. It is a detailed document, setting out baseline performance data and targets on a range of relevant measures.
- 6.33. Partly reflecting the Council's strong sustainability commitments which pre-existed the London Environment Strategy, it sets out a wide range of current and planned actions which are consistent with the Strategy's policy objectives.
- 6.34. For example, the actions include the substantial work to procure new waste collection vehicles with latest emission technologies, and the leading role the Council is taking on the piloting and testing of cleaner fuels. These are at advanced stages and further build upon the recognition received by the borough for its historical and current work on fleet sustainability.
- 6.35. The RRP is wide in breadth. However within the time and resource available, and given the Task Group's stated aims, focus has been on planned activities with greatest capacity for mitigating waste disposal cost increases and - within this - the emerging plans around delivery and management of risk.

RRP measures to achieve 32% recycling target - Improvements in flats and estates recycling

- 6.36. We have explored the range of work focused on improving recycling levels among flats and estates.
- 6.37. As is the case for other areas, Hackney's estates-based properties bring a downward pull on recycling rates for the borough. The recycling rate from estates - which are taking an increasing share of housing stock - is estimated at 14%. This compares to a rate from street level properties (excluding garden waste to enable fair comparison) of 32%.
- 6.38. The Council has been successful in initiatives to improve recycling on estates, and has clear plans to continue and build upon these.
- 6.39. **Estates Recycling Programme.** The Estates Recycling corporate Programme has been in place since 2015. It is now entering its 4th phase, with each phase building on and learning from previous ones.
- 6.40. We have gained an insight into the different phases.
- 6.41. The first saw a range of softer interventions piloted on 8 estates, with their impact monitored. This included communications, delivery of reusable bags, and improving recycling bin provision where it was possible to do so without carrying out infrastructure works.
- 6.42. This had helped the Council identify which softer interventions were most effective and to deliver these in more cases. It had been successful.
- 6.43. However, it was also the case that - in general - residents of some older blocks would only see the ease of access to recycling services available to those living in newer ones, through infrastructure change to estates.
- 6.44. Phase 2 saw infrastructure interventions, with chute closures and the delivery of larger bin stores allowing for adequate numbers of waste, dry recycling and food waste bins enabling residents to dispose of their waste and recycling at the same time. Hackney was the first authority in London to deliver recycling infrastructure change on this scale. Following the changes - at points when it was possible - collection frequencies for residual waste were reduced. Phase 2 was delivered to the Milton Gardens and Geffrye estates and - in part - Broadway House.

- 6.45. Phase 3 involved an external consultancy completing a full set of inventories for 175 estates, producing data on the numbers and locations of bins and their proximities to homes, capacities required, numbers and locations of noticeboards, and a range of others. This helped inform a range of soft interventions including more effective displays of information, and also possible locations for new recycling bins which would not rely on infrastructure works.
- 6.46. Phase 4 will cover infrastructure works to 7 estates in 2019/20. Monitoring of the impact of these changes would not be complete before March 2020. Officers understood that the progress made against the Phase 4 plans and alongside the ongoing impact on recycling levels of the infrastructure delivered on Phase 2 would help to inform funding decisions on further infrastructure phases of the programme.
- 6.47. The forecast contribution that Phase 4 will deliver (which helps to inform the overall 32% target for 2022) has been based on the average impact on recycling levels which was seen on the two estates seeing full infrastructure change in Phase 2.
- 6.48. The focus of this Task Group has been shaped around the development of the RRP. Therefore - with the forecast contributions of the Estate Recycling Programme towards reaching a 32% household recycling target by 2022 being based on expected gains from the upcoming infrastructure phase - our testing of the programme has concentrated mainly on the capacity of this phase and any future similar ones to contribute effectively.
- 6.49. The capacity which the effective delivery of infrastructure change has to drive up recycling was evidenced to Task Group via a site visit to Milton Gardens Estate, one of the estates within Phase 2.
- 6.50. The changes had seen the delivery of 18 bin stores. These accommodated separate bins for waste, food waste and recycling. Each block now had its own dedicated provision. Alongside this, 29 waste chutes (and the 'hoppers' feeding them) were closed.
- 6.51. The impact of infrastructure change had allowed for service change, enacted at a later point. With the improved recycling provision and the behaviour change it helped to secure, the Council had been able to remove a third weekly residual waste collection, without the gains made on environmental quality from the programme being lost. This measure in

itself appeared to have helped prompt still further engagement in recycling.

- 6.52. The programme helped to secure significant improvements in recycling. Monitoring over 12 month periods showed an annual increase in the dry recycling rate for Milton Gardens Estate from 8.9% to 17.5%, after the works and the removal of a third weekly residual waste collection. When food waste was included - and based on 10 months of monitoring - the overall recycling rate was found to have increased from 12.7% to 24.2%.
- 6.53. We heard the recycling gains at Milton Gardens delivered an avoidance on disposal costs (based on current levy pricing) of £8,268 a year.
- 6.54. Based on these gains, Officers estimated that rolling out similar recycling infrastructure changes to all Hackney Housing estates would deliver downward pressure on disposal costs of £447,414 annually (again based on current levy pricing).
- 6.55. We understand that the amounts secured in cost mitigation will and would accelerate as charges applied within the NLWA waste levy rise significantly in upcoming years.
- 6.56. It is important to note that the calculations on disposal cost mitigation which borough-wide roll out would achieve, were based on all estates seeing the same uplift in recycling as a result of infrastructure change.
- 6.57. This could not be guaranteed; we heard that the recycling level gains from the infrastructure changes on the Geffrye Estate - although still significant - were slightly lower than at Milton Gardens (mainly due to a lower change secured on the Geffrye in food waste recycling).
- 6.58. However, evidence does strongly point to the ability of effective infrastructure change to drive up recycling on estates, and to the financial benefits of delivery accelerating over forthcoming years.
- 6.59. While Phase 4 of the Programme will see the delivery of recycling infrastructure improvements to 7 estates in 2019/20, no further phases are in place for the programme (although we do note from the draft RRP that a further 100 estates will be considered in following years).
- 6.60. We heard that Officers were regularly reporting to the board on progress made against the Phase 4 plans. We heard that this alongside the

ongoing impact on recycling levels of the infrastructure delivered on Phase 2 (data of impact of Phase 4 on recycling levels would not be available before March 2020) would help to inform funding decisions on infrastructure phases after 2019/20.

- 6.61. We appreciate the need for ongoing impact monitoring of infrastructure phases of the Estate Recycling Programme and their delivery against cost to provide justification for capital investment in any further phases.
- 6.62. However, we see benefit to providing greater certainty on the Programme's future post 2019/20, at the earliest possible point. We heard that evidence shown to us on the impact of the programme on levels of recycling was powerful. We see a continued, dedicated programme being relevant to local commitments around recycling and sustainability, to meeting the challenge of rising waste disposal costs, and also the national and regional direction of travel on waste and recycling policy.

Recommendation 1 - Phase 4 of the Estates Recycling Programme is due for completion in 2019/20. This will see delivery of recycling infrastructure improvements to 7 estates. At this stage, no further phases are in place for the programme, although we note from the draft RRP that a further 100 estates will be considered in following years.

We recommend consideration is given to committing to a further infrastructure phase at the earliest possible point. This should be informed by a cost benefit analysis using collated impact data already available/collectable, and progress made in the delivery of Phase 4, within budget.

The cost benefit analysis should include recycling level impact of the infrastructure changes delivered in Phase 2 (data of impact of Phase 4 on recycling levels will not be available until well past March 2020), and also wider benefits (including fire safety improvements, maintenance cost savings achieved through the closure of waste chutes, and less quantifiable aspects including existing estate residents seeing levels of waste and recycling services which match the quality of those available to residents in newer housing).

- 6.63. It is clear that extensive engagement ensured that plans and approaches around infrastructure change in Phase 2 of the programme were developed in full dialogue with residents.

- 6.64. This enabled the service to reach final decisions which considered views within wider factors including fire safety, guidance around the minimum distance of refuse provision from residents' windows, and ease of access for waste crews.
- 6.65. The greatest engagement of residents was in relation to where expanded bin stores would be located. For example, through speaking to residents on one estate Officers had found that an area they were provisionally considering for a bin store was used by a community music group. This allowed for this option being discounted at an early point, and joint work on identifying a suitable place.
- 6.66. However, it went further with this. The solutions at Milton Gardens Estate included an existing bin store at the bottom of a waste chute being expanded, rather than a new bin store being built in the vicinity of the block, as initially planned. This followed engagement with residents of a block who opposed the initial proposal. The solution - given the proximity of the expanded bin store to the block - was enabled by the retro-fitting of sprinklers as a fire safety measure. This had brought considerable expense.
- 6.67. At Milton Gardens, we also saw how the design of new bin stores ranged from fencing material to brick material, to a mixture of these. This allowed the service to live test a range of solutions to ensure that they met residents' requirements whilst also meeting wider criteria.
- 6.68. At Broadway House, we heard the service had worked closely with a TRA which was initially sceptical around infrastructure changes. This had resulted in agreement that a pilot approach would be followed where waste 'hoppers' (the holes through which items were deposited into the waste chute) were closed via locks, rather than being permanently sealed.
- 6.69. Following this trial, residents were now generally supportive of making these changes permanent, and a new bin store being provided to better accommodate all container types. Officers felt that this buy in had been secured partly due to the wider benefits which residents saw from the closure of waste chutes. They no longer saw waste chute blockages. Due to better capture of information, Officers were able to advise the TRA of the costs to the authority of unblocking chutes (£75,000) a year which could otherwise be spent on other areas such as gardening and cleaning.

This was aside from the time that estate cleaners spent trying to clear chutes which they would have otherwise been able to spend on other duties.

- 6.70. The Task Group welcomed the wide engagement which supported the delivery of Phase 2, including the more innovative solutions and approaches which were developed to shape the changes around residents' views. This was an important element of making the first major recycling infrastructure projects in London, successful.
- 6.71. However, we also understand it to have brought significant development costs. In this short investigation we have not explored the costs of the infrastructure elements of the Estate Recycling Programme in detail. However, we heard the cost of the Milton Gardens works was £238,000.
- 6.72. This compared to plans to deliver the upcoming Phase 4 (covering 7 estates) within a total budget of £500,000 (an average of around £71,429 per estate).
- 6.73. We heard that efficiencies to enable this lower delivery cost will be secured from revised procurement and contract management arrangements, and establishing a standardised bin store design.
- 6.74. We support this. Our investigation has highlighted the financial and policy imperatives to drive up estate recycling rates from their low bases, across all of our estates. Given the changes secured on the Phase 2 estates, we see infrastructure change as an important part of meeting this challenge.
- 6.75. Close engagement with residents was a crucial part of the success of the infrastructure change delivered. We heard and welcomed the plans for full engagement during the upcoming Phase 4.
- 6.76. However, for Phase 4 and any further infrastructure phases, we see a need for fuller balance between shaping solutions around residents needs, and the most cost effective delivery. This will better allow for improvements to be delivered across all of our estates, at the right speed.

Recommendation 2 - The Task Group recognises the excellent resident engagement underpinning successful delivery of infrastructure change to the estates within Phase 2 of the Estates Recycling Programme.

This involved close dialogue on locations for new bin stores. However, it went significantly further. On one estate and in response to residents' feedback, Officers designed an innovative solution which enabled an existing bin store under a block to be safely extended rather than a new bin store constructed. On another, a pilot approach was followed where chutes were closed temporarily so residents could test the benefits.

We also saw how the design of new bin stores ranged from fencing material to brick material, to a mixture of these. This enabled the service to live test a number of solutions which would meet residents' needs and wider criteria including ease of access for waste crews.

We support these approaches. Designing bespoke solutions and approaches were an important element of gaining support for what was the first phase of the programme to have involved infrastructure works. Hackney was the first London authority to have delivered recycling infrastructure change on such a scale. We support its testing of a range of design options.

However, we also see the increasing financial imperative for improvement to recycling levels across all of our estates. This is due to the significantly lower recycling rates for estates compared to street level properties, and the upcoming surge in waste disposal costs which can be partly mitigated by increasing the share of waste which is recycled.

We see infrastructure change playing a large part in achieving this further uplift in rates on estates. This provides a challenge given the number of estates the Council is likely to need to deliver works to, and the increasingly tight resources at its disposal to do so.

In this short investigation we have not explored the costs of the infrastructure elements of the Estate Recycling Programme in detail. However, we heard the cost of the Milton Gardens works was £238,000. This compared to plans to deliver the upcoming Phase 4 (covering 7 estates) within a total budget of £500,000 (an average of around £71,429 per estate).

We heard that efficiencies to enable this lower delivery cost will be secured from revised procurement and contract management arrangements, and establishing a standardised bin store design.

We support this. We recommend that Phase 4 and any future infrastructure phases maintains full balance between shaping solutions around residents

views, and avoiding escalating cost. This will best enable the Council to deliver the scale of infrastructure works needed, at the required pace.

- 6.77. **Programme supporting Manifesto Commitments.** The impact of the separate programme of work being developed in support of manifesto commitments to further improve recycling on estates has been forecast as making separate contributions towards an overall 32% household recycling rate by 2022. This programme is being undertaken by the Council's Recycling Team.
- 6.78. Among others, the programme includes the improvement of recycling services through increased collections at busy sites, the delivery of more bins across estates, with larger lids enabling easier recycling, reductions of residual collections where there is capacity (and increases of recycling collections at busy locations), the development of a scheme where estate residents are recruited as green champions to promote recycling and positive behaviour change, innovative communications to increase motivation and knowledge on recycling on estates, and the piloting of a reverse vending scheme on an estate.
- 6.79. The Task Group were supportive of these measures.

Recommendation 3 - Members support the Estate Recycling Programme and note its proven capacity to contribute to increased household recycling rates for the borough. We are also supportive of the range of innovative measures being developed to meet the manifesto commitment to further improve recycling on estates.

However, we ask that future items at Scrutiny explore their impact against that forecast. This is in terms of their contribution to the borough meeting a 32% recycling target by 2022, and to part-mitigation of rising waste disposal costs.

- 6.80. We note that a range of the measures in the RRP to drive up recycling on estates (and in flats generally), will cover estates owned and managed by Registered Housing Providers, in addition to those managed by the Council.
- 6.81. For example, moves to introduce more frequent recycling collections at the busiest sites and the introduction of improved recycling bin would include / consider all sites with communal bin arrangements, whether these be on Council estates, Registered Housing Provider estates, or on private blocks. In general, we understand that resources for interventions

to improve recycling for flats will be targeted at the estates / blocks where it is felt they can have most impact.

- 6.82. This said, the infrastructure improvements delivered within the Estates Recycling Programme in terms of closing chutes and constructing new facilities will be focused on Hackney's Housing Estates.
- 6.83. In this short investigation we have not explored any work of Registered Housing Providers operating in Hackney to deliver similar improvement works on estates managed by them, nor any work of the Council to provide advice and support on this.

Recommendation 4 - We have explored the Estates Recycling Programme which - among other measures - is making physical infrastructure on the Council's own housing estates more amenable for recycling, through direct delivery and working with other services including Housing Services and Estates Regeneration.

We have also explored a range of measures for improving flats recycling generally, which will incorporate Registered Housing Provider estates and private blocks, as well as the Council's estates.

However, in this short investigation we have not explored any work of Registered Housing Providers operating in Hackney to deliver recycling infrastructure improvements on the estates they manage, nor any work of the Council to provide advice and support on this.

We recommend that a future item at Scrutiny explores action being taken by Registered Housing Providers to enable higher levels of recycling on estates they manage, including through modifications to their existing sites. We recommend that this item also explores any advisory and support role which the Council plays in this area.

Observations on RRP measures to achieve 32% recycling target - Exploring the introduction of restricted, fortnightly collections

Capacity of residual waste restriction to drive improvements in recycling, through securing behaviour change

- 6.84. Hackney's RRP will set out an intention to consider the introduction of residual waste restrictions and a move to fortnightly collections for eligible kerbside properties, informed by a property survey determining the

kerbside properties with the adequate front garden space and consultation and engagement with residents.

- 6.85. In its RRP the Council estimates that implementing this policy would decrease residual waste collected per household by 8.4% by 2022, therefore contributing significantly to an overall increase to a 32% household recycling level.
- 6.86. In addition to the draft RRP itself, the Group has explored an evidence base strongly indicating that the effective implementation of this arrangement would deliver - over time - a significant increase in the rate of household waste which is recycled, in turn enabling the Council to meet the target for 2022 set out in the RRP and bringing some mitigation to otherwise accelerating waste disposal costs.
- 6.87. Despite the strong set of kerbside recycling services in place in the borough, research suggests that high shares of recyclable materials disposed of by street based households, are currently lost to the residual waste stream.
- 6.88. Detailed analysis carried out in Hackney in 2015 estimated that 54% of waste in the residual waste stream was made up by material which the Council collected within its kerbside recycling operations. This highlights very strongly the significant volumes of recyclable material in the residual waste stream which - if behaviour change could be secured and barriers to recycling identified and removed - could be moved into other waste streams.
- 6.89. Evidence on the impact which restrictions have had on recycling performance elsewhere strongly suggests that restrictions of residual waste can - combined with other measures - be a key element of achieving this. It heavily indicates that reducing residual collections and restricting the volumes of waste which households could put into this waste stream whilst at the same time providing high quality weekly recycling collections, does drive increased usage of recycling services.
- 6.90. Hackney is well placed to utilise this mechanism to help drive up its recycling rate. It already has high quality weekly recycling services in place. Officers confirmed that these would continue within any movement to fortnightly restricted residual collections.

- 6.91. Benchmarking recycling levels is problematic due to differing characteristics of areas. However, the finding that 2 of the three inner London boroughs with fortnightly restricted residual models reported higher recycling levels than Hackney and that the one which remained lower had seen a step change increase since its move to this model, was persuasive.
- 6.92. The Group also gained an insight into relatively high levels of residual waste which the borough currently collects; on a per household basis the third highest in inner London. Again, those with fortnightly collections were generally among those who fared better on this measure.
- 6.93. As a final point on comparisons with others, we were shown powerful evidence that - regardless of the externally recognised high quality initiatives on recycling which the borough has and is delivering - that without moving to introduce residual waste restrictions to appropriate properties alongside this, overall recycling performance will be held back.
- 6.94. This was through data showing that each of the 30 top performing authorities in England delivered a fortnightly model, and that the large majority of the lowest performers did not.
- 6.95. The factors above help to explain the strong trend of local authorities towards some sort of fortnightly residual restrictions for some or all of its street properties. The numbers operating a fortnightly model overtook the numbers with a weekly-only one in 2010/11, with the gap widening year on year. They also help explain why the ambitious targets in the London Environment Strategy are predicated on the delivery of a restricted model by all the boroughs.

Recommendation 5 (Observation) - Given the evidence summarised below the Task Group is convinced there are significant grounds to consider the implementation of restricted fortnightly collections for residual waste, for properties which are suitable.

Restricting Residual Waste - costs, implementation plan, and risk management

Financial implications of introduction

- 6.96. Of the initiatives set down for exploration in Hackney's initial RRP, the greatest potential gains in recycling (and therefore the greatest contribution to waste disposal cost mitigation) are forecast from a move to residual restrictions for eligible kerbside properties.

- 6.97. The change would also bring significant assumed implementation costs; estimated at a total of £3.2 million.
- 6.98. This investment would cover a range of aspects including publicity and communications in advance of roll out, the costs of additional dedicated Waste Advisor and Enforcement Officer resources which would be in place for a two year period, and equipment costs underpinning the new arrangements.
- 6.99. The forecast equipment cost is predominantly accounted for by the procurement of an estimated 88,000 wheelie bins. This is based on households coming into the arrangement being provided with separate wheelie bins for both refuse and recycling. We understand that other options could include providing only a wheelie bin for refuse.
- 6.100. The ongoing downward impact which restriction would be expected to have on disposal costs would - if realised - mean that the investment would be recouped over time.
- 6.101. Given the depth and quality of the emerging implementation plan shared with us, the upward impact on recycling levels which evidence strongly points to restriction having had in other areas, the track record of Hackney Officers in successfully managing moves to restriction in other boroughs, and the strength of the Council's waste and cleansing service, the Group has confidence that implementation in Hackney would see the downward impacts forecast.
- 6.102. However, we note that the level of upfront cost is significant, with implications for the overall financial position of the Council. We heard how implementation of the change could increase savings required to balance the Council's budget over the medium term.
- 6.103. We support the points made to us by a Finance Officer that this meant full due diligence was needed; in particular for checkpoints to be built into any implementation plan to evaluate the impact that changes had had on the recycling rate, and in mitigating accelerating disposal costs. Responses would need to be developed for any event where the impact on the shares of waste recycled was below that forecast.
- 6.104. This said, we also received assurance that it would be. Officers confirmed that in any implementation of restricted fortnightly collections

the service would monitor the extent of uplifts in street level recycling against those expected in all areas of the borough. They would design and deliver interventions where this was necessary. As part of the implementation plans, capacity would be built in to enable this.

- 6.105. We support this approach. We only suggest that - in the event of implementation - Scrutiny keep a watching brief on the findings of monitoring and the success of measures taken in any case where street recycling levels do not see the uplifts expected.

Recommendation 6 - In any implementation of residual waste restriction, Members support the Council's plans for ongoing impact monitoring and the delivery of interventions where needed. This is in relation to the impact of restriction on household recycling rates for street level properties (and therefore contributions to waste disposal cost part-mitigation), in all areas of the borough.

However, in the event of implementation, we ask that future items at Scrutiny explore this impact monitoring, and the measures put in place in any cases where the impact (on street level recycling rates) is lower than forecast in any areas of the borough.

- 6.106. On another point relevant to finance, during our meetings we heard that another borough had delivered reductions to waste and cleansing budgets at the same time as moving to a restricted model, and that street cleanliness had been impacted.
- 6.107. In comparison we heard that Hackney is not building in reductions in collection costs into financial planning covering the early years following any change. We support this.
- 6.108. We heard the service has worked to achieve a high quality, responsive flexible workforce. This had been achieved in a progressive way where the pay and conditions of some staff have been matched upwards to some others. This has enabled a staffing model with more generic job descriptions and where operatives in the service are able to carry out a range of tasks covering both cleansing and waste collection.
- 6.109. We heard that this maintained capacity and flexibility would best enable the changes to be embedded without detriment to environmental cleanliness.

- 6.110. We cover risks to cleanliness at a later point. However, in relation to finance, we support plans to not factor in reduced collection costs within the implementation plan.
- 6.111. This is whilst noting points around a potential for savings further down the line, from lower numbers of rounds. This would then deliver direct savings to the costs of Council operations.
- 6.112. As a final point in relation to costs and as mentioned above, the implementation costs incorporate assumed dedicated wheelie bin procurement for the properties coming into the new arrangement. This was estimated at bringing a cost of £1 million, based on the provision of separate wheelie bins for both refuse and recycling,
- 6.113. We heard that provision of standardised containers could support effective implementation of a restricted model. Within this, the Council would (after significant engagement and education programmes and an implementation period) collect residual waste only when it was contained within the bin, with the lid shut, therefore achieving a restricted model.
- 6.114. However, at the time of the meetings we heard that discussions were ongoing around whether new wheelie bins should be used as the restriction mechanism. We heard there were other options, which would enable residents to continue use of their current bins.
- 6.115. Of the views against procuring at this stage, we heard it was not inconceivable that - considering Government aims to achieve greater standardisation to waste and recycling services - there could be later directives around the containers used for residual waste. In the event of any directives specifying equipment types or colours which differed to those procured at go live, the Council could find itself needing to reinvest in new equipment.
- 6.116. It was noted that not procuring the bins at this point would not prevent the Council doing so at a later point.
- 6.117. In any implementation of restricted, fortnightly collections for eligible properties, we would fully support the investment required to make this effective, and for risk to be fully managed. This is reflected in our support for collection cost reductions not being built into the shorter term.

- 6.118. However, given the scale of these costs, we would urge careful consideration of the need for procurement of wheelie bins, and a full exploration of alternatives.

Recommendation 7 - That in any implementation of residual waste restriction careful consideration is given prior to any procurement of wheelie bins, with all other options fully explored.

Communications and engagement plans

- 6.119. The Group explored the emerging Communications Strategy to support plans to explore residual waste restrictions and - in the event of go ahead - to implementation.
- 6.120. We were supportive of the timing of a proposed consultation, the phased communications package being developed, the key messaging and channels, and the proposed focus of additional Waste Advisor and Enforcement Officer resources prior to roll out being in areas currently achieving relatively low street level recycling rates.
- 6.121. Members gave consideration to a point made that evidence suggested some of the borough's communities were less likely to participate in recycling schemes than others, which could help to explain lower recycling rates in some areas.
- 6.122. There was also support for the first phase of communications activity including messaging on recycling the correct materials and avoiding contamination.
- 6.123. Members as community leaders in their areas were fully aware that many residents were unaware of which materials were recyclable. They also reported low confidence among some around whether items collected for recycling were truly recycled. We appreciate that this is likely to be common in all areas of the country.
- 6.124. We heard the Council continued to respond to these issues. It was reaching the end of a review of its current waste and recycling education offer, which it invests substantially in.
- 6.125. We heard that the review was exploring specific approaches. The review was exploring whether education on recyclable materials and the integrity of collection services within this programme could be improved. These

were aside from the dedicated delivery activities targeted at particular groups forming part of the communications plan.

6.126. Members are supportive of the overall emerging communications strategy.

6.127. This said we feel that it would be timely for any final Communications Strategy to set out a refreshed approach to education.

Recommendation 8 - For the final Communications Strategy underpinning a move to residual restriction to set out a refreshed approach to communication and education on what, where and how residents can recycle, and on tackling scepticism and misconceptions.

6.128. We also see grounds for greater community involvement in the design and delivery of activities seeking to achieve high uptake of recycling among all communities.

Recommendation 9 - That working groups are formed in areas with lower than average street level recycling rates. These should explore the forms of communications and engagement which could best achieve behaviour change in their areas. Ward Councillors should be engaged in this process, and asked to harness their knowledge to secure the involvement of other relevant community stakeholders.

Key Risk - Impact on cleanliness

6.129. Our two meetings have quite closely explored the risk of residual waste restriction impacting on the high levels of cleanliness achieved in the borough, which there is a manifesto commitment to maintain.

6.130. The Group is clear that an impact on cleanliness should be treated as a key risk of a change.

Recommendation 10 - An impact of residual waste restriction on street cleanliness is a key risk to be managed. We recommend the development of a specific mitigation strategy on this.

6.131. Two of the lead Officers for exploring restriction in Hackney who gave evidence to us, had each been involved in the implementation in another borough.

- 6.132. We heard that one of those boroughs had seen a decrease in cleanliness following the change. However, that borough had delivered a 30% service capacity reduction in tandem with the service change. The Officer felt that this had been the main driver of reduced levels of cleanliness in that borough, rather than the operations changes. Hackney had not built any staff reductions into its implementation plan, as previously mentioned.
- 6.133. The borough where the other Officer had delivered change, had seen some impact on cleanliness for a six month period following implementation. However, levels returned to those previous to the change, after additional behaviour change officers had been put in place.
- 6.134. Here we return to the points around Waste Advisor and Enforcement (Behaviour Change) Officers being put in place prior to any implementation.
- 6.135. Most crucially, we refer again to points made around Hackney's high quality, flexible, in house waste and cleansing function which we were assured would be maintained post any implementation. To add to this, there is a full commitment to maintaining the strong levels of industrial relations which were in place though full engagement of staff throughout any changes.
- 6.136. We heard from the Cabinet Member that these resources in addition to the strength of the service generally, had informed the clear commitment he had made that - in any move to residual restriction - maintaining levels of cleanliness in the borough would be a red line which would not be compromised on.
- 6.137. In reaching our own view on this risk, we have noted the track record of delivery which the service has built up over some time. We celebrate the cleanliness of our streets which the service has achieved. We note that it has already delivered extensive change whilst maintaining this, including the bringing of recycling collections in house. We have also noted the strength of the emerging implementation plan.
- 6.138. To this end, we do have high confidence that the Council would be successful in minimising any impact on cleanliness in the immediate term and - as pledged to us - maintain overall levels.

Recommendation 11 (Observation) - While the Task Group has explored the full RRP, its main focus and scrutiny has been applied to the household recycling target it sets for 2022, and its plans for achieving it. This is in line with the terms of reference for the group, as these are the aspects which are most related to the part mitigation of waste disposal cost increases.

All evidence considered, we are supportive of the RRP in respect of its target of a household recycling rate of 32% by 2022, and the steps and emerging plans to achieve this.

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13th November 2019

1.0 Introduction

- 1.1 The Mayor of London's Environment Strategy requires each London authority to write a Reduction & Recycling Plan (RRP). The RRP details out how Hackney will contribute to the London-wide objectives, policies and proposals set out in the Environment Strategy and how these will be reflected and translated into action at the local level. Further, the RRP has to be in a manner consistent with the duty to act in 'general conformity' with the Mayor of London's Environment Strategy.
- 1.2 The RRP has therefore been written setting out the direction of travel that Hackney will take to contribute to those Strategy priorities and objectives, taking into account guidance issued by the GLA, Hackney's current services and performance, and wider benchmarking.
- 1.3 Key aspects of the RRP include service proposals for restricting residual waste through the introduction of fortnightly collections, including planning to consult with key stakeholders, and improving recycling on estates. It further covers how Hackney will minimise its environmental impact of waste activities, move towards a more circular economy and what measures it will continue to take to work with key stakeholders in waste prevention and behaviour change.
- 1.4 The Waste & Recycling Budget Scrutiny Task Group explored the rationale for the consideration of the significant change to elements of the waste collection arrangements for street level properties, and the emerging plan for preparation and delivery in the case of this being moved forward. The Group further looked at the range of work focused on improving recycling levels among flats and estates.
- 1.5 This report details the background to the requirements of the Mayor of London's Environment Strategy, provides an evidence base leading to actions detailed in the RRP, outlines the approach and progress taken with the RRP and key actions within that. It then provides a response in terms of progress to date to the recommendations from the Waste & Recycling Budget Scrutiny Task Group.

2.0 Mayor of London's Environment Strategy

- 2.1 In May 2018 the Mayor published his London Environment Strategy. The Strategy sets out objectives, targets and policies for the effective management of London's municipal waste and to accelerate the transition to a circular economy.
- 2.2 The Strategy's waste objectives are:
 - Objective 7.1 - Drive resource efficiency to significantly reduce waste focusing on food waste and single use packaging;
 - Objective 7.2 – Maximise recycling rates;
 - Objective 7.3 - Reduce the environmental impact of waste activities (greenhouse gas emissions and air pollutants);
 - Objective 7.4 - Maximise local waste sites and ensure London has sufficient infrastructure to manage all the waste it produces.
- 2.3 The two most prominent requirements of the Strategy are around the household recycling targets and minimum service levels for London:
 - 45% London wide household recycling rate (and a 50% rate of local authority collected waste) by 2025, and 50% household recycling rate (and 65% municipal recycling targets) by 2030 to be collectively delivered by local authorities; and
 - A minimum recycling collection service provision to be provided by all Boroughs by 2020 incorporating the collection of the six key dry recycling materials (including pots,

tubs and trays) for all properties and separate weekly food waste collections for all kerbside properties (and also flats where feasible).

- 2.4** The 2025 household waste recycling target of 45% is underpinned by a Route Map that was done for the GLA by WRAP¹. The modelling attempted to show the maximum contribution that London could make to the 50% national household waste recycling target. The study found that, with specified service changes/improvements applied in each London Borough in 2020, an overall recycling rate of 42% could be achieved by 2022 for London.
- 2.5** A 'business as usual' scenario was also modelled to reflect the recycling rate that WRAP believed would be achieved on the current trajectory and the modelled recycling rates were published for each London Borough in the supporting evidence for the London Environment Strategy. The modelling took into account factors such as waste contract requirements and renewals, housing stock type and joint borough working arrangements. However, the level of detail of these factors, or other factors, is unknown.
- 2.6** The service changes/improvements modelled to achieve the 42% household waste recycling rate were:
1. Intervention for kerbside properties (street level) - Reduced residual and weekly separate food waste collection, adding all six dry materials to kerbside collections where not currently collected (glass, cans, paper, card, plastic bottles and household plastic packaging);
 2. Intervention for flats (high rise) - All high-rise properties receive, as a minimum, the collection of five main dry recyclable materials (glass, cans, paper, card and plastic bottles) with an expected 40 per cent performance increase.
- 2.7** The modelling showed for Hackney that the resultant recycling rates for (1) above was 33% and for (2) above was 36%. However, the 40% increase in the performance of flats recycling is unsupported by any evidence and particularly sets unrealistic expectations of recycling rates in inner London Boroughs.
- 2.8** The Mayor's recycling targets are predicated upon all London Boroughs having introduced residual waste restrictions. The extent of the volume restrictions assumed and whether changes in residual waste collection frequencies assumed by WRAP are unclear. However, the Mayor's guidance for completing the RRP requires Boroughs to set out how they will deliver a "*Package of recycling and residual waste services or planned service changes which have reviewed household residual waste bin capacity, frequency of collections and side waste collections*" or consult on such measures.
- 2.9** In reviewing RRP, it has been stated that the Mayor will take into account the following factors: contractual constraints that restrict the introduction of new services; the proportion of flats with lack of easily accessible and/or sufficient storage space for recycling; the proportion of rented accommodation; levels of deprivation; and the numbers of households with gardens.
- 3.0 Recycling performance and benchmarking**
- 3.1** In order to arrive at the services and activities in the RRP, initial data analysis and benchmarking has been undertaken, and key points detailed below.
- 3.2** Recycling performance has followed an improving trend since the glass bring sites were introduced in 1998 (1% recycling rate), to the comprehensive kerbside collections of food and dry recycling for all street level and estate properties that we have today. Performance, although at an all-time high of nearly 28%, is now plateauing and to move to the next step change in recycling rates requires significant service change.
- 3.3** In March 2015 the consultancy Resource Futures completed a waste compositional analysis of household residual, recycling, food waste and garden waste on behalf of the Council. The aim of the study was to allow the Council to gain robust data and enough intelligence about

¹ <http://www.wrap.org.uk/>

its current recycling services to enable it to inform service changes needed to attain future recycling targets. Over the course of two phases, waste was collected from 590 households: the sample was stratified into 6 strata, combining street level and estates households.

- 3.4 Across Hackney over half, 54.4%, of the residual waste stream was target recyclable materials accepted at the kerbside, and food made up half of those target materials.
- 3.5 The full composition profile of all collected waste streams indicated that the average household in the borough produces 13.29 kg/hh/wk of waste across all kerbside streams each week. By weight 75.4% of the total material was presented in the residual waste stream, whilst the capture rate for all of the kerbside recycling streams was calculated at only 34.5%.
- 3.6 Looking beyond Hackney, benchmarking has taken place with other London authorities. Chart 1 below details London authority's recycling rates for 2017/18. Hackney's recycling rate was 27.4%. Six out of the 12 inner London boroughs have lower recycling rates than Hackney and 5 other inner London boroughs have a higher recycling rate than Hackney. Of those inner London boroughs with a higher rate than Hackney, two operate a fortnightly collection for some or all of their street level properties. Lewisham is the other inner London authority operating a fortnightly collection. Whilst the recycling rate is lower than Hackney it has seen an increase in performance of 4.1% from the previous year following the introduction of fortnightly collections to street level properties, and these figures were yet to show a full year's impact.

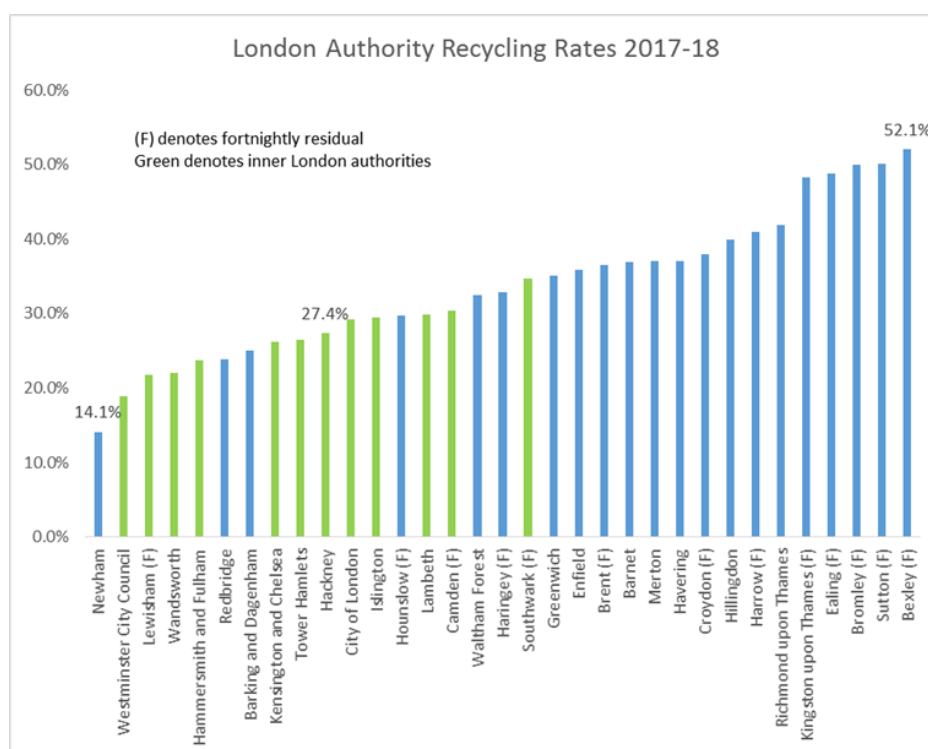


Chart 1: 2017-18 Recycling Rates

- 3.7 Chart 2 below details London authority's kilograms of household waste per household per year (kg/hh/yr) for 2017/18, showing that Hackney has a rate of 554kg/hh/yr. Nine out of the 12 inner London boroughs have lower kg/hh/yr than Hackney. Two of these operate a fortnightly collection service, and 7 of the outer London authorities operate fortnightly collections. The two inner London boroughs who have a higher kg/hh/yr than Hackney are both unitary authorities, one of which, Lewisham, has yet to report a full year's dataset following the introduction of fortnightly residual waste collections.

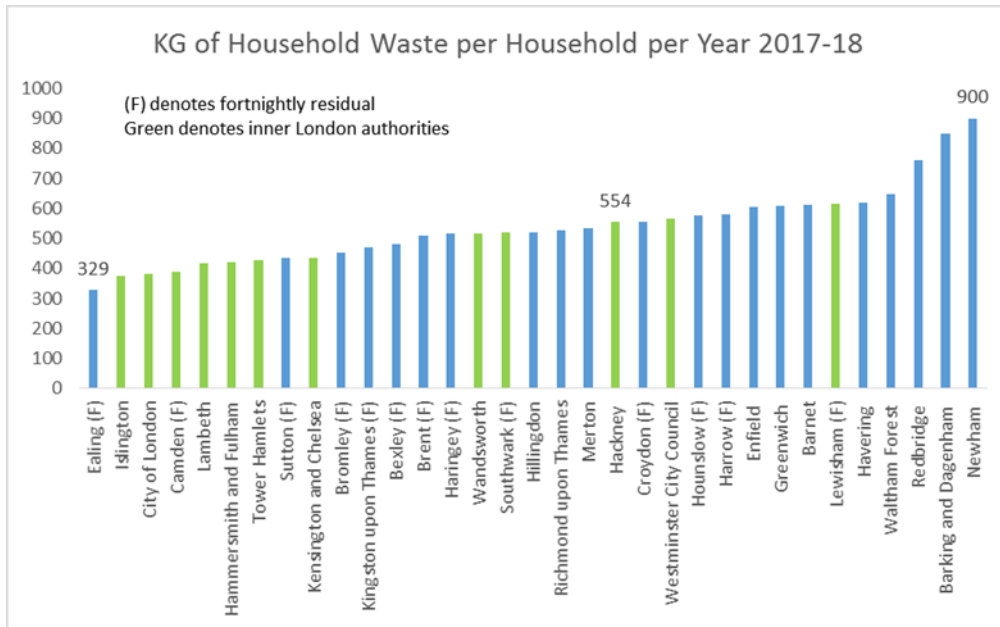


Chart 2: 2017-18 kg/hh/yr

3.8 Beyond London, research into the dominant collection frequency for the top and bottom recycling performers demonstrates the impact that restricting residual can have on recycling rate performance (Figure 1). The top 30 performers all have fortnightly residual waste collections, whilst 27 of the bottom performers are still on a weekly or more than weekly collection. It should be noted that other factors may have contributed such as a move from a charged to a free garden waste service, introduction of food waste service and / or a change to dry recycling collections.

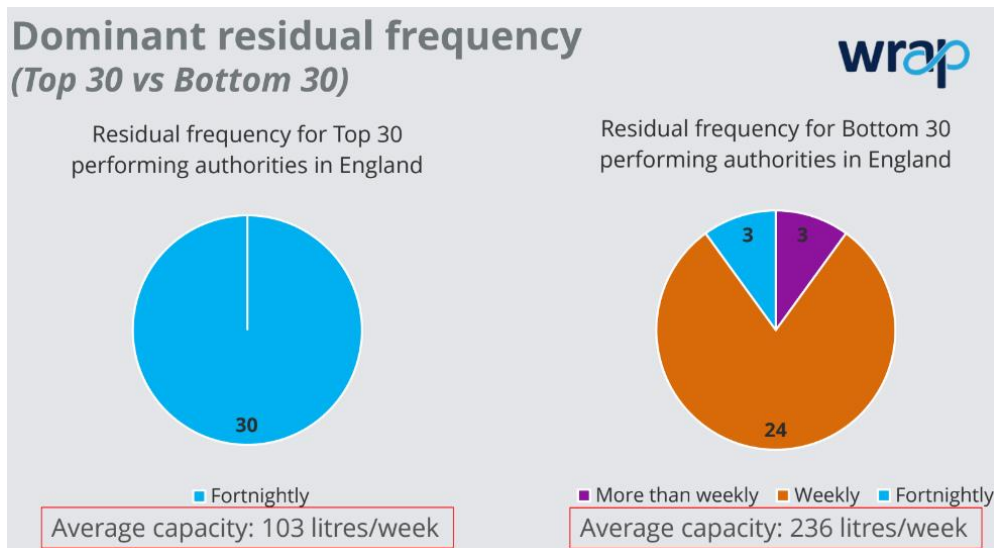


Figure 1: Dominant Residual Collection Frequency and Performance

4.0 Hackney's Approach to developing its RRP

4.1 Taking into account the Mayor's Environment Strategy policies and objectives, and Hackney's ambition to be a more sustainable borough, meet net zero emissions by 2040 and its manifesto commitments, Hackney's Reduction & Recycling Plan sets out that it will consider restricting residual waste, consult on such, and will implement a number of interventions to improve recycling on estates. The following paragraphs set out that approach.

4.2 Hackney's recycling performance is currently just under 28%, and as with many authority's rates are remaining fairly static without significant service change being implemented. For Hackney to contribute to the London wide target it will be required to investigate service

changes that look at restricting residual waste, which is usually through implementing a fortnightly collection of residual waste. This is one of the most effective ways of improving recycling rates, which shifts materials to the correct disposal point i.e. the recycling or food waste collections, especially when these remain weekly.

- 4.3** Hackney currently collects residual waste in sacks, with no limit on the amount of waste that can be presented. Not only does this produce one of the highest kilograms of household waste per year for an inner London authority (554kg/hh/yr), based on the waste composition analysis over half of that is either compostable or recyclable.
- 4.4** When introducing fortnightly collections, best practice advice is that this should be accompanied by a high quality recycling service and a weekly food waste service. Hackney has both of these, providing a comprehensive recycling service to households (street level and flats).
- 4.5** Drivers for potentially restricting residual waste collections have been identified as:
- To be in general conformity with the London Environment Strategy;
 - To improve recycling performance;
 - To reduce the rate of increase in overall disposal costs.
- 4.6** The scoping of a move to restrict residual waste has been guided by the following principles:
- Any implementation would follow a phased approach, looking at what sort of restriction of residual would be most effective, ranging from restricting the current number of sacks in small round bins to provision of small wheelie bins, complemented by a comprehensive education and enforcement programme;
 - Unsuitable housing typologies would be excluded, e.g. flats above shops, with separate arrangements maintained. A property survey has been undertaken, funded by Resource London, to assess suitable properties;
 - Recycling and food waste collections to remain weekly;
 - Street cleansing standards to remain unaffected by any waste service changes.
- 4.7** Any service change would be phased-in, with the current standard of street cleansing maintained in its entirety. Alongside this a robust public communications campaign, with an enforcement strategy would run concurrently with direct officer engagement with residents to ensure the necessary behaviour change required is met.
- 4.8** With regards to improving recycling on estates, work had already been underway as part of delivering the manifesto commitments. Estates-based properties display lower recycling performance relative to street level properties. The recycling rate (excluding garden waste to enable fair comparison) from street level properties is around 32% whilst the rate from estates is lower, estimated at 14%, but some estates are as low as 8-10%. As such, further improvements to recycling on estates are also needed to improve recycling performance. A programme of work has been developed to deliver on the manifesto commitment to improve recycling performance on estates, and has been included in the RRP:
- Additional Recycling Collections - increasing frequency of recycling collections at busy sites;
 - Increase bin lid apertures - introducing larger sized apertures for improved ease of use;
 - Additional recycling bins - introducing additional bins across Hackney Housing estates;
 - Reduced Residual Collections - removing one of the three scheduled waste collections per week, at sites with capacity;
 - Green Champions scheme – develop and trial a reward scheme for residents on a housing estate;

- Innovative communications - use of social norming messaging and activities to encourage behaviour change;
- Reverse Vending - Introduction of Hackney's first reverse vending machine to reward residents for depositing single use drinks containers, as a trial on one estate;
- Update Planning Guidance - working towards getting the current planning advice included as 'Planning Conditions' for applications.

4.9 The above is in addition to the Estates Recycling Programme, whereby rubbish chutes are closed off and new bin stores are created for rubbish and recycling. This programme has also been included in the RRP.

5.0 Hackney's Reduction & Recycling Plan

5.1 The following section outlines the key aspects of Hackney's RRP using the GLA's Excel template, which can be found in Appendix A. It has been populated with the following information and each of the sections below relates to the worksheets in Appendix A. Please note that targets have been updated following presentation to the Task & Finish Group following further analysis from the property survey.

Dashboard

5.2 This consists of baseline performance data (2017-18) against common reporting metrics. A local target of 31% household recycling target by 2022/23 has been set with best estimates taken from the following key service improvements:

- Improvement through restricting residual waste with a move to fortnightly collections (based on options modelling undertaken in 2014-15 and additional modelling in 2019);
- Improvement by 2022 through estates interventions (manifesto commitment), based on estimated tonnage modelling;
- Improvement on Estates Recycling Programme (closing bin chutes and building bin stores) should this be rolled out to 4,500 additional properties by 2025, based on average improvement seen on two estates.

5.3 Targets have been set that will see residual waste per household reduce from 544.48kg/household/year in 2017/18 to 474.43kg/hh/yr in 2022/23. In future target years (2025/26) the residual waste per household decreases to 468.23 kg/hh/yr), whilst the recycling rate increases to 31.5%). However, it should be noted that these targets do not represent the limit of Hackney's ambition.

5.4 It should be noted that the impact of future Government policies i.e. extended producer responsibility, consistency in collections and deposit return schemes, have not been taken into account with the setting of these targets.

Waste Reduction

5.5 Waste reduction addresses the policy objective to drive resource efficiency and cut waste. It is in this section that the following main areas have been set out:

- Consideration around the introduction of fortnightly waste collections for street based properties, including consulting with our key stakeholders;
- Waste reduction manifesto commitments (object lending library, reuse hubs and reducing single use plastics);
- Key policies as set out in the Sustainable Procurement Strategy.

Maximising recycling rates

5.6 Maximising recycling rates explains that the Mayor of London's minimum service standards are being met to the majority of households within Hackney. It further details:

- Manifesto commitments around maximising recycling in particular to improving recycling on estates and green champions;
- Delivery of the Estates Recycling Programme;
- Delivering other recycling services, notably commercial waste and for educational establishments;
- Reviewing internal recycling services.

Reducing environmental impacts

5.7 Reducing the Council's environmental impact outlines:

- How and when HGV waste fleets will be ULEZ compliant;
- Alternative fuels used;
- Results using the GLA's online tool to determine performance of new proposed waste service options against the Mayor's CO₂e emissions performance standard (EPS) and carbon intensity floor (CIF).

Maximising local waste sites

- 5.8** Maximising local waste sites outlines the services that segregate materials at Millfields Depot, which contribute to the Council's recycling rate.
- 5.9** The NLWA have provided additional information for sections on maximising local waste sites and actions around waste reduction.
- 5.10** In the RRP, each of the above sections outline key policy areas relating to the particular objective, core service provisions, behaviour change activities, expected impact towards achieving local targets (where appropriate) and key milestones.
- 5.11** In addition, Hackney has a comprehensive recycling service supported by a number of initiatives, which as a minimum maintains the current recycling rate, as well as working towards improving it. This has been added to the RRP to showcase the good work that Hackney continues to undertake.

6.0 Approval of the Reduction & Recycling Plan

- 6.1** The Mayor of London set a timetable for the development of RRP's with Boroughs allocated to one of three phases depending on their current performance, the potential for improvement and contractual timelines. Hackney was in Phase 2 requiring the RRP to be submitted to the Mayor of London by 30th June 2019, with final sign off by August 2019 by the Cabinet Member for Cabinet Member for Energy, Waste, Transport and Public Realm and the Mayor of London.
- 6.2** Hackney's RRP was approved at Cabinet on 17th June, and subsequently passed to the GLA for review. Feedback has been received from Officers at the GLA, which Hackney responded to in early August.
- 6.3** The feedback highlighted the areas that the GLA were pleased Hackney had incorporated into the RRP, to align with the Mayor's Strategy, and further detailed specific areas where the GLA expected Hackney to go further or be more specific in its RRP benchmarking or action plan. This was divided into 'priority requirements' and 'further suggestions/questions'.
- 6.4** Hackney carefully considered the points made by the GLA officers, and responded to each of them, some of which were points of clarification. Where appropriate the RRP was revised, and if it was deemed not appropriate to update the RRP, an explanation was provided. Appendix B and C details the initial officer review from the GLA and Hackney's response respectively.
- 6.5** One of the key points raised was around the proposed recycling rate. The GLA stated that the household recycling target of 32% by 2022 doesn't go as far as the WRAP routemap modelling estimate of 33-36%. The GLA wanted to know the reason for that and could Hackney go further in their household recycling target. Hackney has since revised the

proposed recycling rate. This was as a result of the property survey that has recently been commissioned with the help of Resource London, which wasn't complete at the time the RRP was produced. This survey resulted in a lower number of properties being eligible for fortnightly collections should containment be provided, than originally was modelled. The recycling rate has therefore come down from 32% to 31%. This assumes implementation of an enforcement strategy, bin lid shut and no collection of side waste. Without those policies, the performance gains would be less.

- 6.6** The GLA Officers have received Hackney's feedback and have since recommended to the Mayor of London that Hackney's RRP be approved. Final sign off from the Mayor of London is being awaited.

7.0 Task & Finish Group Recommendations

- 7.1** Evidence gathering for the Task & Finish Group took place over two meetings, with an additional session of a site visit to an estate having benefited from improved recycling infrastructure as part of the Council's Estates Recycling Programme.
- 7.2** In line with the terms of reference for its work, the main focus of the Group was on the measures in the RRP which are expected to play the greatest role in bringing some mitigation to otherwise escalating waste disposal costs.
- 7.3** The Group explored the rationale for the consideration of significant change to elements of waste collection arrangements for street level properties, and the emerging plan for preparation and delivery in the case of this being moved forward. The Group reached a view that the measures outlined in the RRP to further increase the household recycling rate are fully evidence-based, and that the forecast contributions which each would make to recycling gains have been reached on sound methodology.
- 7.4** A number of recommendations were put forward by the Group. These are outlined below with accompanying response or referenced to relevant sections.

Estates Recycling Programme

- 7.5** *Recommendation 1* - We recommend consideration is given to committing to a further infrastructure phase at the earliest possible point. This should be informed by a cost benefit analysis using collated impact data already available/collectable, and progress made in the delivery of Phase 4, within budget. The cost benefit analysis should include recycling level impact of the infrastructure changes delivered in Phase 2 (data of impact of Phase 4 on recycling levels will not be available until well past March 2020), and also wider benefits (including fire safety improvements, maintenance cost savings achieved through the closure of waste chutes, and less quantifiable aspects including existing estate residents seeing levels of waste and recycling services which match the quality of those available to residents in newer housing).
- 7.6** *Response* - Phase 4 is currently being procured via a 2-stage procurement process. Stage one is complete and contractors have now been invited to tender. Tenders are due to be submitted in mid-November. Analysis of the tenders will allow the Estates Recycling Programme Team to assess the feasibility to include any further estates in this Phase.
- 7.7** Further, the fixed term contracts of the Team have been extended to the end of March 2021, allowing for the cost benefit analysis to be undertaken and completed during the delivery of Phase 4.
- 7.8** *Recommendation 2* - We recommend that Phase 4 and any future infrastructure phases maintains full balance between shaping solutions around residents views, and avoiding escalating cost. This will best enable the Council to deliver the scale of infrastructure works needed, at the required pace.
- 7.9** *Response* - As with previous phases, a comprehensive Consultation Plan has been undertaken for Phase 4. The consultation process has been bespoke to each estate and involves compromises being reached based on feedback from residents. Table 1 below outlines the consultation undertaken for Phase 4.

Estate name	Newsletter	Online	Attend	Estate walkabout	Door Knocking	Drop in Session (5pm-8pm)	Event
		Consultation Feedback	TRA Meeting				
Broadway House	X	X	X				
St Marys	X	X	X	X	X		
Burma Court	X	X	X	X	X		
Portland Rise	X	X		X	X	X	
Pitfield	X	X			X	X	
Hill Court	X	X			X		
Gascoyne	X	X	X		X	X	X

Table 1: Phase 4 Consultation Activities

- 7.10 Recommendation 3** - We recommend that future updates to the Living in Hackney Scrutiny Commission explores their impact against that forecast. This is in terms of their contribution to the borough meeting a 32% recycling target by 2022, and to part-mitigation of rising waste disposal costs.
- 7.11 Response** - The monitoring of Phase 4 and the cost benefit analysis that will be undertaken, will feed into the overall monitoring and reporting of the borough's recycling rate.
- 7.12 Recommendation 4** - We recommend that a future item at the Living in Hackney Scrutiny Commission explores action being taken by Registered Housing Providers to enable higher levels of recycling on estates they manage, including through infrastructure change to existing sites. We recommend that this item also explores any advisory and support role which the Council plays in this area.
- 7.13 Response** - The Recycling Team have built up good working relationships with the Registered Housing Providers in Hackney over the years working to provide recycling services, including adding new and additional recycling bins, and rolling out food waste bins.
- 7.14** Detailed below are some of the projects we have worked on with Registered Housing Providers:
- Peabody Housing at Pembury Estate - Increasing recycling capacity and reducing waste collections by increasing the ratio of recycling to waste bins to 50/50. The project added 30 additional recycling bins, 10 communal food waste bins, delivered recycling communications as well as issuing reusable bags and compostable liners. The results saw an increase in recycling tonnages, and fill rate monitoring showed it was feasible for the third waste collection to be dropped.
 - Sanctuary Housing at Morningside Estate - Trialling recycling bins with larger apertures to increase recycling to tackle contamination. The current recycling bin lids were replaced with large aperture reverse bin lids, making it easier for residents to recycle. This showed an increase in recycling tonnages and less recycling dumped on top of the recycling bins.
 - Industrial Dwelling Society at Mountside walk and Laurel Court - Promoting food waste recycling. Delivery of a communications project (leaflets and liners) to increase participation in the food waste service.
 - Peabody Housing with Resource London - Hackney was one of the boroughs taking part in this two year London wide Flats Recycling Project. This tested five innovative resident focussed interventions and a minimum service standard designed to increase recycling and capture rates in purpose built flats. The results are imminent, but the strongest influence on recycling behaviours was the impact of having minimum service standard (e.g. clean and well maintained bin areas, appropriate

aperture on bins, recycling bins in appropriate places, sufficient collections, main 6 materials).

7.15 Future projects working with Registered Social Providers include:

- Peabody & Family Mosaic - Increasing recycling capacity: Family Mosaic has a high imbalance of waste to recycling bins and Peabody are now looking to rebalance this working towards getting closer to a 50/50 ratio of waste and recycling bins.
- Working towards minimum service standards: with the headline results of the Resource London Flats Recycling Project showing the importance of having minimum standards and the impact it has on improving recycling tonnages, Officers would look to work with Providers to ensure that their sites meet the minimum standards. In many cases this is already being undertaken with ensuring reverse, large aperture bin lids, recycling bins in good condition and clearly labelled and appropriate collections to prevent overflowing bins.

7.16 Areas for further work should include ensuring that the bin area/stores are in good order, with sufficient lighting, and that they are cleaned regularly with bulky waste cleared promptly. Officers would like to work with the Providers to ensure sufficient recycling capacity and that the recycling sites are in convenient and suitable locations. Finally recycling communications should be sent out, as a minimum, on an annual basis.

Restriction Residual Waste

7.17 *Recommendation 5 (Observation)* - Given the evidence summarised below the Task Group is convinced there are significant grounds to consider the implementation of restricted fortnightly collections for residual waste, for properties which are suitable.

7.18 *Response* - Based upon the above recommendation officers have been planning and undertaking preliminary activities, should a decision to implement fortnightly collections be taken at a later date, and following consideration of the consultation responses. These are outlined in Section 8 below.

7.19 *Recommendation 6* - In the event of implementation, we recommend that future items at the Living in Hackney Scrutiny Commission explore this impact monitoring, and the measures put in place in any cases where the impact (on street level recycling rates) is lower than forecast in any areas of the borough.

7.20 *Response* - This recommendation is welcomed and officers will ensure that impact monitoring and measures taken are recorded and reported back through relevant channels.

7.21 *Recommendation 7* - We recommend that in any implementation of residual waste restriction, careful consideration is given prior to any procurement of wheelie bins, with all other options fully explored.

7.22 *Response* - See 'Property Survey' from Section 8.2 below.

7.23 *Recommendation 8* - We recommend that the final Communications Strategy underpinning a move to residual restriction sets out a refreshed approach to communication and education on what, where and how residents can recycle, and on tackling scepticism and misconceptions.

7.24 *Response* - See 'Communications & Engagement Strategy' from Section 8.9 below.

7.25 *Recommendation 9* - That working groups are formed in areas with lower than average street level recycling rates. These should explore the forms of communications and engagement which could best achieve behaviour change in their areas. Ward Councillors should be engaged in this process, and asked to harness their knowledge to secure the involvement of other relevant community stakeholders.

7.26 *Response* - See 'Communications & Engagement Strategy' from Section 8.9 below.

- 7.27** *Recommendation 10* - An impact of residual waste restriction on street cleanliness is a key risk to be managed. We recommend the development of a specific mitigation strategy on this.
- 7.28** *Response* - See 'Enforcement Strategy and Policies' from Section 8.14 below.
- 7.29** *Recommendation 11 (Observation)* - All evidence considered, we are supportive of the RRP in respect of its target of a household recycling rate of 32% by 2022, and the emerging plans to achieve this.
- 7.30** *Response* - Please note that the revised recycling rate target submitted to the GLA is 31% by 2022/23. This however, does not limit our ambition to achieve a higher performance.

8.0 Project Planning

- 8.1** The RRP states that Hackney will explore the possibility of restricting residual waste and will consult on such measures. To ensure a decision can be taken based upon sound evidence, consideration of responses from a consultation exercise and appropriate investigation and development of key aspects required for such a service change, a project plan has been developed. In addition a project team has been working on a number of activities ahead of a decision being taken as to whether to introduce fortnightly residual waste collections or otherwise. These are detailed below.

Property Survey

- 8.2** In order to establish how many properties could be eligible for fortnightly collections, a property survey of street level properties has been undertaken. The survey took account of what properties currently have in terms of bin provision, whether they have space for additional bins (ranging 90l to 240l), and any obstructions to service delivery that may be present. This will allow any future service to be developed on a solid grounding, identification of the most appropriate type of container to be procured, and issues to service coverage and deliverability identified at an early stage.
- 8.3** Restriction has been looked at in terms of provision of 2 x 90l bins or a 140l wheeled bin. The results of the survey identified no significant difference in coverage potential for each containment option: the 140litre wheeled bin option can be accommodated in 67% of dwellings (28,610 properties), and the 2 x 90litre bins can be accommodated in 63% (27,091 properties).
- 8.4** If coverage is considered on the basis of whole streets, there are 770 streets (82%) where at least half of the properties on the street could accommodate the required bins and 56 streets (6%) where none of the properties could fit the required bins (this includes residential streets which open directly on to the pavement with no storage facilities). Properties on high streets and in town centres (including flats above shops), typically with daily collections, are not within scope for restriction.
- 8.5** This piece of work has enabled evidence to be gathered which will later inform a decision as to the type of containment, which will also ensure that Recommendation 7 above has been taken into account.

Consultation

- 8.6** Hackney's RRP stated that the Council would consult on restricting residual waste. A consultation package has been developed with the Consultation Team, and the consultation went live on 30th September 2019 closing on 9th December 2019. The Consultation Pack can be found in Appendix D, and this was posted to street level properties. It is also available online.
- 8.7** The consultation sets the background as to why the Council is consulting, explains what is being proposed i.e. fortnightly residual collections to street level properties, and why we are consulting. A number of FAQs are presented to allow consultees to make an informed decision, and the opportunity was taken to include a recycling leaflet explaining the services that the Council offers.

8.8 Officers have also set up four drop in sessions across the borough, as well as engaging with staff who live in Hackney at the Chief Exec Roadshows, and attending other events such as Hackney's Sustainability Day.

8.9 The questions have been set out in the following sections:

- Your household and property type
- Your rubbish and recycling collection service;
- Rubbish & recycling proposals;
- About you

8.10 The results of the consultation will be reported back to Cabinet along with recommendations for restricting residual waste, or otherwise, in April 2020.

8.11 An Equalities Impact Assessment has been written and published alongside the consultation, which will be reviewed and updated as necessary in January 2020 following analysis of the consultation results.

Communications & Engagement Strategy

8.12 Discussions have begun with the Communications Team regarding developing a comprehensive communication and engagement strategy for any potential service change. This will be designed and developed to include printed material, social media and outreach activities. The communications and engagement activity will be split over four key phases, should the proposed service change be approved at Cabinet:

Phase one – September 2019 to April 2020, with key messages being:

- Recycling the correct materials to improve recycling and reduce contamination;
- Early service change messages preparing residents for changes, which in the main is contained within the consultation with key stakeholders;

Phase two – April 2020 – October 2020, with key messages being:

- Ensuring that residents understand what the service change means for them;
- Stronger messages about the service changes and when it will begin;

Phase three November 2020 – March 2021, with key messages being:

- Supporting the service go live;
- Ensuring residents are familiar with the fortnightly collection schedule and how to use the service;

Phase four – Post March 2021, with key messages being:

- Greater focus on encouraging increased recycling behaviours, particularly on getting residents to make the most of their weekly food waste collections;
- Thanking residents for their help in the rollout.

8.13 Each stage will also include messages encouraging increased recycling behaviours towards the recycling targets of 2022.

8.14 The service change is not going to directly affect all properties, at least in the first instance. Flats above shops, properties on high density red routes, purpose built and estates properties that use communal bins will not be affected. However, they will be aware of changes and so it is important that we still communicate with them, if only informing that their services are remaining unchanged.

8.15 In addition to this it is important to engage with householders early on in particular areas of the borough. Whilst policies will be developed including ones around large households which would potentially allow a larger capacity containment, the proposed restriction allowance may prove difficult to adhere to in the initial months of the service change. There are also areas of the borough with low recycling rates at street level properties, and focused work is needed

in these areas. A comprehensive communications and engagement plan will be developed that will incorporate the recommendations 8 & 9 from the Task & Finish Group.

- 8.16** It is also proposed that a team of Waste Advisors / Enforcement Officers be appointed to work in particular areas of the borough where participation in recycling is low and waste per household produced is high ahead of implementing any service change. An approach as to how this will proceed is currently being developed as part of an enforcement strategy. This will have built in review periods to assess the effectiveness of the approach, which will then be amended if necessary.

Enforcement Strategy and Policies

- 8.17** Key to ensuring an effective service roll out will be the development of key policies, which will be embedded in service standards and an enforcement policy. Policies as a minimum should include:
- No side waste;
 - Bin lid shut;
 - No ad hoc or emergency collections in between collection dates where the resident is at fault;
 - Large family requirements;
 - Assisted collections.

- 8.18** The Enforcement Strategy will include procedures written for relevant policies, which will back up the communications and engagement strategy to affect behaviour change, and to ensure high levels of street cleanliness are maintained. Effective enforcement is essential for the success of this service change, without which performance gains are likely to be less than modelled. The enforcement strategy, policies and associated monitoring will further ensure that recommendations 6 & 10 from the Task & Finish Group will be fulfilled.

Service commencement

- 8.19** Should a decision be taken to implement restricted residual waste, it is proposed that the operational service implementation will take place in phases. The proposed timetable is for a five phase approach covering the five collection days. The first collections, if changes are approved, will commence in November 2020, finishing in March 2021, avoiding the Christmas period.
- 8.20** It is not anticipated that the collection of waste on a fortnightly basis will present any major operational difficulties. However, this is dependent on residents adhering to the new service changes, which will mean restricting their residual waste and placing the waste they produce only in the containers provided. All materials residents produce should be disposed of, reused, recycled or composted by using the appropriate services for those materials.

9.0 Financial implications

- 9.1** This report sets out key activities included in the RRP, which have significant cost implications flowing from the implementation of the plan to deliver the recycling and other targets set under the Mayor of London's Environment Strategy.
- 9.2** The current annual cost to the Council of waste collection and disposal is £13.9m. The 2019/20 service budget for refuse collection and co-mingled recycling is £6.9m, an increase of £700K on the 2018/19 budget, which reflects the pay award, changes affecting staff holiday pay and the increasing number of households in the borough.
- 9.3** The 2018/19 waste levy payment to the North London Waste Authority was £6.8m. As outlined in the Council's Medium Term Planning Forecast the cost of the waste disposal levy is expected to rise significantly over the medium term to long term as new waste management infrastructure is constructed over the next seven years.
- 9.4** As has been known for some time, NLWA's existing waste management infrastructure at Edmonton is reaching the end of its operating life and options for a replacement facility are

being developed. The estimated levy payments based on the latest estimates from NLWA and included in the Council's financial planning for the next 3 years is set out in Table 2 below.

	2018/19	2019/20	2020/21	2021/22
Estimated NLWA Levy £000	6,765	6,998	7,993	10,400
Increase £000		233	995	2,407
Increase %		3.4	14.2	30.1

Table 2 Estimated Levy Payments

- 9.5** It is therefore essential for the Council to mitigate this additional cost as far as possible and diverting waste from landfill, i.e. increasing our recycling rate is the most significant factor in this. The development and implementation of the RRP is key to supporting this aim and mitigating the extent of the increase in the waste levy. Current tonnage estimates suggest that service changes could result in cost avoidance of approximately £250k per annum.
- 9.6** The RRP sets out initiatives and options that impact on the waste collection and disposal services and these are set out in section 5 above.
- 9.7** It is considered that the most effective way of increasing the recycling rate is to restrict residual waste through reduced residual waste collections. A move to fortnightly collections for street based properties is a significant service change and would require implementation funding. The service has worked with finance to estimate the cost of mobilisation with higher end costs amounting to £2m. This estimate includes consultation and communications, householder engagement activities and equipment costs, such as the provision of containers.
- 9.8** In addition to the costs outlined above, there will be a need to employ additional enforcement officers to bring about the required behavioural change to ensure that the service change is successful and delivers the desired increase to the recycling rate. This has been estimated at £1.2m which covers a period of 2 years should the decision to restrict residual be taken at Cabinet. This again is an upper cost, and any enforcement strategy implemented will have a review period to ensure that the approach taken is performing and amendments made if necessary.
- 9.9** The total estimated upper end cost of implementing a shift to fortnightly collections is £3.2m over a 2 year implementation period. Once a decision on the model for fortnightly collections is taken the costs will be fully identified with all implications explored and financially evaluated.
- 9.10** There will also be an impact on the productivity of the waste crews, and a potential negative impact on the street cleansing function and changes that are introduced will need to be managed. It is also recognised that there are potential efficiency savings which may flow from reducing the frequency of residual waste collections but this will take time to realise.
- 9.11** The cost of the implementation is significant and with the financial challenges facing the Council the service will need to work with the Group Director of Finance and Corporate Resources to evaluate the impact of this plan on the overall financial position of the Council. This could increase the savings required to balance the Council's budget over the medium term. Due diligence and detailed financial modelling will be undertaken to fully understand the investment required for this service change and options to resource this investment will need to be identified as part of the Council's financial planning.
- 9.12** There will be a requirement for checkpoints within the implementation plan to evaluate the success of the service change to ensure that the desired outcomes, i.e. increased recycling rates, are on target so that we do not get to the end of the implementation with limited success and the one off investment becomes an ongoing requirement.

9.13 In addition to the impact of the RRP on the waste service there are potential impacts on other areas of the Council. The RRP will include detail on how the Council is reducing its environmental impact overall including details of how and when all HGV waste fleets will be ULEZ compliant and details of alternative fuels used. These will be included in the Council financial planning.

10.0 Conclusion

10.1 This report has highlighted the key elements of Hackney's RRP, which has been submitted to the GLA, demonstrating that we are in 'general conformity' with the Mayor of London's Environment Strategy.

10.2 The report further outlines the recommendations made by the Waste & Recycling Task & Finish Budget Group, and responses to those.

10.3 The report then goes on to detail the activities currently being undertaken, which will inform a decision as to whether Hackney should take the decision to implement fortnightly residual waste collections.

10.4 The decision is due to be taken at Mayor & Cabinet in April 2020. That report will set out the results of the consultation, the proposed type of containment, a proposed communications and engagement plan and the proposed enforcement strategy and policies that will be required should the decision to implement fortnightly collections be taken.

11.0 Appendices

11.1 Appendix A - Hackney's Reduction & Recycling Plan (Appendices Ai-Aiv)

11.2 Appendix B - GLA Officer's Feedback to the RRP

11.3 Appendix C - Hackney Response to GLA (Appendices Ci-Cii)

11.4 Appendix D - Consultation Pack (Appendices Di-Diii)

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Hackney's recycling strategy focuses on waste prevention, re-use and recycling and fits within the North London Joint Waste Strategy, which covers waste treatment and disposal. The Council's vision and values serves to mobilise the Council and its residents to obtain a unified direction which results in a reduction in waste sent to disposal, a reduction of the environmental impact of this waste while working with local communities to reach the same goal. To do this, Environmental Services provides a comprehensive range of recycling services and supports a waste prevention programme that works with similar goals as described in the circular economy approach.

Recycling performance has followed an improving trend since services were introduced in 2001, with a gradual increase in service provision, from bring site services only to comprehensive kerbside collections of food and dry recycling for all street level and estate properties. Performance plateaued between 2009/10 and 2012/13 and then with the introduction of the commingled service in March 2013, 2013/14 saw an increase of over 1% that was sustained for the following year. Changes in regulations governing the materials recovery facility meant that contamination of recycling became a bigger issue in 2015/16 and this was seen in the recycling rate with a decrease to 24.8%. However from 2016 to 2019, with contamination stabilised and Hackney beginning to receive apportioned recycling from neighbouring reuse and recycling centres, the recycling rate is at an all-time high of 28%.

Hackney's situation is not unique to inner London boroughs and the challenges that the borough faces spread across most aspects of waste management. The Council has consistently addressed these challenges and provides one of the most comprehensive waste management and recycling services in London. Increasing housing growth is producing additional waste that requires collection, treatment and disposal capacity. Significantly, the ratio of estates based housing compared with street based housing is growing and with the current recycling performance on estates holding back overall recycling performance improvement the exposure to increasing disposal costs is clearly evident. Combined with the need to fund new waste disposal infrastructure, the [future financial impact](#) on Hackney is considerable.

DASHBOARD

London Borough of Hackney

Baseline (2017/18) performance against common reporting metrics

Metric	Performance 2017/18	Additional guidance and expectations
Total annual household waste per head (kgs/head)	305.23	Defra stats (Ex BVPI84a)
Total annual household residual waste per household (kgs/household)	544.48	Defra stats (Ex NI191)
Total annual household avoidable (edible) food waste (kgs/head)	47.05	Borough to estimate based on own or RL/WRAP food waste composition data. Estimates should be based on avoidable
Annual household waste recycling rate (% by weight)	27.40%	Defra stats
Annual LACW recycling rate (% by weight)	26.20%	Defra stats
Proportion (%) of properties receiving the Mayor's minimum level of service for household recycling:	91%	Borough to take from own info
% of kerbside collected properties collecting six core dry materials and separate food waste	100%	Borough to take from own info. Separate food waste does not include co-mingled with garden waste
% of flats (communal collections and flats within commercial buildings) collecting six main materials	100%	Borough to take from own info
% of flats (communal collections and flats within commercial buildings) collecting six main materials and separate food waste	87%	Borough to take from own info
Proportion (%) of waste fleet heavy vehicles that are ULEZ compliant (Euro VI diesel)	37% (2018/19)	All HGVS Euro VI (diesel) compliant by April 2019 (central London) and October 2020 (throughout London). See www.tfl .
Performance of LACW activities against the Mayor's EPS (tonnes of CO2eq per tonne of waste managed). Use tool found here	0.021	Boroughs to set by uploading WDF data into the GLA tool. GLA will provide EPS training in early 2019
Waste policy London City Hall		

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Set Common Performance Targets	Target year		Additional guidance and expectations
	2022/23	2025/26	
Total annual household waste per head (kgs/head)	290.13	294.72	Borough sets own targets, informed by RL/WRAP good practice
Total annual residual waste per household (kgs/household)	474.43	468.23	Borough sets own targets, informed by RL/WRAP good practice
Total annual household avoidable (edible) food waste (kgs/head)	44.99	44.89	Based on estimated avoidable food waste produced. The focus should be on what communication/behaviour change
Annual household waste recycling rate (% by weight)	31.00%	31.50%	Borough sets own targets, informed by RL/WRAP Route map modelling and other good practice. The GLA will use the
Annual LACW recycling rate (% by weight)	26.80%	27.50%	Borough sets own targets, informed by RL/WRAP good practice. Targets should at least match household recycling
Proportion (%) of properties receiving the Mayor's minimum level of service for household recycling (by 2020):	93%		Borough sets own target, informed by RL/WRAP good practice
% of kerbside properties (all household on a kerbside collection) collecting six main dry materials and separate food waste	100%		Borough sets own target, informed by RL/WRAP good practice. Separate food waste does not include co-mingled with
% of flats (communal collections and flats within commercial buildings) collecting six main materials	100%		Borough sets own target, informed by RL/WRAP good practice
% of flats (communal collections and flats within commercial buildings) collecting six main materials and separate food waste	88%		Borough sets own target, informed by RL/WRAP good practice
Proportion (%) of waste fleet heavy vehicles that are ULEZ compliant (Euro VI diesel)	100%	100%	All HGVS Euro VI (diesel) compliant by October 2020 throughout London
Performance of LACW activities against the Mayor's EPS (tonnes of CO2eq per tonne of waste managed). Use tool found here	0.018	-0.039	Borough to run their own scenarios using GLA tool to determine planned service changes against the EPS for target years
Waste policy London City Hall			

LACW: Local Authority Collected Waste

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London Environment Strategy	Key action – Local policy or waste	Key actions – core service	Key actions – behaviour change	Expected impact towards achieving	Key Milestones (including progress updates)
7.1 Drive resource efficiency to cut waste	<p>Council Manifesto 113: "We will roll out measures to improve the recycling rate and reduce residual waste, with new infrastructure and support focussed on Hackneys estates and flats across the borough."</p> <p>AND</p> <p>North London Joint Waste Strategy 2009-2020, Policy 4H1: "The Partner Authorities will aim to provide door-to-door recycling services to 95% of relevant households and achieve 65% capture rates of targeted recycling materials during the period of this strategy"</p>	<p>Kerbside restriction of residual waste Considering the introduction of fortnightly waste collections. A property survey to be carried out to determine number of kerbside properties with front garden space. Planning to consult and engage borough residents on potential waste collection changes.</p>	<p>Plan and deliver resident consultation/engagement throughout 2019, a 12 week consultation .</p>	<p>Kerbside residual restriction. Total annual residual per household decrease by 81.5 kgs/year by 2022/23 from 2017/18 (or 19.4% less).</p>	<p>-Property survey completed in 2019/20. -Consultation completed in 2019/20. -Resident workshops and focus groups. -Restriction modelling completed in 2019/20. -Introduction of fortnightly waste collections for street level in Q3 2020/21.</p>
7.1 Drive resource efficiency to cut waste	<p>Council's Waste Reduction Manifesto Initiatives</p> <p>-Manifesto 110: "We will seek to establish an object lending library, from which residents will be able borrow items they would otherwise have to purchase. This will help residents to minimise unnecessary waste, reducing the ecological footprint of the borough, free-up space in people's homes, and reduce the cost of living for the boroughs residents." -Manifesto 111: " We will expand the number of free water fountains to reduce the use of single use plastic bottles." -Manifesto 112: "Work across the borough to reduce the use of plastic and other non-recyclable containers and cutlery. We will also encourage businesses and other organisations to join with us to do the same." -Manifesto 114: "We will encourage the growth of the circular economy with new re-use hubs across the borough." AND North London Joint Waste Strategy, Policy 4. C1:"The Partner Authorities will continue to actively support the development of best practice in waste reuse and will encourage the development of community sector and other partnerships to deliver effective reuse</p>	<p>Object lending library Partner with Library of Things to develop a local object lending library in the borough in partnership with a local community group.</p> <p>Single Use Plastic Reduction Install (number) water fountains in parks and/or public realm. Promote national Refill app, currently 91 refilling stations available in the borough. Work with local business to establish a range of plastic free areas in the borough.</p> <p>Re-use Hubs Deliver 3 event hubs a year, to include community exchange events (Give or Takes), electrical, bike and clothes repair, and clothes swaps. Explore opening a reuse shop selling reusable furniture collected in the borough.</p>	<p>-Utilise all council communication approaches, traditional and digital channels and press releases to promote and encourage behaviour change around our key actions. -Community outreach to engage with residents and inform of the new services. -Participation in national Refill campaign. -Working with local businesses to join the Refill campaign. -Working with local businesses in a target key area to reduce single use plastics and partner with NLWA to maximise their efforts for the Low Plastic Zone project. -Partner with local community groups to increase reach in the borough. -Environmental Education Contract delivery with Ecoactive; Delivery of 310 school sessions to primary and secondary schools.</p>	<p>Object library and reuse hubs as well as reduction activities form part of Hackney's circular economy service proposals. They have some waste reduction estimations but these are low in comparison with overall borough's total waste.</p> <p>Reuse hubs: 1.5 tonnes per event, 4.5 tpa; Lending library: 11 tonnes per annum</p>	<p>-Hackney's Library of Things to launch by Q4 2019/20. -Delivery of three Reuse Hubs, known as 'Zero Waste Hubs' events, per year from 2019/20 to 2021/22. -120 Refilling stations with the Refill campaign by 2020/21. -Install 5 water refill stations in the public realm by Q1-2019/20 with Mayor of London funding. -Install water refill stations funded by the council across all major town centres in the borough.</p>
7.1 Drive resource efficiency to cut waste	<p>The Hackney Community Strategy 2018–2028. Vision: We will also encourage 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.</p>	<p>Delivery of waste prevention plan services: Furniture reuse collections, Real nappy subsidy, Toy gift appeal, Love Food Hate Waste, Home composting and #ZeroWasteHackney campaign.</p>	<p>-Utilise all council communication approaches, traditional and digital channels. -Participate in Resource London programmes and initiatives. -Participate in international, national and local campaigns such as Real Nappy Week, Compost Week, Zero Waste Week and European Waste Reduction Week. -Participate in national Love Food Hate Waste, Trifocal and Love Your Clothes campaigns -Environmental Education Contract delivery with Ecoactive; Delivery of 310 school sessions to primary and secondary schools. -Hackney will explore signing up to Courtauld Commitment 2025. The Council will also seek external funding to create partnerships between the Council, third sector companies and commercial organisations to reduce food waste levels in the borough.</p>	<p>306 tonnes of waste reduced per year.</p> <p>Based on real nappies: 100 tonnes/annum Food waste: 128 tonnes/annum Furniture Reuse: 56 tonnes/annum Home composting: 20 tonnes/annum Toy Gift: 2 tonnes/annum</p>	<p>-3,000 people reached directly with these campaigns/services annually from 2019/20. -35 Electrical items repaired annually from 2019/20. -1,500 clothes and toys repaired/donated annually from 2019/20.</p>

London Environment Strategy	Key action – Local policy or waste	Key actions – core service	Key actions – behaviour change	Expected impact towards achieving	Key Milestones (including progress updates)
7.1 Drive resource efficiency to cut waste	Sustainable Procurement Strategy 2018-2022	<p>-The Council has a policy related to avoidable plastics in Council offices. The policy includes encouraging reduced packaging of products being used by the Council and the preferential use of recycled and recyclable packaging over less desirable alternatives, such as polystyrene. There are plans to minimise and ultimately bring to an end the use of non-essential and avoidable plastics and strictly prohibit all avoidable plastic, disposable, and non-recyclable catering materials for Council operations. Catering services now avoid the use of single use plastic, the café uses VegWare and the water fountain in main Hackney Service Centre uses disposable paper cones.</p> <p>-Coffee cup recycling available in the Town Hall and Hackney Service Centre.</p> <p>-Disposable waste from coffee machines to end with the cessation of the single use coffee machine contract.</p> <p>-Single use milk coffee plastic pods switched to large milk tetra pack containers.</p> <p>-Single use sugar sachets provisions ended.</p> <p>Events Policy: Work towards reducing single use plastic from events, and encourage events vendor to move to compostable packaging.</p> <p>-We will prioritise those contractors and suppliers that demonstrate circular economy</p>	<p>Internal recycling:</p> <p>-Online survey and quiz competition to encourage reusable items and to increase participation to internal recycling services available to staff;</p> <p>-Demonstration in key buildings on recycling queries to staff during Green Office Week and Zero Waste Week;</p> <p>-Screensavers and kitchen screen adverts on recycling and reuse.</p> <p>-Financial incentives for staff to use reusable containers/coffee cups in the main cafe.</p> <p>Public facing:</p> <p>-Public facing: Promotion of alternative use to plastic bottles at all events.</p> <p>Circular Economy Champion:</p> <p>Work with LWARB to develop staff guides to embed circular economy principles into working practices of contracts, goods and services that staff manage.</p>	n/a	<p>-Switch to compostable material in internal council buildings in 2019/20.</p> <p>-Remove single use plastic milk pods from council buildings by Q1-2019/20.</p> <p>-Procuring reusable glasses/mugs for kitchen in key council buildings by 2019/20.</p> <p>-Standardise internal recycling across all council buildings by 2020/21.</p> <p>-Work with event vendors to move to compostable packaging throughout 2019/20 and subsequent years;</p> <p>-Deliver Circular Economy Champion goals throughout 2019/20.</p>
7.1 Drive resource efficiency to cut waste	North London Waste Authority Waste Prevention Plan 2018/20. The waste prevention plan has been in place in North London since 2007. Managed by NLWA's waste prevention team and working alongside borough colleagues. Borough and NLWA coordinate closely with implementing activities and quarterly waste prevention officer meetings. The Waste Prevention Team delivers an annual conference, The North London Waste Prevention Exchange, with the purpose of sharing best practice on waste prevention across a wider area. In the current 2018/20 plan the budget agreed was £480k for 18/19 and £480k plus inflation for 19/20.	<p>The priority waste streams in the current plan are Food, Bulky waste (furniture and WEEE), and textiles.</p> <p>The plan implements smaller scale initiatives, such as single use plastic, paper and real nappies, and waste prevention community funding, junk mail, waste education programmes.</p>	<p>In terms of engagement with the relevant Mayoral and Resource London programmes the current position is as follows:</p> <p>Mayor's project to reduce single use bottles – Refill London</p> <p>Low Plastic Zone - NLWA is working on a project to establish low plastic zones – where businesses in the area commit to reducing single-use plastic waste and promote the 'Refill London' app.</p> <p>Recycle for London – NLWA has liaised extensively with Resource London about the Authority's 'Save Our Stuff' recycling campaign targeting north London millennials and has attended meetings and input into Recycle for London communications too. Although NLWA has not used 'Recycle for London' as a campaign theme to date, Resource London is currently producing some artwork 'North London Recycles' for use in the area.</p> <p>Love Food Hate Waste – although NLWA is currently using its own 'Wise Up To Waste' branding for food waste prevention initiatives, the Authority uses Love Food Hate Waste data and statistics to inform and support key messaging on food waste prevention in north London and also signposts residents to the Love Food Hate Waste website for further information.</p> <p>Love Your Clothes - NLWA promotes the website and shares social media content from the campaign.</p> <p>Trifocal – NLWA has been involved in the development of the Trifocal project since its inception and has provided local information and</p>	<p>It is estimated that through the two-year waste prevention programme, approximately 10,000 per year (20,000 for 2018-20) tonnes of waste will be diverted from disposal, representing 1.2% of 2016-17's waste arisings.</p> <p>NLWA, LFHW potential food waste diversion across 7 boroughs: 6,400 tonnes as per North London Waste Prevention Plan 2018-2020.</p>	<p>-Completion of all waste prevention plan activities by March 2020.</p> <p>-Propose and approve a new waste prevention plan for 2020/22.</p>

London Environment Strategy Objective Reference	Key action – Local policy or waste contract commitment	Key actions – core service provision	Key actions – behaviour change activities	Expected impact towards achieving local targets	Key Milestones (including progress updates)
7.2 – Maximise recycling rates	<p>North London Joint Waste Strategy, Policy 4I1: "The Partner Authorities will work to provide all residents in multi-occupancy housing with either door-to-door collection services or a minimum of one "near entry" recycling site per 500 households as soon as possible. "</p> <p>AND</p> <p>Policy 4H1: "The Partner Authorities will aim to provide door-to-door recycling services to 95% of relevant households and achieve 65% capture rates of targeted recycling materials during the period of this Strategy."</p>	<p>Kerbside: The Mayors minimum level of service is currently being met. All kerbside properties have a separate food waste collection and the mixed dry recycling collect in excess of the 6 dry materials. Garden waste is collected separately with no charge. Bulky waste collection bookings are charged, with exemption for those with housing benefits.</p> <p>Flats:</p> <ul style="list-style-type: none"> -The Mayors minimum level of service is currently being met with 6 dry recycling materials collected communally. -Food waste collections are offered in 95% of block of flats or 87% if including flats above shops. -Review the addition of food waste provision to the flats without a service. -Provide garden waste 'opt in' scheme for residents in estates. <p>Bring Sites: WEEE, Textiles, and media banks are available across the borough.</p>	<p>Kerbside and Flats:</p> <p>Communication & Engagement</p> <ul style="list-style-type: none"> -Continued engagement on recycling services via all council communications channels, traditional and digital advertising. -Participation in London (London Recycles) and national campaigns (Recycle Week). -Face to face outreach to approximately 1,000 residents in outdoor events. -Environmental Education via Ecoactive education charity contract to 7,000 children a year -Planning to consult kerbside residents on potential changes to waste collections. <p>Flats</p> <ul style="list-style-type: none"> -All Planning applications reviewed by the waste team to ensure that waste storage and maximising recycling is considered at early stages of regeneration and development process. -Leaflet delivery to new developments with accompanying letter to introduce new residents to recycling services. 	<p>Kerbside collected recycling expected to increase by 47.69 kg/hhd/yr (26%) by 2022/23 from 2017/18.</p>	<p>Kerbside: Consult residents on potential service changes from September to November 2019.</p> <p>Flats: 1,100 new planning applications to be reviewed annually.</p> <p>Review access to food waste service to flats above shops and remaining 5% of flats in block of flats.</p>
7.2 – Maximise recycling rates	<p>Corporate plan 2018-22, Building a Fairer, Safer, and more Sustainable Hackney.</p> <p>Council Manifesto 113: "We will roll out measures to improve the recycling rate and reduce residual waste, with new infrastructure and support focussed on Hackneys estates and flats across the borough."</p> <p>Manifesto commitment 115; "to introduce a green champions scheme across our estates to promote recycling."</p> <p>North London Joint Waste Strategy, Policy 4I1: "The Partner Authorities will work to provide all residents in multi-occupancy housing with either door-to-door collection services or a minimum of one "near entry" recycling site per 500 households as soon as possible. "</p>	<p>Flats recycling - Estates interventions:</p> <ul style="list-style-type: none"> -Introduction of a second recycling collections: increase frequency of recycling collections at 400 busy sites. -Introduce new design recycling bins with larger lids and reversed locking system to reduce contamination. -Additional 160 recycling bins to be put on estates to increase capacity to recycle. -Removal of third waste collections to reduce waste volumes. -Green champions trial: Estate residents will be recruited as green champions to promote recycling on their estates and encourage positive behaviour change. -Innovative communications campaign focused on four estates with supporting borough wide activity, to motivate and provide residents with the knowledge to correctly recycle on estates. -Introduction of reverse vending machine trial on an estate. -Working with LWARB to deliver estates interventions as part of the ethnographic research project to improve recycling in purpose built houses. 	<ul style="list-style-type: none"> -Implementation of green champion scheme in 2019/20. -Utilise Council communications channels: traditional, outdoor and digital advertising. -Outreach workshops, and doorknocking. 	<p>Recycling in flats through these interventions expected to increase by 737 tonnes extra by 2022/23 and remove 208 tonnes of residual.</p>	<ul style="list-style-type: none"> -Implementation of green champion scheme in 2019/20; -Add second collections by Q1-2019/20; -Additional 160 recycling bins by 2019/20; -Removal of 5 estates receiving a third waste collection by 2019/20; -Implementation of innovative communications campaign by 2019/20; -First reverse vending trial in a Hackney estates by 2019/20.

London Environment Strategy Objective Reference	Key action – Local policy or waste contract commitment	Key actions – core service provision	Key actions – behaviour change activities	Expected impact towards achieving local targets	Key Milestones (including progress updates)
7.2 – Maximise recycling rates	<p>-Corporate plan 2018-22, Building a Fairer, Safer, and more Sustainable Hackney.</p> <p>-Council Manifesto 113: "We will roll out measures to improve the recycling rate and reduce residual waste, with new infrastructure and support focussed on Hackneys estates and flats across the borough."</p> <p>AND</p> <p>-North London Joint Waste Strategy, Policy 411: ""The Partner Authorities will work to provide all residents in multi-occupancy housing with either door-to-door collection services or a minimum of one "near entry" recycling site per 500 households as soon as possible. "</p>	<p>Flats Recycling- Housing Estates Recycling Programme:</p> <p>The Estates Recycling Programme team is working with Planned and Asset Management, Estates Regeneration Programme, Building Maintenance and Estate Environment, and Housing Management teams across the Council to deliver a capital Programme that aims to improve the recycling performance on Housing estates:</p> <ul style="list-style-type: none"> -Closure of waste chutes and construction of new facilities with capacity to accommodate both waste and recycling bins in close proximity to the entrances of the blocks. There are 7 estates in the current phase of the Programme and over 100 estates to be considered in following years. -Improve existing waste and recycling facilities. -Ensure that all new and existing housing properties meet future service requirements. -Install units with separate compartments for waste and recycling in all properties that become vacant, kitchens that are refurbished, and in new kitchens on regenerated estates. -Deliver recycling welcome packs to new residents. -Deliver infrastructure works to improve waste and recycling facilities in estates that are not part of any other existing Programme. -Installation of new notice boards and signage to improve communication with residents. 	<p>Implementation of closure of waste chutes and construction of new facilities in 7 estates will take place in 2019/2020. Communication and engagement with residents includes:</p> <ul style="list-style-type: none"> -Attendance to Tenants and Residents Associations and Panel Meetings. -Doorknocking to inform residents about the proposed improvements. -Letters, newsletters, leaflets and posters. -Online feedback consultation form. -Letters to residents affected by the closure of the chutes. -Events, drop in sessions and estate walkabouts. <p>Estates Recycling Programme communication and engagement in other work areas:</p> <ul style="list-style-type: none"> -Information about the recycling services on notice boards: posters and leaflets. -Installation of additional notice boards to include information about the recycling service. -Delivery of leaflets, posters and other promotional material to community halls and Tenants and Residents Associations. -promote in Hackney Today. -Welcome packs for new residents that provide information about the recycling service. -Attendance of Tenants and Residents Association and Panel Meetings (boroughwide). 	<p>Phase 4 expected to add 31.5 tonnes of extra recycling and remove 188 tonnes of residual by 2021/22</p>	<p>Key milestones of the closure of waste chutes and construction of new facilities in 7 estates:</p> <ul style="list-style-type: none"> -Infrastructure works in 7 estates will be implemented in 2019/20 and works will start in Q3. -Procure a new contractor to undertake the infrastructure works as the existing frameworks are insufficient. -Consultation with residents. -Tonnage will be monitored throughout the duration of the project to determine whether the infrastructure works improved the recycling performance. -Develop a Planning Performance Agreement that will determine which of these works required planning permission. <p>Estates Recycling Programme</p> <ul style="list-style-type: none"> -Continue joint work with other departments/ teams. -Consider expanding the Programme to include more estates, to undertake similar type of infrastructure works, subject to funding and manifesto commitments.
7.2 – Maximise recycling rates	<p>Business waste and recycling collection service internal policy</p>	<p>Delivery of the commercial waste and recycling service:</p> <ul style="list-style-type: none"> -Service Summary: Residual waste, dry mixed recycling, separate glass, cardboard and paper are available to all customers boroughwide with adhoc special collections provided where possible including most non hazardous waste streams. <p>WRAP Zoning Project:</p> <ul style="list-style-type: none"> -Complete research with WRAP into potential for zoning. <p>Old Street District Partnership</p> <ul style="list-style-type: none"> - LBH Commercial Waste & recycling have been selected as the preferred provider of collection services for the Old Street District Partnership. The Waste Consolidation programme aims to cut costs for businesses, increase commercial recycling, reduce large vehicle traffic and associated air pollution and improve local environment quality 	<p>Commercial Waste:</p> <ul style="list-style-type: none"> - Exploring the use of business rates communications to promote recycling to borough businesses. Internal "Landing Pad" and shared customer account communications pushes. -Social media and traditional council channels. -Recycling based outreach/advice for businesses on how to most efficiently sort, separate and recycle their waste. -Utilise Resource London Commercial Waste Recycling Communications tools/advice. 	<ul style="list-style-type: none"> -Increase in glass tonnes collected for recycling by 100 tonnes by 2020/21 and by 500 tonnes by April 2024/25. -Increase food waste tonnage collected for recycling by 200 tonnes by 2020/12 and by 800 tonnes by 2024/25. 	<ul style="list-style-type: none"> -Improve Commercial recycling rate to 23.9% by 2020/21 and 27.3% by 2024/25. -Review service delivery quarterly to increase efficiencies and maximise recycling from local businesses annually. -WRAP results of zoning project with potential recommendations explored.
7.2 – Maximise recycling rates	<p>Schools Recycling Internal Policy</p>	<p>Review of the schools waste and recycling service:</p> <ul style="list-style-type: none"> -Increase capture of recycling, currently collect from 146 educational establishments. -Review waste and recycling volume ratios. -Increase food waste recycling in schools, currently collecting from 63 educational establishments. 	<ul style="list-style-type: none"> -Bimonthly schools recycling newsletter. -Environmental Education Contract. 310 sessions including recycling and waste prevention education sessions to school children and training staff on how to use school recycling facilities. 	<p>Collecting 1320 tonnes from schools a year:</p> <ul style="list-style-type: none"> *860 tonnes from dry recycling *465 tonnes from food waste collections *Factoring a growth in these streams over time. 	<ul style="list-style-type: none"> -Increase recycling collected from educational establishments by 2020/21.

London Environment Strategy Objective Reference	Key action – Local policy or waste contract commitment	Key actions – core service provision	Key actions – behaviour change activities	Expected impact towards achieving local targets	Key Milestones (including progress updates)
7.2 – Maximise recycling rates	Sustainable Procurement Strategy 2018-2022	<p>Review internal recycling:</p> <ul style="list-style-type: none"> -Work with facilities management to ensure uniformity of service across all buildings. -Introduce food waste where it is not currently existing. -Reduce contamination across all buildings, deliver waste audits. 	<p>Internal recycling:</p> <ul style="list-style-type: none"> -Online survey and quiz competition to encourage reusable items and to increase participation to internal recycling services available to staff. -Demonstration in key buildings on recycling queries to staff during Green Office Week and Zero Waste Week; -Screensavers and kitchen screen adverts on recycling and reuse. -Financial incentives for staff to use reusable containers/coffee cups in the main cafe. 	n/a	<ul style="list-style-type: none"> -All council buildings to run the same recycling services by 2020/21. -Introduce food waste recycling in council buildings without a service by 2020/21. -Reduce contamination in recycling bins and capture more recycling from waste bins.
7.2 – Maximise recycling rates	NLWA policy	<p>An amount of bulky type residual waste received at the Bulky Waste Recycling Facility (BWRf) at the Edmonton EcoPark is processed in a 'dirty MRF' facility to remove mixed paper and card, mixed plastics, other materials, scrap metal, rubble and wood from residual waste for recycling prior to the incineration of the remaining residual waste. Currently this amounts to circa 35% of this material being recycled.</p> <p>Large items of recyclable material are removed from bulky waste by operatives at Hornsey Street. In total 2,698 tonnes of material are removed from residual waste for recycling by these means. At Hendon scrap metal is pulled out and some bulky waste which is delivered to the Ecopark where it is recycled or shred before going to the (Efw).</p>	n/a	n/a	n/a
7.2 – Maximise recycling rates	NLWA's ability to receive the materials in scope of the minimum service	<p>Dry Recyclates The existing NLWA MRF contracts run to December 2019 and successor contracts are being procured at present under a negotiated procedure. The acceptance criteria for the current contracts and the specification for the proposed replacement contracts reflect the acceptance of the following materials:</p> <ul style="list-style-type: none"> - Cardboard, Newspaper and pamphlets, Mixed paper, Catalogues and Telephone directories, Plastic carrier bags, Aluminium Cans and Foil, Steel Cans, Plastic bottles (all colours and polymers), Glass bottles and jars (all colours), Cartons (e.g. milk, juice and Tetra Pak), Plastic pots, tubs and trays, Shredded paper. <p>The acceptance criteria and specification for the contracts reflect the accepted materials to be delivered as a single stream.</p> <p>The Greater London Authority (GLA) have already reviewed and approved the procurement exercise believed to be the first in London for this waste stream.</p>	Council publications, see D3 'Wise Up to Waste' website from NLWA.	n/a	n/a

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London Environment Strategy Objective Reference	Key action – Local policy or waste contract commitment	Key actions – core service provision	Key actions – behaviour change activities	Expected impact towards achieving local targets	Key Milestones (including progress updates)
7.3 – Reducing Environmental Impact	<p>Air Quality Action Plan 2019-2023. Currently under development (to replace 2015-2019 Plan) and also new Environmental Sustainability Strategy currently being written.</p>	<p>-Replacing complete fleet to the latest emissions technology 'practically' available. Most of the Councils LCV fleet are now Euro 6 compliant with the few remaining awaiting delivery.</p> <p>-Hackney operate one of the largest electric vehicle fleets of the London local authorities with 48 EVs operated and a further 8 awaiting delivery.</p> <p>-Hackney's EVs are supported by a charging infrastructure of 48 depot based charge points for fleet use only. The Council has installed 5 home based charge points for drivers that take vehicles home.</p> <p>-Currently delivering procurement exercise for all our HGV fleet at Euro VI. The bus fleet is already at Euro VI. Regarding electric vehicle technology we will tender for the supply of a next generation biofuel called HVO.</p>	<p>-Promote via council comms channels, digital and traditional media.</p> <p>-Showcase EV at Council's annual Sustainability Day.</p> <p>-Vehicle side advertising in new vehicles.</p>	<p>-Hackney have conducted formal emissions testing of the HVO fuel which has proven to be more than 80% CO2 efficient and up to 69% NOx efficient (depending on test cycle).</p> <p>-Continue to investigate and trial alternative technology and are recognised as a beacon authority for our history and ongoing work on fleet sustainability.</p> <p>-Roll out of new fleets expected to meet ULEZ commencing September 2019 to be fully compliant by 30th September 2020.</p> <p>-Hackney has been proactively using renewable biofuels from waste for over 10 years and was instrumental in the development of the Mayors Biodiesel Programme (receiving a letter of commendation from the Deputy Mayor).</p> <p>-Hackney has also contributed to case studies and information videos, and by 2016 was actively pushing the programme to explore a 'next generation' renewable biofuel called Hydro-treated Vegetable Oil (HVO).</p> <p>-In partnership with TfL and LoCity, Hackney carried out extensive trials of HVO including numerous controlled emissions testing for different drive cycles at Millbrook Proving Ground with exceptional results.</p> <p>-Hackney's experience with renewable biofuels is well documented in numerous industry information/advisory papers including those from The Energy Savings Trust, CENEX and many others. Further, Hackney has been nominated / won up to 13 awards for its green fleet over the last three years.</p>	<p>-It is feasible that in the near future and with some logistical management our whole fleet could be 'fossil fuel free'.</p> <p>-New ULEZ compliant fleet procured in April 2019 to be delivered in stages from September 2019 through to 30th September 2020.</p>
7.3 – Reducing Environmental Impact		<p>Used the GLA's online tool to determine performance of proposed waste service options against the Mayor's CO2eq emissions performance standard (EPS) and carbon intensity floor (CIF).</p> <p>Inclusion of lifecycle CO2eq emission KPI for contracts and services.</p>	<p>-Use traditional (Hackney Today, JC Decaux, leaflets and posters) and digital advertising via paid for and organic social media content and website banners.</p>	<p>Performance of new waste service options against the Mayor's 2020/21 EPS target.</p>	<p>Progress update with Resource London or GLA on new service change March 2020.</p>
7.3 – Reducing Environmental Impact	NLWA Policy	<p>The vehicle fleet of the NLWA's current main waste transfer, treatment and disposal contractor, London Energy Ltd (LEL), and those of LEL's subcontractors are currently transitioning to ULEZ compliance. The use of ULEZ compliant vehicles is a condition of the NLWA's proposed new commingled dry recycling processing contracts which are to begin in December 2019. It is a requirement of the main waste contract with LEL to use Euro IV vehicles as a minimum. However, LEL have initiated a vehicle replacement programme to ensure vehicles have Euro VI engines in order to comply with the ULEZ. In addition to this LEL are now using electric vehicles for members of staff and have vehicle charging points at Edmonton using energy generated from the Energy from Waste (EfW) plant.</p>	n/a	n/a	<p>-The main waste contract ends in 2025 and any further stipulations on contractors to use alternative fuel will be considered as part of the new agreement or subsequent variations.</p> <p>-In terms of minimising road vehicle movements within London the waste reception points available to the NLWA Boroughs reflect a good geographical spread within the NLWA area.</p> <p>-The majority of residual waste hauled by road within the NLWA area is subject to thermal treatment at Edmonton EcoPark.</p>

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London Environment Strategy Objective Reference	Key action – Local policy or waste contract commitment	Key actions – core service provision	Key actions – behaviour change activities	Expected impact towards achieving local targets	Key Milestones (including progress updates)
7.4 Maximising local waste sites	Millfields Waste Transfer Station recycling policy	<ul style="list-style-type: none"> -Segregation of bulky items being delivered to the depot. -Delivered/collected to/by recycling reprocessors, materials including: mattresses, wood (Category A), metal, paint, garden waste, SWEEE & WEEE. 	<p>Communication & Engagement:</p> <ul style="list-style-type: none"> -Continued engagement on recycling services via all council communications channels, traditional and digital advertising. -Participation in London (London Recycles) and national campaigns (Recycle Week). -Face to face outreach to approximately 1,000 residents in outdoor events -Environmental Education via Ecoactive education charity contract to 7,000 children a year. -Kerbside residents to be consulted in 	Current contribution of the waste transfer station to the recycling rate is 1.86%.	Ongoing commitment to segregate bulky items delivered to the waste transfer station.
7.4 Maximising local waste sites	North London Waste Authority (NLWA) Household Recycling Centre Policy	<p>Hackney doesn't have a Local Reuse and Recycle Centre (RRC) within borough boundaries but as these are managed by NLWA, Hackney residents have access to these.</p> <p>RRCs accepting a wide range of materials for recycling and accepting common household hazardous materials including gas bottles, fire extinguishers, paints, and waste electrical equipment.</p> <p>There are restrictions in place for access to sites by vans and on the quantities of soil and rubble that can be deposited. A further covered RRC will be developed by the NLWA as part of the wider redevelopment of the Edmonton EcoPark site.</p>	<ul style="list-style-type: none"> -Use traditional (Hackney Today, JC Decaux, leaflets and posters) and digital advertising via paid for and organic social media content and website banners. 	Current contribution attributed to Hackney residents is 1.36% a year.	<p>The wider redevelopment of the Edmonton EcoPark incorporates the development of a Resource Recovery Facility (RRF). This will contain a new Reuse and Recycling Centre RRC for the use of NLWA residents able to handle approximately 8,000 tonnes of waste per annum. It will also contain a new waste reception point and transfer station that will replace the BWRP. This will be able to handle up to 380,000 tonnes of various waste streams and will incorporate facilities for the processing of residual waste for recycling. The precise design of the RRF has still to be undertaken and its operational date is not precisely known but there is the potential that the level of recycling from residual waste will increase upon its operation.</p>
	North London Waste Plan	<p>The seven North London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest are working together to produce the North London Waste Plan (the 'NLWP') which will ensure adequate provision of land for waste use in the area up to 2035 and provide policies against which waste planning applications will be assessed.</p> <p>The proposed submission NLWP is currently being consulted upon until 12 April 2019 with adoption scheduled for Autumn 2020. The NLWP pools the apportionment targets set out in London Plan Policy S18.</p>		-	Adoption of NLWP Autumn 2020.

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Service	Title	Description	Timeplan
Street level	Garden waste	Ongoing administrative tasks, respond queries, promotion and update online calendars.	Ongoing
	Passover	Encourage Jewish households to use the chargeable bulky waste service. Monitor this service and review recycling capture rate and reduction in waste.	Annual
	Leaflet	Redeliver street leaflet to all street level properties. Include new materials.	March 2020
	Contamination interventions	Review contamination procedures and monitor interventions.	Ongoing
	Blue Bin Behaviour Change	Deliver a behaviour change trial in one food waste rounds. Send letters to 3,000 households to encourage participation. Monitor impact and recommend actions.	June 2019
	Flats Above Shops	Dry recycling to 5,000 flats above shops in the borough. Review service, provide monitoring, evaluation of performance and recommend service provisions.	March 2020
	Green Sack - Ongoing service	General ongoing administrative tasks, such as contamination monitoring and communications in social media and Hackney Today. Maintain residents informed of bank holidays waste and recycling collection dates with a leaflet drop to all street level properties.	Ongoing
Estates Interventions	Innovative localised campaign	Deliver an innovative campaign in one estate. To include a PR stunt and something not tried before to reach estates residents.	March 2020
	Green Champions	A manifesto commitment to deliver a green champion scheme with residents to enable a behaviour change amongst estate residents.	September 2019
	Reverse Vending Machine	Trial the use of a reverse vending machine to incentivise residents to bring their recyclable materials and increase recycling tonnages.	December 2019
	Larger reversed aperture bins	Increase the size of the aperture in recycling bins without increasing contamination but making it easier for estate residents to empty their contents.	September 2019
	Additional bins	Add 150 recycling bins in Hackney Housing estates to increase recycling volumes and capacity at existing recycling sites.	Sept 2019
	Additional collections	Add a second collection to existing recycling estate sites to reduce overflowing and to increase tonnages.	June 2019
	Remove 3rd collections	Remove the middle waste collection in estates with three waste collections without affecting the local environmental with increased side waste.	March 2020
Estates	Housing Association	Working with Peabody and Resource London in 6 phases to establish behavioural and attitude research and interventions to increase recycling.	Ongoing
	Garden Waste	Expand the lockable garden waste bins service to 10 low rise estates with gardens after a successful implementation trial earlier in 2016.	Ongoing
	Estates Recycling Programme	Deliver Phase 4, closing chutes and building new bin stores in 7 estates.	March 2020
	Estates - Ongoing service	General ongoing administrative tasks, such as contamination monitoring and communications in social media and HT. Deliver food waste liners and reusable bags to online requests. Provide 100% food waste coverage to block of flats that are suitable for the service. Work closely with waste operations and Hackney Services.	Ongoing
Communications	Electrical & Textile Waste	Deliver electrical/textile waste campaign in social media and online web advertising to increase tonnages.	Ongoing
	Zero Waste Hackney	Challenge residents to reduce waste as much as possible in Sept and November for European Waste Reduction Week	November 2019
	Recycling Incentives	Manage the 3rd year of the incentives and the next steps.	August 2019
	London Recycles	Utilise funding from to promote London wide campaigns which benefits the borough's recycling performance.	Ongoing
	Seasonal: Autumn & Xmas	Campaign to maximise capture of seasonal materials; pumpkins, leaves and christmas tree.	Ongoing
	Website & Postcode finders	Update website as required, monthly website analytics and update postcode finder with new monthly fixes.	Ongoing
	Events	Attend outreach events throughout the year to engage with 1,000 face to face to respond queries and increase recycling profile in the borough.	Ongoing
Others	Bring Sites	Ongoing bring site service queries, site monitoring, addition or removal of sites to include, textile, WEEE, Media banks and lightbulbs.	Ongoing
	Schools Recycling	Assessment of current bin provision, and realignment to 50:50 split for waste and recycling volumes, and reducing contamination. Increase food waste participation	Ongoing
	Schools Education	Environmental education contract delivery. Inclusion of further subjects such as air quality. Ongoing contract management.	Ongoing
	Recycling On the Go & Parks	Expand as required and maintain recycling on the go bins across identified areas. Maximise recycling activity in parks in summer. Liner/bin monitoring 1x a year.	Ongoing
	Wood & Mattress	Recycle wood and mattress from Millfields depot via contractors. Maintain monthly records, and manage contract with suppliers.	Ongoing
	50:50 Depot split	Maintain flytipping & household split from Millfields depot to ensure there is a balance in tonnages recorded for the benefit of overall recycling performance.	Ongoing
	Contact Centre Training	Deliver annual training events to ensure staff knowledge in recycling and waste prevention services available to residents.	Ongoing
	Circular Economy	Work with Resource London to champion circular economy activities in London local authorities.	March 2020
	Internal Recycling	Provide support to Facilities Management team for the delivery of internal recycling services and campaigns in council premises.	Ongoing
	Update Planning Guidance	Update the guidance available online with increase provisions for recycling volumes in new flat developments.	Ongoing
Reduce & Recycling Plan	As part of Mayor of London's Environmental Strategy, the council needs to complete the RRP with the support of Resource London.	August 2019	
	Toy Gift Appeal	Collection of second hand toys from libraries to be distributed by Forest Recycling Project to charities and at Give or Takes.	Ongoing
	Zero Waste Hubs	Deliver 3x events in partnership with Forest Recycling Project, Hackney Fixers, Traid and Betsy Swaps to promote repair and reuse.	Ongoing

#ZeroWasteHackney	Lending Tool Library	Develop and implement an object lending tool library.	March 2020
	Home Composting	Maintain the home composting subsidy scheme available to residents. Management of contract.	Ongoing
	Single Use Plastics	Deliver Refill campaign, liaise with FM to develop reduction campaigns and work with NLWA to deliver plastic free area in Kingsland Road.	July 2019
	Community Composting	Review active and inactive sites. Donate inactive sites to potential sites in the borough.	November 2019
	Furniture Re-use	Maintain the furniture reuse scheme available to residents until June 2018. Procure new 2 year contract, 2018-2020.	Ongoing
	Real Nappies	Deliver the Real Nappies for London campaign of £54 vouchers for real nappies to reduce disposable nappy usage in partnership with Hackney Nappy Network.	Ongoing
	Online Quizes	Deliver seasonal campaigns low cost online campaigns: Sanitary products, Bees Wraps, Bamboo toothburshes, recycled toilet paper and cotton produce bags.	March 2020

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2nd August 2019

Dear Dorothy Allen,

Response to GLA's feedback on Hackney's Reduction & Recycling Plan

Many thanks for the feedback that you have provided and suggestions for inclusion in Hackney's Reduction & Recycling Plan. We value the points raised, which you have recognised as important aspects in our plan, and demonstrates that we have considered and acted upon the requirements of the Mayor of London's Environment Strategy.

With regard to your feedback, we note that you have set this out in two sections: priority requirements and further suggestions and questions. We have carefully considered these and responded to each of the points. Where we feel appropriate we have included them in a revised Reduction & Recycling Plan (for ease we have identified which points we have updated in the RRP). Accompanying this letter you will find attached responses to your points, a revised Reduction & Recycling Plan (v2) and an assumptions document.

I would also like to take the opportunity to outline Hackney's commitment to reduce single use plastics: this includes our continued support for zero plastic, low waste nappies and Hackney assisted with the launch of the Real Nappies Bill; Hackney responded to the Environment, Food & Rural Affairs Committee inquiry into plastics; we have worked with the Hackney Service Centre cafe to switch to Vegware and drinks sold in cans, avoiding an estimated 120,000 items of single use plastics; we've developed a Hackney Low Plastic Zone; and we have held the UK's largest plastic bottle free event, the Hackney half marathon, and will be ensuring that other events follow this lead and become plastic free.

We hope that the responses we have provided are satisfactory. If not, we feel it would be useful to provide examples of best practice from other local authority Plans, to see how they have fulfilled your requirements.

If you require any further information please do not hesitate to liaise with the Environmental Services Strategy Manager, Sam Kirk at sam.kirk@hackney.gov.uk

Yours sincerely



Cllr Jon Burke
Cabinet Member Energy, Sustainability and Community Services

RRP Feedback Responses

Priority Requirements Questions

Q: The household recycling target of 32% by 2022 doesn't go as far as the WRAP routemap modelling estimate of 33-36%. What is the reason for that and could the authority go further in their household recycling target?

Amended in v2 of the RRP.

We have revised the figures based on an updated version of a property survey we recently commissioned with the help of Resource London. The recycling rate has come down as there are fewer households with space to contain a bin receptacle than we originally thought. The recycling rate has come down from 32% to 31%. This assumes implementation of an enforcement strategy, bin lid shut and no collection of side waste. It should also be noted that a decision has yet to be taken on the type of containment that will be used in Hackney (options are either 140l wheeled bin or 2 x 90l round top bins).

We have requested the WRAP routemap modelling to be shared with us, so that we can understand the assumptions and data that were used to come up with the 33-36% figure, both directly from WRAP and from yourselves but this has not been forthcoming. As such we are not able to test the assumptions and therefore provide an explanation as to the difference. We believe our local knowledge of the area, taking into account cultural sensitivities, property type and numbers, number of garden properties, and the subsequent modelling we have completed provides a more accurate outcome of the recycling rate with the actions we are taking forward. We are happy to share this with you and would appreciate if you could share the modelling and more importantly the assumptions that sit behind that. Without this information we aren't in a position to explain the difference.

Q: As the borough has a strong commercial service offering and one of the best in London, could it go further in its LACW recycling targets to at least match the target for household recycling?

Not amended in v2 of the RRP.

Our current commercial recycling rate (18/19) is 22.72%. We offer a full range of core recycling services including dry mixed recycling (DMR), glass, cardboard, paper and a free food waste service.

The streams targeted when focussing on increasing recycling, given the business make up of the borough, have been and continue to be DMR, glass and food waste. With the DMR being so competitively priced in Hackney/Central London and restrictions on our ability to subsidise collection costs, we felt that collected growth in DMR would be limited. However, continued night time economy growth coupled with competitive pricing and increased interest point towards continued growth for glass tonnages.

With our competitive edge regarding food waste, it is likely that we will see a strong growth in food waste tonnages and this is reflected in our projection with a near doubling of current tonnages.

RRP Feedback Responses

There has been little focus on commercial recycling, both nationally and at a local authority level until recently, with household recycling attracting the most industry attention. This and the lack of structure via National Indicator frameworks and local target setting for commercial recycling has meant that any recycling success local authorities have had until now has been largely due to organic growth and local business will. We feel that this local will and our pricing structure, which incentivises recycling over disposal, will continue to push our commercial recycling rate up.

Further, whilst we appreciate that the GLA recognises we have a strong commercial waste service, it should also be recognised that businesses have a choice as to who they have a commercial waste contract with, and although we currently have the market share, this isn't guaranteed. It should also be noted that local authorities typically get the harder businesses to serve. There are also other constraints; physical for example through lack of storage space for containment, and lack of legislative requirements for authorities to enforce recycling of different material streams. We are therefore supportive of the Government's new obligations being placed on businesses to separate waste for recycling. Under current rules, the obligation to separate falls upon commercial waste collectors, who have a very limited set of levers to encourage their customers to change their behaviour – especially when a customer can very easily opt for a different collector at any point in time. As a result, the rules introduced by the Waste (England and Wales) Regulations 2011 appear to have had little real effect on the behaviour of businesses. This may in part be due to enforcement responsibilities sitting with the Environment Agency, which did not receive additional resources for the task, and who do not routinely inspect commercial premises. Should new legislation come into force with regard to commercial recycling, and if local authorities are given powers to enforce any new legislation, as well as a major role in any franchising arrangements (Hackney have been involved in a WRAP project looking at this), and retaining responsibility for dealing with issues such as fly-tipped 'grey waste', then we may be in a better position to increase the LACW recycling rate.

Therefore, without the above and without the ability to further subsidise recycling collection costs, we feel that a real step change in rates is unlikely and that to align commercial targets with household targets would be unrealistic at this time. If you have examples of local authorities who are matching LACW recycling rates with household recycling rates, we would be interested in you sharing that knowledge so that we could investigate further.

Q: The target for total annual household avoidable food waste does not show a reduction. Given the positive work to reduce food waste, can the borough go further with this target?

Amended in v2 of the RRP.

The dashboard has been updated with new targets. From 2017/18 47.05 kg/head/yr, to 44.99 kg/head/yr in 2022/23 to 44.89 kg/head/yr in 2025/26.

Please also, next to each activity focused on food waste prevention, detail how this will impact the food waste prevention target

Amended in v2 of the RRP.

RRP Feedback Responses

The food waste reduction levels for Hackney based on [WRAP](#) potential diversion rates are 128 tonnes a year. This is based on WRAP's assumptions of reducing a minimum of 43 kg/hhd/yr and reaching a minimum of 25% of households.

Except for the EU funded Trifocal, the Love Food Hate Waste that Hackney engages with are only digital via organic posts on social media. We would like to see a continuation to the Trifocal London wide campaign after the EU funds ends. This will ensure a coordinated approach to a London specific LFHW campaign, as well as providing statistical data to ensure we can measure progress, reduction in edible food waste in both food waste recycling and waste collection services.

Q: In the action plan, please provide estimates and evidence for the impact you expect to see from all planned activities and how this will contribute to the local reduction and recycling targets set in the dashboard

Amended in v2 of the RRP.

Full assumptions are provided in the accompanying document.

Q: Please include detailed milestones for all your key action plans, e.g. the potential date for roll out of restricted residual collections. We understand that such timescales at this stage may be indicative and subject to change

Amended in v2 of the RRP.

Introduction of fortnightly waste collections for street level in Q3 2020/21.

Q: Has the borough considered any other interventions for restricting residual waste, e.g. by containerising waste?

Not amended in v2 of the RRP.

Hackney currently operates a clear all sack collection for residual waste. The proposed new services are looking at two options for containment with the decision being made at the early September. The two options are either provision of a 140l wheeled bin or 2 90l round top bins.

Q: Please express the borough's Emissions Performance Standard (EPS) score in tonnes of Co2eq per tonne of waste managed

Amended in v2 of the RRP.

RRP Feedback Responses

Further Suggestion/Questions

Q: We're pleased that Hackney plans to install water fountains in parks in the borough. How many water fountains will the council install and are any of these linked to the GLA?

Amended in v2 of the RRP.

The quantity of fountains to be installed by Hackney will be announced shortly once funding is secured and confirmed. Provisionally five of the water fountains are linked to the GLA's programme.

Q: We suggest signing up to the Courtauld Commitment 2025 – a voluntary commitment to make food and drink production and consumption more sustainable – to benefit from resources for communicating with residents and businesses)

Amended in v2 of the RRP.

We will look into this as the Council has strong commitments to reducing food waste. The Council will also seek external funding to create partnerships between the Council, third sector companies and commercial organisations.

Does the borough have any plans to deliver the following for businesses:

Q: Business focused engagement activities, e.g. waste audits or training?

We have recently been selected by the Old Street District Partnership as preferred provider for waste & recycling collections in the area. As part of the agreement, we will provide recycling workshops and waste audits to interested SMEs in the area. If successful, it is our hope to offer this boroughwide.

Q: Expansion of the business food waste service to increase recycling tonnages?

An increase in operational capacity will be made via fleet renewal to larger vehicles in January 2020. The associated increased tonnages are already cited. There are no plans to introduce further food waste rounds due to budgetary limits. Please also see question above regarding LACW.

Q: Can you also include the current commercial waste recycling rate alongside the commercial targets for a comparison?

The current rate is 22.72%.

Q: We understand that the borough has been selected as a preferred supplier for the Old Street Partnership which we suggest you reference in your RRP.

Amended in v2 of the RRP.

Q: Can you confirm how the figure for 20,000 tonnes of waste diverted from disposal through NLWA waste prevention activities was calculated?

RRP Feedback Responses

The NLWA have stated that the calculation has been derived from quantitative and qualitative evaluation of data for each of the activities delivered – combining calculation measures as needed – and has been used to assess the amount of waste we can assume is avoided as a result of our activities. When combined with the cost of our activities NLWA can calculate the cost per tonne of waste which they manage to divert. The methodology they use is consistent with that outlined in an EU-funded project called 'Pre-waste' which was designed to improve the effectiveness of waste prevention policies in EU territories.

Q: The maximising recycling section states that kerbside recycling is expected to increase by 51.75kg - can you include whether this means 51.75kg/hh/yr, and whether this increase is expected as a result of the fortnightly residual collections?

Amended in v2 of the RRP.

We can confirm that this is kg/hh/yr and includes the expected impact from introducing fortnightly collections.

Q: We are pleased to see improvement planned for the EPS performance, can you please include more information on the key actions and services that will improve greenhouse gas performance of waste activities? Please refer to the [EPS guidance](#) for more advice

Not amended in v2 of the RRP.

We hope that restriction of waste will remove more than 750 tonnes of waste from the waste stream as well as increasing dry recycling and food recycling yields. We plan to undertake extensive communication campaigns to both street-level and estate based properties that will increase plastic and textiles capture amongst other target materials. In addition to this we expect the new state-of-the-art Energy Recovery Facility to be operational by 2025 which will see a huge improvement in the efficiency of our waste disposal.

Q: What is the borough's plan for exploring options for renewable fuels made from waste products? Please refer to the [Mayor's Biodiesel Programme](#) for information or get in touch if you'd like to discuss further

Added in v2 of the RRP.

Hackney has been proactively using renewable biofuels from waste for over 10 years and was instrumental in the development of the Mayor's Biodiesel Programme (receiving a letter of commendation from the Deputy Mayor). Hackney has also contributed to case studies and information videos, and by 2016 was actively pushing the programme to explore a 'next generation' renewable biofuel called Hydro-treated Vegetable Oil (HVO). In partnership with TfL and LoCity, Hackney carried out extensive trials of HVO including numerous controlled emissions testing for different drive cycles at Millbrook Proving Ground with exceptional results. Hackney's experience with renewable biofuels is well

RRP Feedback Responses

documented in numerous industry information/advisory papers including those from The Energy Savings Trust, CENEX and many others. Further, Hackney has been nominated / won up to 13 awards for its green fleet over the last three years.

It is our intention to continue to develop our electric vehicle fleet to include HGVs, ideally sourcing electricity from sustainable sources. However, recognising that electric vehicle technology and its associated charging infrastructure development is still some time off we will be tendering for the contracted supply of bulk HVO this September and should be using renewable HVO on all of our non-electric vehicles by the end of 2019.

Q: Does the borough have any plans to restrict vehicle movements e.g. transportation of waste by river or rail where feasible?

The GLA were one of NLWA's statutory consultees for the Development Consent Order, and the GLA responses are in the following documents. Discussions regarding this matter would have been undertaken between the NLWA and GLA at the time.

[Document 1](#)

[Document 2](#)

[Document 3](#)

In addition the NLWA have further responded to this question:

There are no plans to transport waste by river or rail, which has been based on NLWA research: The Edmonton EcoPark site is the subject of major redevelopment proposals which have been approved by a Development Consent Order (DCO) granted by the Secretary of State for Business, Energy and Industrial Strategy. As the site adjoins the River Lee Navigation the NLWA investigated the possibility of transporting a proportion of the total waste to and incineration bottom ash from the Edmonton EcoPark via water. The results of the investigation show transport via the waterways will only be feasible with considerable infrastructure investment; regular monitoring and maintenance; management and oversight. Water transport costs are anywhere between 2.2 and 3.0 times as much as the equivalent road transport scenario. Transport via the waterways is shown to reduce CO2 emissions by between 36% and 64%. However, the avoided emissions are small in the context of the wider project (0.2% of the total avoided emissions). Furthermore, the wharf area of the EcoPark is proposed for an administrative building to site a number of essential functions to be developed early in the wider redevelopment programme. Furthermore, if the wharf area were to be used for water transfer this could lead to a mixing of heavy and light vehicles due to members of the public entering the site to use the proposed new Reuse and Recycling Centre.

Q: Do the NLWA Reuse and Recycling Centres have permits for residents and businesses to safely and effectively recycle and dispose of a range of materials, including hazardous waste?

RRP Feedback Responses

The NLWA reuse and recycling centres have permits to collect batteries, car batteries, used engine oil, fluorescent tubes, paint and gas bottles.

Q: Please include details of how the borough is or will measure the success of its sustainable procurement policies and activities for embedding circular economy principles into its working practices.

Hackney is a Circular Economy Champion borough, and even with this it is proving difficult to get CE principles embedded into working practices, especially as there is no guidance available for local authorities to follow. We are talking to LWARB about this and it may be an opportunity for Hackney to work with the GLA through the CE Champions programme to identify ways in which this could be measured and achieved, thereby creating some best practice guidance for authorities in London, and further afield. We would be happy to discuss this with you further.

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Consultation on proposal to introduce fortnightly waste collections

 Have your say by 9 December 2019

PART 1 - YOUR HOUSEHOLD AND PROPERTY

Q1. How many people including yourself, live in your household (permanently)?

- 1-2 3-4 5-6 6-7 8+

Q2. What type of property do you live in?

- | | |
|--|--|
| <input type="checkbox"/> Detached house | <input type="checkbox"/> Flat in a converted house |
| <input type="checkbox"/> Semi-detached house | <input type="checkbox"/> Flat in a block or estate |
| <input type="checkbox"/> Terraced house | <input type="checkbox"/> Flat above a shop |
| <input type="checkbox"/> Other | |

If other, please specify below:

PART 2 - YOUR RUBBISH AND RECYCLING COLLECTION SERVICE

Q3. Which of the following rubbish and recycling collection services do you have?

Please tick all that apply.

- | | |
|---|---|
| <input type="checkbox"/> Green sack (household recycling) | <input type="checkbox"/> Brown bin (garden waste) |
| <input type="checkbox"/> Black sack (household rubbish) | <input type="checkbox"/> Communal rubbish bin (household rubbish) |
| <input type="checkbox"/> Blue food waste caddy | <input type="checkbox"/> Communal recycling bin (household recycling) |
| <input type="checkbox"/> Other | <input type="checkbox"/> Not sure |

If other, please specify below:

Q4. We provide a recycling service collecting paper, glass, metal and plastics. How satisfied are you with the current recycling collection services that you receive?

- | | | |
|---|---|--|
| <input type="checkbox"/> Very satisfied | <input type="checkbox"/> Neither satisfied nor dissatisfied | <input type="checkbox"/> Very dissatisfied |
| <input type="checkbox"/> Satisfied | | <input type="checkbox"/> Dissatisfied |

Q5. Rubbish (non-recyclable waste) is currently collected from your property on a weekly basis. How satisfied are you with the current waste collection service that you receive?

- Very satisfied Neither satisfied nor dissatisfied Very dissatisfied
 Satisfied Dissatisfied

Q6. Which of the following items do you currently recycle, using your green recycling sack (street level) or communal bins (estate or block)?

Please tick all that apply.

- Paper and card Plastic pots, tubs and trays
 Polystyrene Plastic film
 Tins and cans Food

Q7. Which of the following items do you currently put in your non-recyclable rubbish?

Please tick all that apply.

- Paper and card Plastic pots, tubs and trays
 Polystyrene Plastic film
 Tins and cans Food

Q8. How much of your food waste do you currently recycle using the blue bin recycling scheme? (Including fruit and vegetable peelings, teabags and cooked leftovers)

- None - I don't recycle my food waste
 Some of my food waste (about a quarter)
 Most of my food waste (about three-quarters)
 All of my food waste

If you do not take part in the food waste recycling scheme, please tell us why:

Q9. The Council strives to encourage residents and businesses to recycle as much waste as possible to minimise our impact on the environment. How important is it to you that people in Hackney recycle more?

Very important

Neither important
nor unimportant

Not very important

Important

Not important at all

PART 3 - RUBBISH AND RECYCLING PROPOSALS

More than 75% of Councils in England and 42% of Councils in London collect rubbish fortnightly (i.e. every other week), while collecting recycling and food waste every week. This helps to reduce the amount of rubbish that residents throw away and increases recycling. In Hackney, more than half of the rubbish people currently throw away in their rubbish bins could be recycled or composted.

In order to significantly drive up the borough's recycling rate and reduce the amount of material sent for incineration, Hackney Council is considering reducing the frequency of collection of your rubbish to fortnightly (i.e. every other week).

Q10. To what extent do you agree or disagree that the Council should encourage residents to recycle more?

Strongly agree

Neither agree
nor disagree

Strongly disagree

Agree

Disagree

Q11. To what extent do you agree or disagree that the Council should adopt the proposal to reduce non-recyclable waste collection frequency from weekly to every two weeks, while keeping weekly recycling and food waste collections?

Strongly agree

Neither agree
nor disagree

Strongly disagree

Agree

Disagree

Q12. Please tell us what impact you think, if any, the move to fortnightly non-recyclable rubbish collections would have on you and your family?

Very positive impact

Neither positive
nor negative impact

Very negative impact

Fairly positive impact

Fairly negative impact

If you answered very negative impact or fairly negative impact to Q12, please tell us why you think it will have a negative impact on your household?

Q13. Most households in the borough do not have bins provided for their waste, however the Council is considering providing bins (where space is available) for your non-recyclable waste if a decision is made to switch to fortnightly collections. This will reduce litter and vermin.

To what extent do you agree or disagree with this proposal?

- | | | |
|---|--|--|
| <input type="checkbox"/> Strongly agree | <input type="checkbox"/> Neither agree
nor disagree | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Agree | | <input type="checkbox"/> Disagree |

Q14. The proposals include providing each property (where space is available) with a new bin or bins for non-recyclable rubbish. The Council would only collect rubbish contained within the bin(s). This should encourage people to waste less, recycle more and to contribute to cleaner streets. There would be no change to collections of recycling sacks, food waste or garden waste containers.

To what extent do you agree with the Council only collecting non-recyclable rubbish contained within the bin(s)?

- | | | |
|---|--|--|
| <input type="checkbox"/> Strongly agree | <input type="checkbox"/> Neither agree
nor disagree | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Agree | | <input type="checkbox"/> Disagree |

Q15. If the Council makes changes to the waste and recycling services you receive, how would you like us to tell you about it?

Please tick all that apply.

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> Leaflet | <input type="checkbox"/> The Council's e-mail newsletters |
| <input type="checkbox"/> Letter | <input type="checkbox"/> Hackney Council publications, such as Hackney Today |
| <input type="checkbox"/> Website | <input type="checkbox"/> Face-to-face communication at your door |
| <input type="checkbox"/> Text message | <input type="checkbox"/> Face-to-face communication at local community events |
| <input type="checkbox"/> Social media | |

Q16. How have you previously heard from the Council about waste and recycling services?

Please tick all that apply.

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> Leaflet | <input type="checkbox"/> The Council's e-mail newsletters |
| <input type="checkbox"/> Letter | <input type="checkbox"/> Hackney Council publications, such as Hackney Today |
| <input type="checkbox"/> Website | <input type="checkbox"/> Local newspapers, such as the Hackney Citizen
and Hackney Gazette |
| <input type="checkbox"/> Text message | <input type="checkbox"/> Face-to-face communication at your door |
| <input type="checkbox"/> Social media | <input type="checkbox"/> Face-to-face communication at local community events |

Q17. Do you have any other comments regarding the proposed service changes?

Q18. The Council’s Greener Hackney e-mail newsletter provides regular updates on green issues like recycling, the environment and sustainable transport.

Please tick the box below if you are interested in receiving this newsletter.

Yes, I would like to receive the Council’s Greener Hackney newsletter

Email Address:

Your email address will be stored and used under the strict controls of the 1998 Data Protection Act and the 2018 General Data Protection Regulations (GDPR). Your email address will not be made public or passed on to any third party. If you have signed-up to the newsletter you can visit www.hackney.gov.uk/newsletters to unsubscribe at any time.

About you

This information will help us to understand our service users and residents, allowing us to establish if the response to the questionnaire is representative of the borough. The information is used under the strict controls of the 1998 Data Protection Act and the 2018 General Data Protection Regulations (GDPR). This information is optional and will not be used in a way that identifies you.

What is your post code?

- | | | | |
|-----------------------------|------------------------------|------------------------------|--|
| <input type="checkbox"/> E1 | <input type="checkbox"/> E9 | <input type="checkbox"/> EC2 | <input type="checkbox"/> Other, please specify |
| <input type="checkbox"/> E2 | <input type="checkbox"/> E10 | <input type="checkbox"/> N1 | <div style="border: 1px solid #4CAF50; height: 20px;"></div> |
| <input type="checkbox"/> E5 | <input type="checkbox"/> E15 | <input type="checkbox"/> N4 | |
| <input type="checkbox"/> E8 | <input type="checkbox"/> EC1 | <input type="checkbox"/> N16 | |

What is your age group?

- | | | |
|-----------------------------------|----------------------------------|----------------------------------|
| <input type="checkbox"/> Under 16 | <input type="checkbox"/> 25 – 34 | <input type="checkbox"/> 55 - 64 |
| <input type="checkbox"/> 16 – 17 | <input type="checkbox"/> 35 – 44 | <input type="checkbox"/> 65 – 84 |
| <input type="checkbox"/> 18 – 24 | <input type="checkbox"/> 45 – 54 | <input type="checkbox"/> 84+ |

Gender: Are you:

- Male Female

If you prefer to use your own term please provide this here:

Do you have a disability?

- Yes No

Under the Equality Act you are disabled if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities.

Ethnicity: Are you:

White:

- | | |
|---|---|
| <input type="checkbox"/> White - British | <input type="checkbox"/> White – Australian / New Zealander |
| <input type="checkbox"/> White - Welsh | <input type="checkbox"/> White - European Mixed |
| <input type="checkbox"/> White - Scottish | <input type="checkbox"/> White - Italian |
| <input type="checkbox"/> White - Northern Irish | <input type="checkbox"/> White - Kurdish |
| <input type="checkbox"/> White - Irish | <input type="checkbox"/> White - North American |
| <input type="checkbox"/> Gypsy or Irish Traveller | <input type="checkbox"/> White - Other Eastern European |
| <input type="checkbox"/> White - Other Western European | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> White - Polish | <input type="checkbox"/> White Other, please tell us if you prefer: |
| <input type="checkbox"/> White - Turkish | <input type="text"/> |
| <input type="checkbox"/> White - Turkish Cypriot | |

Mixed or multiple background:

- | | |
|--|--|
| <input type="checkbox"/> White and Black Caribbean | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> White and Black African | <input type="checkbox"/> Any other mixed background, please tell us if you prefer: |
| <input type="checkbox"/> White and Asian | <input type="text"/> |

Asian or Asian British:

- | | |
|---|---|
| <input type="checkbox"/> Indian | <input type="checkbox"/> Sri Lankan Tamil |
| <input type="checkbox"/> Pakistani | <input type="checkbox"/> Sri Lankan other |
| <input type="checkbox"/> Bangladeshi | <input type="checkbox"/> Vietnamese |
| <input type="checkbox"/> Chinese | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Nepali | <input type="checkbox"/> Other Asian, please tell us if you prefer: |
| <input type="checkbox"/> Sri Lankan Sinhalese | <input type="text"/> |

Black or Black British:

- | | |
|--|---|
| <input type="checkbox"/> Black British | <input type="checkbox"/> Black - Sierra Leonean |
| <input type="checkbox"/> Black - Angolan | <input type="checkbox"/> Black - Somali |
| <input type="checkbox"/> Black – Caribbean | <input type="checkbox"/> Black - Sudanese |
| <input type="checkbox"/> Black - Congolese | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Black - Ghanaian | <input type="checkbox"/> Other Black African, please tell us if you prefer: |
| <input type="checkbox"/> Black - Nigerian | <input type="text"/> |

Other Ethnic Group:

- | | | |
|-----------------------------------|--|--|
| <input type="checkbox"/> Arab | <input type="checkbox"/> Latin/South/ Central American | <input type="checkbox"/> Vietnamese |
| <input type="checkbox"/> Afghan | <input type="checkbox"/> Lebanese | <input type="checkbox"/> Yemeni |
| <input type="checkbox"/> Egyptian | <input type="checkbox"/> Libyan | <input type="checkbox"/> Jewish[1] |
| <input type="checkbox"/> Filipino | <input type="checkbox"/> Malay | <input type="checkbox"/> Charedi Jew[2] |
| <input type="checkbox"/> Iranian | <input type="checkbox"/> Moroccan | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Iraqi | <input type="checkbox"/> Polynesian | <input type="checkbox"/> Any other ethnic group, please tell us if you prefer: |
| <input type="checkbox"/> Japanese | <input type="checkbox"/> Thai | <input type="text"/> |
| <input type="checkbox"/> Korean | <input type="checkbox"/> Turkish | |
| <input type="checkbox"/> Kurdish | | |

Religion or belief: Are you or do you have...

- | | | |
|---|--|---|
| <input type="checkbox"/> Atheist/ no religious belief | <input type="checkbox"/> Hindu | <input type="checkbox"/> Sikh |
| <input type="checkbox"/> Buddhist | <input type="checkbox"/> Jewish | <input type="checkbox"/> Other, please tell us if you wish: |
| <input type="checkbox"/> Charedi | <input type="checkbox"/> Muslim | <input type="text"/> |
| <input type="checkbox"/> Christian | <input type="checkbox"/> Secular beliefs | |

Sexual orientation - Are you ...

- | | | |
|--|----------------------------------|---|
| <input type="checkbox"/> Heterosexual | <input type="checkbox"/> Gay man | <input type="checkbox"/> Lesbian or Gay woman |
| <input type="checkbox"/> Bisexual | | |
| <input type="checkbox"/> Other - Please tell us if you wish: | <input type="text"/> | |

If you would like to find out what this document says please tick the appropriate box, put your name, address and phone number at the bottom of this page and return it to the address below.

এই দলিলে কি লেখা আছে সে সম্পর্কে যদি আপনি জানতে চান তাহলে অনুগ্রহ করে উপযুক্ত বাক্সে টিক দিন, এই পাতার নীচে আপনার নাম, ঠিকানা ও ফোন নম্বর লিখুন এবং এটি নীচের ঠিকানায় ফেরত পাঠান। (Bengali)

如果你想知道這分文件的詳細內容，請在方框內打鉤，在本頁下面寫下你的名字、地址和電話號碼並寄到下面的地址。(Chinese)

Si vous désirez connaître le contenu de ce document, veuillez cocher la case appropriée et indiquer votre nom, adresse et numéro de téléphone au bas de cette page et la renvoyer à l'adresse indiquée ci-dessous. (French)

Ger hun dixwazin bizanibin ku ev dokument çî dibêje, ji kerema xwe qutîka minasib îşaret bikin, nav, navnîşan û hejmara telefona xwe li jêrê rûpel binivîsin û wê ji navnîşana jêrîn re bişînin. (Kurdish)

Jeśli chcesz dowiedzieć się, jaka jest treść tego dokumentu, zaznacz odpowiednie pole, wpisz swoje nazwisko, adres i nr telefonu w dolnej części niniejszej strony i przeslij na poniższy adres. (Polish)

Haddii aad jeclaan lahayd in aad ogaato waxa dokumeentigani sheegayo fadlan calaamadi godka ku haboon, ku qor magacaaga, cinwaanka iyo telefoon lambarkaaga boggan dhankiisa hoose ka dibna ku celi cinwaanka hoose. (Somali)

Si desea saber de lo que trata este documento, marque la casilla correspondiente, escriba su nombre, dirección y número de teléfono al final de esta página y envíela a la siguiente dirección. (Spanish)

Bu dökümanda ne anlatıldığını öğrenmek istiyorsanız, lütfen uygun kutuyu işaretleyerek, adınızı, adresinizi ve telefon numaranızı bu sayfanın alt kısmına yazıp, aşağıdaki adrese gönderin. (Turkish)

(Urdu) - اگر آپ یہ جاننا چاہتے ہیں کہ دستاویز میں کیا لکھا ہے تو ازراہ کرم مناسب باکس میں صحیح کا نشان لگائے اور اپنا نام، پتہ اور فون نمبر اس صفحہ کے نیچے لکھئے اور اسے نیچے دیئے گئے پتہ پر واپس بھیج دیجئے۔
Nếu bạn muốn biết tài liệu này nói gì hãy đánh dấu vào hộp thích hợp, điền tên, địa chỉ và số điện thoại của bạn vào cuối trang này và gửi lại theo địa chỉ dưới đây. (Vietnamese)

If you would like this document in any of the following formats or in another language not listed above, please complete and send the form to the address below.

In large print In Braille On Disk On audio tape In another language, please state:

Name:	
Address	
Telephone:	

Return to: The Consultation Team, London Borough of Hackney, Hackney Town Hall, Mare Street, London E8 1EA

Proposal to introduce fortnightly waste collections

 Have your say by
9 December 2019



How to have your say

 You can take part in the consultation online at
www.consultation.hackney.gov.uk

This will save the Council the cost of the return postage.

- Alternatively, you can **return your completed questionnaire** in the **FREEPOST** envelope provided
- Speak to council officers at the following **drop-in events**:
 - **29 October, 11am to 3pm, Stamford Hill Library**
Portland Ave, Stoke Newington, N16 6SB
 - **30 October, 11am to 3pm, Hackney Service Centre**
1 Hillman Street, E8 1DY
 - **7 November, 4pm to 8pm, Stoke Newington Library**
182 Stoke Newington Church Street, N16 0JL

Overview

We are consulting on reducing the frequency of non-recyclable waste collections from every week to every two weeks at street-level properties (generally houses, or houses that have been converted into flats, which have green sack recycling services) in Hackney.

This will not affect flats above shops or properties with communal bins, typically including estates and new build blocks. These proposals will not affect recycling or food waste, which will continue to be collected every week.

We are doing this to encourage people to recycle more, which will mean less material is sent to be incinerated, minimising the environmental impact of the waste our borough generates.

In June 2019, Hackney Council passed a Climate Emergency motion, which included the commitment to reduce carbon dioxide emissions by 45 % against 2010 levels by 2030, and deliver 'net zero emissions' by 2040. All Council services are part of this commitment and there is significant potential to achieve these goals by reducing waste and increasing recycling.

Background

Hackney residents have made great progress in the amount they recycle, from 1% in 1998 to around 28% today.

However, we have to do more to reduce the amount of waste we send to be incinerated or to landfill, where it releases harmful greenhouse gases into the atmosphere.

Our research shows that in Hackney over half of the rubbish people currently throw away in their rubbish bins could have been recycled or composted. We are therefore proposing to reduce the frequency of waste collections, which will encourage people to use their weekly recycling and food waste collections.

Other London boroughs that have introduced less frequent waste collections have seen their recycling rates increase. If these increases were replicated in Hackney, around 5000 tonnes of waste - the equivalent of the waste contained in 500 bin lorries - would be recycled instead of being thrown away every year.

Because our crews will continue to collect recycling weekly we do not expect the Council to save any money on collections. The changes are aimed solely at increasing the amount residents recycle. However, as it is set to cost us more to throw away waste in the coming years, we hope that recycling more and throwing away less rubbish will save money on our disposal costs in the longer term.

These proposed changes will also help us:

- Meet our commitment to the increasing recycling rates in The Mayor of London's Environment Strategy.
- Meet rising costs of waste disposal over the medium to long term as new waste management infrastructure is constructed over the next seven years. North London Waste Authority's existing Energy from Waste plant at Edmonton is reaching the end of its operating life and options for a replacement facility are currently being developed.

What is being proposed?

These changes would see **non-recyclable rubbish at on-street households** (generally houses that already have green sack recycling services, or houses that have been converted into flats) **collected every two weeks**, instead of every week.

Other recycling services would remain unchanged. Mixed recycling from green sacks and food waste in blue bins will continue to be collected weekly. Garden waste collections will continue to be collected fortnightly.

The proposals include giving each property with available space a new bin(s) which you would use for non-recyclable rubbish. The Council would only collect non-recyclable rubbish if it is contained within this bin(s). This would encourage people to waste less and recycle more and would reduce litter and vermin. There would be no change to collections of recycling sacks, food waste or garden waste containers.

Flats above shops, properties on high density red routes, flats in purpose built and estates properties that use communal bins are not affected by these proposals.

Frequently asked questions

Who would be affected by these changes?

We are consulting on reducing the frequency of non-recyclable waste collections at street-level properties (generally houses, or houses that have been converted into flats, that have green sack recycling services) in Hackney. This would not affect flats above shops or properties with communal bins, typically including estates and new build blocks.

Won't my rubbish get smelly after two weeks?

It is generally only food waste that rots or smells. By using your blue lockable caddy to recycle food waste, which would continue to be collected every week, you can prevent your rubbish from smelling.

Won't fortnightly collections attract vermin?

By using the weekly food waste service and your lockable caddy to recycle food waste, you can prevent rubbish from attracting vermin. You can also keep vermin away by making sure that you keep all of your non-recyclable waste in your rubbish bin and keep the lid shut.

Some households have more waste than others, especially with nappies, sanitary waste, general medical waste or people with pets. How would these proposals work for these households?

These items would continue to be collected in your rubbish and should be emptied and wrapped tightly in a bag to reduce space and smells. If your household does produce a lot of nappies or incontinence pads or has a large number of people living in it, we may be able to provide you with a larger bin after we have carried out an assessment.

What if my rubbish won't fit in my bin?

Over half the rubbish people throw away could be recycled. Fortnightly waste collections help encourage more recycling. If the proposals are implemented and you are recycling as much as you can each week and using all the recycling services provided, you will find that the waste that goes into your black bin is dramatically reduced and can be collected every two weeks.

Excess rubbish that does not fit in your bin would not be collected. If you found you were struggling to fit all your waste in your bin it probably means you are not recycling as much as you could. You can contact us or look on the website for additional advice about how you might be able to recycle more.

This surely will increase dumping (flytipping) in the borough.

Levels of fly-tipping are not expected to be affected but in cases that arise they will be investigated and enforcement action will be taken.

Won't this just encourage people to throw away non-recyclable rubbish into the recycling sacks?

Our waste crews will check recycling sacks to make sure they only contain recyclable material that we accept. If they contain non-recyclable material your recycling sack will be left and you will be notified that we couldn't collect your recycling because it contained incorrect items. You will need to remove the item(s) so it can be taken away on your next collection day.

What are you doing to help people who find it hard to use a bin?

If the proposals are implemented, we would continue to offer assisted collections to elderly or disabled residents who can't move their bin, following an assessment. You can only request an assisted collection if you have no other help to use your bin.

What type of bin are you proposing to provide?

We are currently considering what type of bin to provide to households in Hackney as part of these changes. We have recently completed a survey of all street-level households in the borough, and will use this to help make a decision on what type of bin to provide.

What if I don't have enough space for a bin?

All street level properties have been assessed for space to accommodate a bin and all properties deemed suitable will receive a bin and a fortnightly rubbish collection.

Do I have to have a bin?

We are proposing all properties on a fortnightly collection would need to have a bin to contain their rubbish to avoid excess rubbish being put out. We would only collect rubbish from the bins provided by the Council.

If you would like to find out what this document says please tick the appropriate box, put your name, address and phone number at the bottom of this page and return it to the address below.

এই দলিলে কি লেখা আছে সে সম্পর্কে যদি আপনি জানতে চান তাহলে অনুগ্রহ করে উপযুক্ত বাক্সে টিক দিন, এই পাতার নিচে আপনার নাম, ঠিকানা ও ফোন নম্বর লিখুন এবং এটি নিচের ঠিকানায় ফেরত পাঠান। (Bengali)

如果你想知道這分文件的詳細內容，請在方框內打鉤，在本頁下面寫下你的名字、地址和電話號碼並寄到下面的地址。(Chinese)

Si vous désirez connaître le contenu de ce document, veuillez cocher la case appropriée et indiquer votre nom, adresse et numéro de téléphone au bas de cette page et la renvoyer à l'adresse indiquée ci-dessous. (French)

Ger hun dixwazin bizanibin ku ev dokument çî dibêje, ji kerema xwe qutika minasib îşaret bikin, nav, navnîşan û hejmara telefona xwe li jêrê rûpel binivîsin û wê ji navnîşana jêrîn re bişînin. (Kurdish)

Jeśli chcesz dowiedzieć się, jaka jest treść tego dokumentu, zaznacz odpowiednie pole, wpisz swoje nazwisko, adres i nr telefonu w dolnej części niniejszej strony i przeslij na poniższy adres. (Polish)

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Bu dökümanda ne anlatıldığını öğrenmek istiyorsanız, lütfen uygun kutuyu işaretleyerek, adınızı, adresinizi ve telefon numaranızı bu sayfanın alt kısmına yazıp, aşağıdaki adrese gönderin. (Turkish)

(Urdu) - اگر آپ یہ جاننا چاہتے ہیں کہ دستاویز میں کیا لکھا ہے تو ازراہ کرم مناسب باکس میں صحیح کا نشان لگائیے اور اپنا نام، پتہ اور فون نمبر اس صفحہ کے نیچے لکھیے اور اسے نیچے دئے گئے پتہ پر واپس بھیج دیجئے۔
Nếu bạn muốn biết tài liệu này nói gì hãy đánh dấu vào hộp thích hợp, điền tên, địa chỉ và số điện thoại của bạn vào cuối trang này và gửi lại theo địa chỉ dưới đây. (Vietnamese)

If you would like this document in any of the following formats or in another language not listed above, please complete and send the form to the address below.

In large print In Braille On Disk On audio tape In another language, please state:

Name:	
Address	
Telephone:	

Return to: The Consultation Team, London Borough of Hackney, Hackney Town Hall, Mare Street, London E8 1EA

Rubbish

What should I put in my rubbish bags?



Polystyrene	Crisp packets
Nappies	Sweet wrappers
Tissues	Bubble wrap
Plastic wrap & film	Pet food pouches



- Collection times**
- Rubbish is collected weekly
 - Leave your rubbish bags at the edge of your property by 7am on your collection day
- Remember**
- Clean paper, glass, tins and plastic containers are recyclable and should go in your green sacks

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Public recycling banks items

For items not collected on the doorstep



Clothes & textiles



Small appliances



Light bulbs



Batteries

Use public recycling banks for textiles, clothes, small electrical appliances and low energy bulbs. Battery bins are available in all Hackney libraries. Find your nearest recycling bank at hackney.gov.uk/recycling-banks

Bulky waste

Free reusable furniture collections

If you have unwanted furniture in a reusable condition, book a free collection.



Your furniture will be collected and sold at an affordable price to families on low incomes.

Collections for other large items

We offer a collection service for bulky items. Collections start at £15 but residents who receive housing benefit do not have to pay.

🖱️ Collections must be booked in advance at hackney.gov.uk/bulky-waste

You can be fined £400 for fly-tipping if you don't book a collection



Waste & recycling centres

Hackney residents can use any of these waste and recycling centres for a range of household items, including unusable furniture, garden waste, scrap metal and electrical appliances.

- Islington, 40 Hornsey Street, N7 8HU
- Walthamstow, South Access Road, E17 8AX
- Leyton, Gateway Road, E10 5BY
- Wood Green, Western Road, N22 6UG

🖱️ Check hackney.gov.uk/recycling-banks for opening hours and to see any restrictions on what you can bring.



Stick me on your fridge or by your bin

What can I recycle?



Recycling

What can I put in my recycling sacks?



Glass bottles & jars



Plastic pots & trays



Plastic bottles



Cans, tins & aerosols



Paper & card



Foil & foil trays



Page 90

- Clothes & textiles
- Plastic wrap & film
- Polystyrene
- Electronics

- Batteries
- Nappies & tissues
- Garden waste
- Food waste

Collection times

- Recycling is collected weekly
- Leave your sacks at the edge of your property by 7am on your collection day

Remember

- Green sacks are for recycling only
- Put your rubbish in black refuse bags or carrier bags



Check your collection day:
hackney.gov.uk/recycling
 020 8356 6688

Food waste

What can I put in my food waste bins?



Plate scrapings



Fruit & vegetables



Tea bags & coffee



Bread & cakes



Rice & pasta



Egg shells & dairy



Raw & cooked meat



Raw & cooked fish



Bones



Plastic bags

Packaging

Nappies & tissues

Containers

Collection times

- Food waste is collected weekly
- Leave your bin at the edge of your property by 7am on your collection day

Remember

- Recycle all your food scraps and inedible leftovers
- The Council provides **free compostable liners**
- Compostable packaging can not be added to blue bins, just food waste

How to use your food waste caddy & bin:

- Use a liner for your food waste
- When full, tie the liner top and put in your outdoor food waste bin
- Pull the handle forward to lock your bin

Garden waste

What can I put in my brown bin & bag?



- Grass
- Leaves
- Cuttings
- Flowers
- Plants
- Weeds
- Twigs
- Small branches

- Soil
- Rubble
- Logs
- Large branches
- DIY wood
- Pet waste
- Rubbish
- Plastic bags

Collection times

- Garden waste is collected **every two weeks**
- Leave your bin/bags at the edge of your property by 7am on your collection day

Remember

- Overflowing or too heavy bins/bags will not be collected



Your garden waste is turned into compost

Order **FREE** green sacks, food waste bins & liners, garden bins & bags:
hackney.gov.uk/recycling
 020 8356 6688

City Hall
The Queen's Walk
SE1 2AA
09/07/2019

Sam Kirk
Environmental Services Strategy Manager
Hackney Council
Hackney Service Centre
1 Hillman Street
London E8 1DY

Dear Sam

Thank you for providing the Reduction and Recycling Plan (RRP) for the London Borough of Hackney received on the 18th June 2019.

We have now concluded an officer review of your RRP and as promised, I am writing to you to provide our initial feedback. The aim of our review is to understand how the borough will deliver the Mayor's minimum level of household recycling service by 2020 and meet reduction and recycling targets that contribute to the Mayor's London-wide targets, set out in his London Environment Strategy (LES). Through the RRP, local authorities can showcase the work they are already doing and demonstrate their level of ambition. The RRP making process also presents an opportunity for local authorities to inform us what they would like to do but consider they are not able to do, and why, so we can better understand local circumstances and the support needed.

In our feedback below we've highlighted the areas of the RRP that align to the Mayor's strategies, as well as some specific areas where we expect the London Borough of Hackney to go further or be more specific in its RRP benchmarking or action plan (divided into priority requirements and some further suggestions/questions). Please respond in writing to the following items and advise how these have been addressed in your final RRP and provide a copy of your revised RRP. As set out in our agreed timeline, please provide your written response and revised RRP by the 2nd August 2019.

We were pleased to see important aspects of the Mayor's LES reflected in your RRP actions. Namely, we were pleased to see a focus on the following:

- Continuing to deliver the Mayor's minimum level of service for household recycling, with collections of the six main dry materials (paper, card, glass, tins, plastic bottles and mixed rigid plastic) from all properties and separate weekly food waste from kerbside properties
- Improving recycling from flats, including provision of food waste collections to a high proportion of flats in the borough; reviewing extension of that service; working with LWARB to participate in and deliver interventions to estates from the flats recycling project
- Exploring the restriction of waste collections to fortnightly in order to reduce waste
- Activities focused on waste reduction and reuse in the community, e.g. partnership with the Library of Things; delivery of three reuse event hubs a year; promotion of the refill app and 91 refill stations in the borough; and offering bulky waste collections
- Participation in regional and national behaviour change communications, including Love Food Hate Waste, Trifocal and Love Your Clothes, as well as delivery of local #ZeroWasteHackney campaign

- Participation in the North London Waste Authority Waste Prevention Plan
- Embedding circular economy principles into working practices through the Sustainable Procurement Strategy, internal behaviour change activities and working with LWARB through the Circular Economy Champions programme
- Giving residents the opportunity to recycle other materials at bring bank sites, including WEEE, textiles and media
- All planning applications reviewed by the waste team to ensure that waste storage and maximising recycling is considered at early stages of regeneration and development
- Delivering garden waste collections and home composting initiatives
- Maximising commercial recycling services by offering commercial customers the level of dry recycling and food waste services offered to residents; plans to use the Resource London Commercial Waste Recycling Communications tools and advice to engage businesses; and exploring a zoning project with WRAP
- Reviewing the schools recycling service, aiming to increase capture of recycling and extend food waste services to more schools
- Transitioning waste fleets to low pollution options, the borough is currently operating one of the largest electric vehicle fleets in London and is planning for 100% of waste fleet vehicles to be Ultra-Low Emission Zone compliant by 2020
- Fulfilling waste apportionment targets set out in the London Plan, as addressed in the North London Waste Plan

Priority Requirements

- The household recycling target of 32% by 2022 doesn't go as far as the WRAP routemap modelling estimate of 33-36%. What is the reason for that and could the authority go further in their household recycling target?
- As the borough has a strong commercial service offering and one of the best in London, could it go further in its LACW recycling targets to at least match the target for household recycling?
- The target for total annual household avoidable food waste does not show a reduction. Given the positive work to reduce food waste, can the borough go further with this target? Please also, next to each activity focused on food waste prevention, detail how this will impact the food waste prevention target
- In the action plan, please provide estimates and evidence for the impact you expect to see from all planned activities and how this will contribute to the local reduction and recycling targets set in the dashboard
- Please include detailed milestones for all your key action plans, e.g. the potential date for roll out of restricted residual collections. We understand that such timescales at this stage may be indicative and subject to change
- Has the borough considered any other interventions for restricting residual waste, e.g. by containerising waste?
- Please express the borough's Emissions Performance Standard (EPS) score in tonnes of Co2eq per tonne of waste managed

Further suggestions/questions

- We're pleased that Hackney plans to install water fountains in parks in the borough. How many water fountains will the council install and are any of these linked to the GLA?

- We suggest signing up to the Courtauld Commitment 2025 – a voluntary commitment to make food and drink production and consumption more sustainable – to benefit from resources for communicating with residents and businesses (<http://www.wrap.org.uk/food-drink/business-food-waste/courtauld-2025>)
- Does the borough have any plans to deliver the following for businesses:
 - business focused engagement activities, e.g. waste audits or training?
 - Expansion of the business food waste service to increase recycling tonnages?
 - can you also include the current commercial waste recycling rate alongside the commercial targets for a comparison?
 - we understand that the borough has been selected as a preferred supplier for the Old Street Partnership which we suggest you reference in your RRP
- Can you confirm how the figure for 20,000 tonnes of waste diverted from disposal through NLWA waste prevention activities was calculated?
- The maximising recycling section states that kerbside recycling is expected to increase by 51.75kg - can you include whether this means 51.75kg/hh/yr, and whether this increase is expected as a result of the fortnightly residual collections?
- We are pleased to see improvement planned for the EPS performance, can you please include more information on the key actions and services that will improve greenhouse gas performance of waste activities? Please refer to the [EPS guidance](#) for more advice
- What is the borough's plan for exploring options for renewable fuels made from waste products? Please refer to the [Mayor's Biodiesel Programme](#) for information or get in touch if you'd like to discuss further
- Does the borough have any plans to restrict vehicle movements e.g. transportation of waste by river or rail where feasible?
- Do the NLWA Reuse and Recycling Centres have permits for residents and businesses to safely and effectively recycle and dispose of a range of materials, including hazardous waste?
- Please include detail of how the borough is or will measure the success of its sustainable procurement policies and activities for embedding circular economy principles into its working practices

I look forward to receiving your response to set out how the opportunities we've outlined have been adopted in your revised RRP by the 2nd August 2019.

If you have any questions, please do get in touch.

Yours Sincerely,

Dottie Allan
Senior Policy and Programme Officer

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Living in Hackney Scrutiny Commission 13th November 2019 Item 6 – Council and partnership response to escalation in serious violence review - Draft report	Item No 6
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Outline

For its main review for 2018/19 the Commission explored a number of aspects relevant to an escalation in levels of serious violence, which had been in evidence.

The draft report and recommendations from the review is enclosed (on pages 97 to 146). Further to its agreement by the Commission, this will be forwarded to the Executive and a response requested.

Action

Members are invited to review and endorse the report, subject to any amendments agreed in the meeting.

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LIVING IN HACKNEY SCRUTINY COMMISSION**Council and partnership response to escalation in serious violence review – Draft Report**Living in Hackney Scrutiny Commission – 13th November 2019

Cabinet - TBC

Council - TBC

Classification**Public****Enclosures****1. FOREWORD**

We set out on this review following an escalation in the most serious levels of violence, both in Hackney and elsewhere.

There are a very wide range of aspects which could have been considered, given the multiple areas with roles to play in preventing and tackling serious violence. Domestic violence is an issue which affects disturbingly high numbers of people. Analysis points to significant shares of violent incidents to be associated with the borough's night time economy. Our review could have explored the Council' and our partners' work in these areas. There are many others.

In the time available we gave significant focus to the work of the Council and its partners to prevent and tackle violence related to gang activity.

Gang activity accounts for very small shares of violent crime. However, gang-flagged crime trends to be more violent in nature. Gang-related activity had also largely accounted for an increase in the most tragic incidents which were in evidence in the lead up to the review.

Hackney's Integrated Gangs Unit (IGU) is delivering excellent work. Its co-located model enables a joined up approach to addressing gang-related violence. We have seen how the unit's focus is on preventing or diverting young people away from involvement in criminal activity, and exploitation by gangs, alongside delivery of enforcement action where this is needed to keep the community safe. Our recommendations here are aimed at enabling more areas to contribute towards supporting the IGU cohort towards positive outcomes.

Looking more broadly than the IGU, we welcome the considered approach of the Council, its partners and the community to the spike in violence which led to this review. We look forward to exploring what the next steps have been here.

On policing, we reach a view that reductions in officer numbers and operational change in local policing did not prevent an effective frontline response to the escalation in violence. However, reductions have left responses like this unsustainable in the longer term, and a reduced local police presence has affected feelings of safety which in itself can be a driver of harmful behaviour.

Greater use of stop and search across London formed an explicit part of the response to the escalation in serious violence. The use of stop and search powers – in particular no suspicion searches – are controversial and a source of concern. It is positive that the police's engagement with the borough's stop and search monitoring groups was reinvigorated under BCU Commander Sue Williams. It is vital that this continues.

Trust and confidence generally must be an area of ongoing focus. Here we also welcome the recent levels of community engagement of the Police. This also needs to continue.

Aside from thanking all of those who participated in the review, I want my final comments to be focused on the hugely positive contributions that the vast majority of our young people are making to life in the borough. This is in particular regard to those community groups who can suffer stigmatisation.

I would like to give specific thanks to the Inspirational Leaders within the Improving Outcomes for Young Black Men (YBM) Programme, and to the Youth Leadership Manager supporting them. They are demonstrating and broadcasting the successful lives which the majority of boys and young men in the borough are leading, and are working with the Council and partners to help identify and address barriers where they exist. We hope this report does at least some justice to their level of contribution to the borough, as well as that of the communities they represent.

I would also like to play tribute to the two St Giles Trust workers who spoke articulately and powerfully on their own personal journeys from involvement with the criminal justice system, to being mentors and sources of support for young people. They highlighted the potential for people to turn their lives around and to make invaluable contributions to improving the life chances of others.

I commend this report to the Council

Cllr Sharon Patrick



Chair- Living in Hackney Scrutiny Commission

DRAFT

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DRAFT

1. INTRODUCTION

- 1.1. We set out on this review in September 2018, following an escalation in the most serious forms of violent crime. This was in evidence both in this borough and elsewhere.
- 1.2. We have given significant focus to the work of the Council and its partners to prevent and tackle violence related to gang activity.
- 1.3. At the outset, it is important to be clear that gang related activity accounts for relatively small shares of overall levels of violent crime.
- 1.4. For London, it accounted for 5% of all knife crime with injury offences in 2016¹. The Community Safety Partnership's latest Strategic Assessment for Hackney found high shares of serious violence to happen in time periods and geographical areas which suggested association with the night time economy rather than street gangs. Domestic violence is also known to account for significant proportions of violence, both nationally² and locally³.
- 1.5. However, it is also the case that gang activity is a driver of some of the most serious forms of violence, and that gang-flagged crime trends to be more violent in nature.
- 1.6. On a London wide level in 2017, 57% of gang related stabbings featured a serious or fatal injury, compared to 34% of non-gang-flagged stabbings⁴. Grievous Bodily Harm (GBH) is one of the most serious forms of violence. Hackney's Strategic Assessment found that it accounted for only 3% of all crime in the borough in 2017/18. However, amongst all crime which was gang-flagged, GBH took a 40% share.
- 1.7. We were also aware that gang activity had largely accounted for the upsurge in the most serious and tragic incidents in evidence between November 2017 and early April 2018. That period saw what Officers had stated were six gang related murders in the borough.
- 1.8. This considered, we spent time exploring the work of Hackney's Integrated Gangs Unit (IGU), its links with other service areas, and the tools and methods it uses.
- 1.9. Our review followed soon after Amnesty International released its 'Trapped in the Matrix' report. This was focused on the Metropolitan Police Service's (MPS)

¹ [London Knife Crime Strategy](#)

² <http://researchbriefings.files.parliament.uk/documents/CDP-2018-0124/CDP-2018-0124.pdf>

³ It is estimated that 35,000 of our female residents have experienced domestic abuse, and that 6,000 children under the age of 18 have experienced domestic violence in the home³. Domestic Violence also features heavily in cases of serious youth violence specifically³.

⁴ Internal MOPAC analysis cited in MOPAC Gangs Violence Matrix Review

Gangs Violence Matrix. This is defined by the MPS as an intelligence tool used to identify and risk assess gang members in every London borough within an aim of reducing gang-related violence and preventing young lives being lost⁵.

- 1.10. The overall Gangs Violence Matrix is a tool which is owned and managed by the central MPS. There is a local Matrix for each borough. On a daily basis, these local matrices are combined to produce the current, London-wide MPS Gangs Violence Matrix. The lead responsibility for the management of local matrices falls with the local police in each borough.
- 1.11. The Amnesty report made a range of criticisms of the Gangs Violence Matrix, in a London-wide context. These included the measures used to inform who went onto the Matrix, how information was shared within some boroughs and – given this - the adverse effect across a range of areas which being on the Matrix could bring, particularly for those groups who are disproportionately represented on it.
- 1.12. During our review, both the Information Commissioner's Office (ICO) and the London Mayor's Office for Policing and Crime (MOPAC) reported significant issues around the ways that the Matrix was managed in some cases, although both also found evidence to support the use of such a tool. The MPS is working through an improvement plan in response to these findings.
- 1.13. Hackney's IGU uses the local, Hackney-based, Gangs Violence Matrix.
- 1.14. Given the concerns raised about the tool we explored the measures in place in Hackney to best ensure that people are not added unnecessarily, that data is tightly managed, and that those who are on it are best protected from unwarranted poor outcomes as a result of this.
- 1.15. Multiple areas both inside and outside the Council have roles to play in preventing and tackling serious violence. These go far wider than those represented in the IGU.
- 1.16. Examples include early years, transitions into and beyond different stages of the education system, prevention work to avoid school exclusions, health care provision for young people and young adults, support for parents of both younger and older children and young people, and securing and communicating positive opportunities. Many of these are outside of the Commission's remit.
- 1.17. Going into the review, we were aware that that one of the Council's responses to the escalation in violence had been its hosting of an event involving partners and community leaders.

⁵ news.met.police.uk/news/mps-response-to-amnesty-report-into-gang-matrix-305755

- 1.18. This forum explored the impact of serious violence on young people, communities and the organisations which support them. Four broad areas were identified which were most relevant to the prevention and tackling of the issue.
- 1.19. Following the event, the Council embarked on a detailed mapping exercise to gain a fuller understanding of the provision (be that delivered by the Council or other organisations) in the borough within the four identified broad areas. This was intended to help provide a fuller understanding of what was already in place, and to identify any further work needed. [We explored the broad findings of this exercise.](#)
- 1.20. It was timely to also look at aspects around policing.
- 1.21. Focus is needed on addressing the root causes of violence. However effective enforcement by the police - and its effective engagement of the community - forms a crucial role in the response to incidents, at least in the immediate term.
- 1.22. Local policing has undergone significant operational change.
- 1.23. 12 Basic Command Units (BCUs) have replaced the 32 borough model. Hackney formally joined with Tower Hamlets to form a Central East Command Unit in October 2018.
- 1.24. These changes came at the same time as significant funding reductions and reduced police numbers across the MPS. Prior to our review the Council's own Foot the Bill Campaign highlighted the impact of MPS funding reductions, with Hackney having seen a reduction from 770 Officers to 584 in the 7 years to October 2017, the most severe cut in London⁶.
- 1.25. We explored any affect which these operational changes and funding reductions had on the police's capacity to respond effectively to the spike in violence in Hackney.
- 1.26. In the lead up to the review there had been announcements around increased use of stop and search being one of the measures to tackle escalations in violence⁷.
- 1.27. Most stop and search powers require the police to have reasonable grounds to suspect that the person or vehicle they are searching is carrying particular items.
- 1.28. However, certain powers – when applied – allow for non-suspicion searches. This includes the use of Section 60 of the Criminal Justice and Public Order

⁶ More recently, the Government recently announced plans for the recruitment of 20,000 police Officers for England and Wales, by 2022. This rows back on previous reductions of 20,564 Officers amongst police forces between March 2010 and March 2019

⁷ <https://www.standard.co.uk/news/crime/sadiq-khan-reveals-police-will-significantly-increase-stop-and-search-to-tackle-knife-crime-a3736501.html> and <https://www.express.co.uk/news/uk/942469/London-news-met-police-knife-gun-crime-stop-and-search-powers>

Act 1994 (commonly referred to as section 60 searches), which are searches designed to tackle serious violence. The use of these powers are particularly controversial.

- 1.29. There had been an increase in the use of Section 60 orders on a London wide level at the start of our review. Since the end of it, the Government has made it easier for police forces to use them.
- 1.30. One of the major concerns around stop and search is the disproportionate shares which some communities take of those being stopped.
- 1.31. There have also been long standing concerns around the quality of stop and searches, and the damage done where they are not delivered legally, fairly, and with respect.
- 1.32. We explored stop and search data for Hackney. This included volumes, Section 60 enactments, profiles of those stopped, and positive outcome rates (the shares of stops where offences were detected).
- 1.33. We also looked the work of the police and the community to better ensure good quality interactions. This included hearing from the local groups who lead on the scrutiny of stop and search in Hackney.
- 1.34. Ensuring that stop and search is deployed in an intelligence led and professional way has an important role to play in enabling communities to feel trust and confidence in the police.
- 1.35. However, we also wanted to look more broadly at the work of the police and the Community Safety Partnership in this area. Data highlighted that it should be an area of focus. At the time of scoping the review there had been quite significant reductions in the proportions of Hackney residents reporting positive perceptions of the police, across a range of measures. The scale of these reductions had not generally been replicated on a London-wide level.
- 1.36. Community engagement (in relation to policing) is the process through which citizens and communities are enabled to participate in policing, at the level chosen by them. It ranges from providing information and assurance, to empowering citizens to identify solutions to local issues and to influence priorities and decisions. Evidence shows that effective engagement with the community is one of the ways through which public confidence in policing activity can be increased.⁸
- 1.37. We explored the range of activities being delivered around this currently. We looked at the liaison between the police and the formal engagement mechanisms designed to enable challenge and improvement. We also

⁸ Royal College of Policing

explored other work outside of these mechanisms to build confidence, trust and mutual understanding between the police and community.

DRAFT

2. SUMMARY, RECOMMENDATIONS AND OUTCOMES

Summary

- 2.1. The IGU is significantly focused on preventing or diverting young people away from involvement in criminal gang-related activity, and exploitation by gangs. We have heard and seen many examples of this work.
- 2.2. As was stated to us a number of times during the review, serious violence is not an issue which can be arrested the way out of. We fully agree on the need for a focus on addressing the root causes of violence.
- 2.3. However, we were also supportive of the police element of the IGU having helped deliver robust enforcement action, where it was needed to keep communities safe.
- 2.4. We have been convinced of how a co-located model better enables a joined up approach to addressing gang-related violence.
- 2.5. Social media monitoring is one of the tools used by the IGU Intelligence Team. We have a clear view that young people should be able to express themselves freely – including on social media - without risk of repercussion. However, we have also seen that monitoring plays an important role in helping to keep young people and the wider community safe.
- 2.6. Further to the spike in violence in Hackney, we are convinced the IGU played a key role in the reductions seen across a range of violent crime indicators. We play tribute to this.
- 2.7. Quantitative police-reported crime indicators play a key role in measuring the impact of the IGU. However, we welcome the unit's move to develop a broader range of outcome measures. We also heard acknowledgement of the need to improve the recording of information; it was not clear that full data was available to assess the impact of interventions.
- 2.8. We have identified what we feel to be excellent and effective practice by the IGU. However, we were left concerned around what we saw as a lack of transparency. This was in regards to the characteristics of those it works with (the IGU cohort).
- 2.9. The terms of reference for our review stated that 90% of the IGU cohort were aged 18 or over. This understanding was based on background research, papers provided to the Commission, and points made in meetings.
- 2.10. As the review progressed we gained an understanding that the IGU had a greater focus on young people aged under 18, than was made clear at the start of it.

- 2.11. We found that under 18s were the predominant focus of the commissioned services (St Giles Trust, Empower London, and Mentivation) operating within the IGU. This was in reflection of the IGU reaching a view that that this is where these services could have greatest impact. Based on the data provided to us, young people aged under 18 made up between 27% and 52% of the total IGU cohort in March this year.
- 2.12. It is positive that the IGU works with young people aged under 18. This work is fundamentally focused on protecting young people from exploitation and harm, and supporting them to towards more positive lifestyles. It is also important to put the IGU's work in context; it works with a tiny fraction of the borough's under 18s (and adults also). We support the unit using their specialist experience to deliver prevention and diversion for some under 18s, alongside the services in the Council's Children and Families Service.
- 2.13. However, if the lack of clarity which we encountered was replicated elsewhere, this could hinder a joined up response to issues. It is important that all those with roles to play in supporting people to move away from harmful behaviour – (including those being supported by the IGU) have clear information to enable this. Evidence does suggest the misconception we had to extend wider than this Commission, into areas directly relevant to helping to improve outcomes for those in the cohort.
- 2.14. We found the links between the IGU and the Children and Families Service to be effective and improving. However, having seen the practical benefits of a co-located model, we see room for further representation of Children and Families service, inside the IGU.
- 2.15. We heard the challenges IGU partners face in securing settled accommodation for individuals being released from custody. This is a major and long term issue, going wider than Hackney. The shortage of housing for ex-offenders is replicated with shortages for all groups, in what is a housing crisis.
- 2.16. The Council is embarking on a review of its lettings policy. During our scrutiny of this, we will explore the housing support provided to ex-offenders. This is in relation to any specific regard applied to ex-offenders in allocations of social housing, and any wider housing related support available to this group and the pathways to accessing this.
- 2.17. Other providers of housing in the borough have roles here also, and we will intend on asking the same questions of Housing Associations.
- 2.18. Mental ill health is a common issue among both children and adults in the IGU cohort. We did not explore provision in detail, but arrangements for ensuring support for those aged under 19 appear sound.
- 2.19. For those aged 19 and over, we ask for assurance around the referral pathways in place setting out when the IGU will seek mental health support, and the routes it will take to doing so.

- 2.20. In the longer term, we feel there should be a mental health specialism inside the IGU⁹. This would better enable needs to be met at early stages and for our NHS partners to take fuller roles in tackling some of the drivers of serious violence.
- 2.21. Turning 19 does not automatically bring an end to one life development stage, and the start of another. This brings a need to review models of service and care which typically change at this time¹⁰. We suggest that the relevant Scrutiny Commission explores the differences in mental health provision for children and adults.
- 2.22. A significant share of the IGU cohort is made up of black boys and young men. Evidence shows that tailored approaches can provide more effective pathways to mental health care for this community group, in cases where it is needed. This is due to cultural and structural barriers which can make traditional routes less accessible. We note the effective pilot led by the East London NHS Foundation Trust which delivered support in community settings. We ask for an exploration around whether and how learning from this pilot can be applied within the IGU.
- 2.23. We heard about the barriers to employment faced by many in the IGU cohort, sometimes due to a lack of readiness to access the types of opportunities available.
- 2.24. We know the Council is playing a very active role in increasing employment opportunities and pathways to them, including for more vulnerable groups who may be further away from the labour market.
- 2.25. We ask that any future pre-apprenticeship programmes by the Council include the IGU cohort within any ring-fencing arrangement.
- 2.26. The lack of accessible work opportunities for often vulnerable, ex-offenders, is a well-known barrier to rehabilitation generally. We ask that the relevant Scrutiny Commission looks how the Council and its partners are working to provide and employment and skills support.
- 2.27. On a London wide level, there tends to be between 3,000 and 4,000 people on the MPS Gangs Violence Matrix at any given time. There were 118 individuals on the Gangs Violence Matrix for Hackney, in March 2019.

⁹ If enacted, one of our recommendations would see greater involvement of the Children and Families Service within the IGU which we would hope would include the Clinical Service offering specialist psychological support to children aged up to 19 and their families.

¹⁰ There are complexities to this. In some cases, young adults are entitled to higher levels of support, beyond age 18. This includes care leavers (the definition of which has been extended to cover young people having spent a 13 weeks or more in custody), and those with learning disabilities. On this point, we heard that IGU played an active advocacy role in encouraging eligible young people to utilise this support.

- 2.28. The reviews by Amnesty, the ICO and MOPAC confirmed significant shortcomings in some boroughs around an open sharing of Matrix information. However, on data management processes in Hackney, it is not an exaggeration to state the Commission found them to be exemplarily. In March 2019, the MPS was not sharing Matrix information with any boroughs, given concerns on information management arrangements. Hackney was the single exception to this. This was due to the strengths of the processes in place, and its model being one of best practice.
- 2.29. We also received high levels of assurance around the measures in place to ensure that people were only added to the Matrix when there was corroborating evidence to support this, and that people were removed as appropriate.
- 2.30. There are clearly issues with the Gangs Violence Matrix, particularly on a MPS-wide basis. There is a need to ensure that the stringent data management processes which are in place in Hackney, are in place elsewhere also. There are community concerns about the tool, including in this borough.
- 2.31. This said, evidence points to it having long term positive impacts, including in levels of offending and victimhood. Despite our concerns we have reached a view that an intelligent model is required to identify those at risk so that interventions can be delivered for them.
- 2.32. The ways that the term 'gang' is sometimes used can marginalise communities. This view appeared to be shared by Council staff in the IGU, and by the police. We ask the Council to consider changing the name of the IGU, in consultation with the community.
- 2.33. Our review found the Council to have responded to a spike in violence in a considered way, within an approach of joint reflection with partners and the community. We welcomed the detailed mapping exercise which has enabled a fuller understanding of relevant provision in the borough, and the identification of areas where work across all partners was needed.
- 2.34. We see the challenge now to be ensuring continued focus on this area, and achieving a joined up response.
- 2.35. For the Commission, an aspect which particularly resonated was the crucial need to appreciate the fear and potential harm which could come from overstating issues. We must not shy away from an issue which needed to be addressed. However, there is also a need to give context.
- 2.36. Recognising and celebrating the hugely positive contributions which the vast majority of our young residents are making to life in Hackney, helps with this. This is particularly important for those community groups suffering from stigmatisation.

- 2.37. It is not an exaggeration to say that the Commission were humbled by the input into the review of some of the Inspirational Leaders within the Improving Outcomes for Young Black Men (YBM) Programme.
- 2.38. Taking the words of our own Chief Executive, we saw how they are creating a movement around setting examples, supporting their community, and working with public bodies to help them identify and deliver the improvements needed.
- 2.39. We saw how they are demonstrating and broadcasting the successful lives which the majority of boys and young men in the borough are leading, therefore raising hope and aspirations. This provides an effective response to the negative connotations and racist stereotypes sometimes associated with young black men. We heard examples of work to set up businesses and enable the involvement of the community in these, and their mentoring and supporting of young people.
- 2.40. We also heard about some of the barriers to opportunities and positive outcomes. We welcomed the response of the Council's Chief Executive to these points, which committed to ongoing engagement.
- 2.41. In our view the reduction in police officer numbers (nor the move to the BCU model) did not prevent the police from delivering an effective immediate, frontline response to the spike in violence which had been seen in Hackney prior to our review.
- 2.42. However, evidence points to the reduction in police capacity meaning that responses such as these are unsustainable in the longer term.
- 2.43. Evidence also suggests that the reductions in the police's local presence has impacted on the capacity of the police to provide reassurance to the community and to prevent incidents occurring or escalating.
- 2.44. The stepping up of stop and search on a MPS wide level has been replicated in Hackney. Stop and search and the use of section 60 formed an explicit part of the response to the spike in violence seen in the borough.
- 2.45. Hackney's local monitoring groups are playing a vital and important role in holding the police to account around their deployment of stop and search. However, their success in doing so is fully dependent on effective engagement with them by the police.
- 2.46. It is vital that the BCU's current levels of engagement on stop and search is maintained.
- 2.47. It is for the monitoring groups to scrutinise the use of stop and search powers by the police. However, this Commission will seek to re-establish annual updates on stop and search activity, the engagement between the police and monitoring groups, and the outcomes of this. We hope that this can help better ensure on-going engagement.

- 2.48. Looking more broadly than stop and search, data for Hackney highlights that trust and confidence in the police needs to be a key area of focus. We found the BCU to share the Commission’s concern in this area.
- 2.49. Evidence shows that effective community engagement is one of the ways through which public confidence in policing activity can be increased. We heard and were impressed by the range of work in this area. We were left with a view that the level of engagement of the community by the police was very positive, at the point of our review.
- 2.50. We pay tribute to the reinvigorated community engagement which the BCU Commander Sue Williams put in place under her leadership. We also thank community groups whose work has been crucial in enabling this. These groups clearly have the capacity to challenge the police on behalf of the community, and to be an effective bridge between them.
- 2.51. The challenge now is to ensure that this reinvigorated engagement is maintained and built upon.

We make 16 recommendations

<p><u>Recommendation 1 – Development of Outcome measures for the Integrated Gangs Unit</u></p> <p>We ask that the next update to the Commission on the on the Community Safety Partnership Plan includes detail on the revised outcome measures for the IGU, the reasoning for them, and progress against these at that point.</p>
<p><u>Recommendation 2 – Improved information management of ‘non-live’ cases</u></p> <p>Full information did not appear to be at hand on what we would define as ‘non-live’ cases’ – those individuals which the IGU had previously worked with but no longer did so.</p> <p>Further to our questions, we heard that the issues would be addressed, including via a review of the referral process which would enable the IGU to provide a greater insight into the sources of referrals, and the results delivered following these. We ask that an update on this work is provided.</p>
<p><u>Recommendation 3 – Greater transparency on the approach of the IGU, the cohort it works with, and how partners can support the work to achieve better outcomes</u></p> <p>We suggest that a starting point for this would be the creation of a dedicated page for the Integrated Gangs Unit, on the Council’s website. This appears to be a gap currently, compared with some other boroughs with Integrated Gangs Units – for example Westminster and Islington.</p>

We feel this should provide details on its work and approaches, non-identifying information on the broad profile of the cohort, any common challenges faced, and the roles which other services and partners can play in helping to address these.

Recommendation 4 – Greater representation of Children and Families Services in the IGU

Children aged under 18 make up a significant and increasing share of the IGU cohort. We have heard about the practical benefits of a co-located model, with a range of services based in the same office.

We feel that fuller involvement of Children and Families inside the IGU could enable more effective utilisation of the preventative resources in both areas. We saw the positive impacts achieved from part of the (Children and Families') Youth Justice service being colocated in the unit.

We heard about successful join up between the IGU and Children and Families generally; for example in the Contextual Safeguarding Project. However, we feel there is room for a greater co-location of services inside the IGU.

We ask that the potential for this is explored by the Executive Members with responsibility for Community Safety and the Children and Families Service.

Recommendation 5 – For the IGU to report back on mental health services referral pathway for young adults in the IGU cohort

With no dedicated mental health resource currently based within the IGU, we see the need for assurance around the referral pathways in place setting out the scenarios in which the IGU will seek mental health support for young adults in its cohort, and the routes that it will take to doing so. This assurance should be provided in the form of a formal referral pathway being shared with us.

The East London NHS Foundation Trust (ELFT) provides community and inpatient mental health services to children, young people and adults in Hackney. We feel that the referral pathway should be developed in partnership with ELFT, and that regular reviews should be carried out to monitor its effectiveness in brokering mental health support for those within the cohort.

Recommendation 6 – ELFT as partner in IGU

In the longer term, we feel there should be a mental health specialism inside the IGU¹¹.

¹¹ If enacted, one of our recommendations would see greater involvement of the Children and Families Service within the IGU which we would hope would include the Clinical Service offering specialist psychological support to children aged up to 19 and their families.

We have seen the benefits of a co-located, IGU model. We have also heard about the prevalence of mental health issues among those in the cohort, both among those aged up to 19 and those above this.

We ask that the Council seeks to explore with ELFT the feasibility of their becoming a partner agency of the IGU, and for them to provide a dedicated mental health specialist resource.

Recommendation 7 – For the Health in Hackney Scrutiny Commission to explore mental health provision for 19-25s compared to young people aged under 18

We feel that an item at the Health in Hackney Scrutiny Commission might explore the differences in mental health provision for those aged up to 18, and those aged 19 to 25.

We suggest that to give best focus to the item, that it might explore typical mental health provision and arrangements for 15 to 18s compared to 19 to 25s. This is due to Hackney's Community Safety Partnership's Strategic Assessment findings around the peak (starting) age ranges for involvement in gang flagged crimes and knife flagged crimes.

Recommendation 8 – Applying learning from pilot delivery of mental health provision in community settings, to the IGU

Mental ill health is a common issue among both children and adults being worked with by the IGU. A significant share of the cohort is made up of black boys and young men. Evidence shows that tailored approaches can provide more effective pathways to mental health care for this community group, in cases where it is needed. This is due to cultural and structural barriers which can make traditional routes less accessible.

We note the pilot led by the East London NHS Foundation Trust which delivered support in community settings. This was found to better enable young black men with mental health needs, to engage, compared to traditional primary care routes.

We ask for an assessment – led by the Executive Members with responsibility for Health, Community Safety, and the Improving Outcomes for Young Black Men Programme – to be carried out exploring whether and how learning from this pilot can be applied within the IGU.

Recommendation 9 – For any future pre-apprenticeship programmes to include the IGU cohort in any ring-fencing arrangement

We ask that any future pre-apprenticeship programmes by the Council include the IGU cohort within any ring-fencing arrangement, and also that the IGU and the Hackney Works Service explore how the IGU cohort can be best supported to accessing these opportunities.

Recommendation 10 – For the Skills, Economy and Growth Commission to explore employment and skills support for ex-offenders

We note the well-known difficulties ex-offenders face in securing work – both those within the IGU cohort and ex-offenders more broadly. We recommend that the Skills, Economy and Growth Commission explores how the Council and its partners (including the private sector) are working to provide employment and skills support to this group generally, and the feasibility of a dedicated support offer by the Hackney Works Service.

Recommendation 11 – For the IGU to consult the community on a possible name change

On a local level we ask the Council considers changing the name of the Integrated Gangs Unit, in consultation with the community. We feel that a name change could give some assurance to those suffering stigmatisation from the careless way in which the term gang is sometimes used.

Recommendation 12 – To report back on how the findings of mapping exercise are being taken forward

We welcome the significant work by the Council, partners and the wider community which has enabled the production of the provision mapping resource. We see the challenge now as ensuring continued focus on this area by all partners, and achieving a joined up response to those aspects where improvement / greater focus was needed. For our part, we would suggest that they might be translated into a mutually agreed action plan.

We ask that the Council – further to discussions with its partners – reports back to the Commission on how these challenges can be best met.

Recommendation 13 – Ongoing engagement between Chief Executive and Inspirational Leaders

Inspirational leaders of the YBM Programme made a number of points around barriers to opportunities and positive outcomes. We welcomed the response of the Council's Chief Executive to these points.

This included a commitment to continued engagement from the Council with Inspirational Leaders.

One of the specific barriers mentioned was a lack of facilities and spaces to develop businesses within. On this point, the Chief Executive spoke on the Council seeking to provide more workspaces through utilisation of unused spaces. He felt that shares of these might be made available for young people wanting to start-up businesses.

Another barrier mentioned was a lack of advice and guidance for those interested in setting up businesses. In response the Chief Executive said that he would reflect on how the Landing Pad which the Council was seeking to provide for new

businesses to the borough (to better enable access to business planning, financial and other advice) could be made available more widely.

We ask that the Chief Executive meets Inspirational Leaders to explore how these aspects and any others can be taken forward.

Recommendation 14 – For the Council to continue to make the case for a reversal of local Police Officer reductions

We call for the Mayor of London to continue to make the case for a fair settlement for the MPS, and for the Council to lobby towards ensuring that any more realistic London wide funding is translated into a greater local police presence in Hackney.

Recommendation 15 – For the Police and Monitoring Groups to provide annual updates to Living in Hackney Scrutiny on stop and search activity, and the engagement between them

Living in Hackney Scrutiny will seek to re-establish annual updates on stop and search activity, the engagement between the police and monitoring groups, and the outcomes of this. We hope that this can help better ensure on-going engagement.

In reflection of our [findings from the discussion with the police and monitoring groups](#), we will include consideration of the points below, within the next item:

- Extent of body worn camera dip sampling exercises (we heard that these had started only recently)
- Engagement of the community in training
- Section 60 communications and consultation (both monitoring groups reported that the engagement of the police prior to enacting Section 60 notices fell immediately after the move to the BCU model, and the BCU themselves acknowledged they were working on addressing this issue)

Recommendation 16 – For Community Safety Partnership to provide annual updates to Living in Hackney on its Trust and Confidence Action Plan

The Commission will seek annual updates against the Action Plan regarding Trust and Confidence, from the Community Safety Partnership.

In line with our review findings in this area, as part of the first item we will seek updates on:

- The status and activities of the BCU-wide Confidence and Satisfaction Board
- The BCU's engagement with the Young People's Independent Advisory Group

- The BCU's work to maintain active engagement with the community and to improve communication of engagement events
- Any action by the BCU to facilitate greater engagement between the community and central MPS units.

3. FINANCIAL COMMENTS

- 3.1. This report recommends the Council's and Partnership's response to an escalation in serious violence. These recommendations have no immediate financial implication, and the future impact of any plans and strategies proposed in this report will be managed within the available service revenue budgets.

4. LEGAL COMMENTS

- 4.1. There are no legal implications arising from the report at this stage. However, any future action to be taken in respect of Recommendation 9 will need to be considered in line with the Local Authority's duties under the Equalities Act 2010.

5. FINDINGS

How is the Integrated Gangs Unit working to tackle serious violence and what are the benefits and disbenefits of tools used?

What is a gang

The MPS uses the definition of 'gang' developed by the Centre for Social Justice's 2009 report 'Dying to Belong':

A 'gang' is defined as a: 'relatively durable, predominantly street-based group of young people who:

- (1) See themselves (and are seen by others) as a discernible group, and*
- (2) Engage in a range of criminal activity and violence.*

They may also have any or all of the following features:

- identify with or lay claim over territory*
- have some form of identifying structure feature*
- are in conflict with other, similar gangs'*

- 5.1 The IGU work with those on the Gangs Violence Matrix (for Hackney), who are on the Matrix due to having been identified as being in a gang¹² (as per the definition used by the MPS).
- 5.2 Some of those the IGU work with are not on the Gangs Matrix. However, we heard that the unit's overall focus is on street gangs, and on preventing and reducing serious violence associated with them. We see this fitting broadly with the definition above.

Hackney lead local authority in establishing Integrated Gangs Unit, principles, and Hackney model

- 5.3 The principle of IGUs is to provide a tailored response to an individual young person who has been highlighted as being involved in youth violence or who is being exploited by a group or gang.
- 5.4 Hackney's IGU was established in 2010. It was the first such model in the UK. Some other Councils – including a number of London boroughs - have since followed suit.
- 5.5 The arrangements of IGUs can differ.
- 5.6 Hackney's IGU is made up of part of the Council's Youth Offending Team, Police, Probation and DWP Officers dedicated to the unit, a number of commissioned partners (St Giles Trust, Empower London, and Mentivation) providing targeted and broader work with a focus on young people aged under 18, and a community co-ordinator working to build trust and confidence with the community and the awareness of the service.
- 5.7 These are supported by an Intelligence Team based in the unit.
- 5.8 In addition to these co-located partners, we explored the join up between the IGU and a number of other services.

A focus on prevention and diversion, but enforcement where necessary

- 5.9 The IGU's significant focus is on preventing or diverting young people away from involvement in criminal, gang-related activity, and exploitation by gangs.
- 5.10 We have heard and seen first-hand many examples of this work. They have included work supporting young people to close the speech and language gaps acting as barriers to accessing education or employment, mentoring and brokering contact with wider support services, and supporting the rehabilitation of ex-offenders.
- 5.11 As was stated to us a number of times during the review, serious violence is not an issue which can be arrested the way out of.

¹² Operating Model and Guidance for the Matrix states that the threshold for being included on the Matrix is 'someone who has been identified as being a member of a gang and this is corroborated by reliable intelligence from more than one source (e.g. police, partner agencies such as local authorities)

5.12 However, we were also supportive of the police element of the IGU having helped deliver robust enforcement action, where it was needed to keep communities safe. Operations against a relatively very small number of people following the spike in violence led to a number of custodial sentences. This action had correlated with the start of reductions against a number of indicators of serious violence.

Benefits of a co-located model

5.13 We have been convinced that an integrated model better enables a joined up approach to addressing gang-related violence. It was made clear that having a wide range of agencies inside the unit allows multiple factors to be addressed and dealt with in sensitive, appropriate and holistic ways.

5.14 As stated in a paper to London Councils by Hackney's then Head of Safer Communities in 2017, co-location in a single suite enables real-time communication and information sharing, speed of action and intervention, within a multi-agency approach that looks at all preventative, diversion and enforcement opportunities¹³. A number of Councils have followed Hackney's lead in installing this model.

5.15 We were very grateful to St Giles Trust Youth Workers based in the IGU who spoke on their personal journeys from involvement with criminal behaviour and the youth and adult Criminal Justice system, to becoming mentors and advisors for young people. They both also powerfully articulated the benefits of colocation. For example, one spoke about his ability to build trusting relationships with and 'reach' young people, which enabled joint work by different specialists within the unit to help address a wide range of issues.

5.16 Another example was the work by the DWP Officer within the unit to support people to move away from harmful behaviour. This included through assisting them into jobs and apprenticeships, and in accessing benefits.

5.17 Being grounded within the function allowed a full appreciation of the complex issues being faced by some of those within the cohort. This better enabled cases to be handled appropriately, for example considerations around the locations for appointments.

Value of dedicated intelligence resource, and of social media monitoring as one of its tools

5.18 We explored the role of the IGU Intelligence Team. We have grasped the value and benefits of this resource in helping inform activities of services within the unit and outside of it.

5.19 We received a detailed presentation from the Intelligence Team. Amongst other aspects, this highlighted the intelligence gathered on geographical areas of

¹³ <https://www.londoncouncils.gov.uk/node/31170>

criminal gang activity, any conflicts and affiliations between groups, and analysis aimed at improving the identification of early signifiers that a young person may be at risk of engaging in harmful activity. We heard how this ongoing intelligence gathering played a crucial part in partnership meetings identifying courses of action.

- 5.20 At the outset of our review, particular attention was being applied to the use of social media monitoring in the response to serious violence. Social media monitoring is one of the tools used by the IGU Intelligence Team.
- 5.21 We gave detailed consideration to this. We have a clear view that people should be able to express themselves freely – including on social media - without risk of repercussion. However, we have also seen that monitoring is an important tool for the IGU to use to help keep young people and the wider community safe.
- 5.22 We saw that social media was playing a more prevalent role in the recruitment of young people into gangs, and that content often provided the first indication that an individual might be at risk of becoming involved with a gang, or putting themselves at risk of gang-related harm. We saw how monitoring had enabled early interventions aiming to steer young people away from involvement or to otherwise keep them safe.
- 5.23 In terms of prevention, we also appreciate the need for young people to be supported to use social media safely. We welcome Young Hackney including this in the menu of options for schools as part of Young Hackney's PSHE (Personal, Social, Health and Economic) education offer.
- 5.24 Going back to the IGU, we also saw how social media content can sometimes evidence more direct involvement in violent street gang activity. We saw examples of footage containing criminal, seriously violent behaviour. In these cases, we saw how monitoring does play a role in helping to target enforcement activity. This included in operations following the escalation of violence in Hackney.
- 5.25 In addition to helping to target IGU resources, the insight gathered by the Intelligence Team is used to help inform the work of other areas.
- 5.26 We heard that the geographical areas initially prioritised for intervention by the Contextual Safeguarding project had been identified as areas for concern by the IGU in the first instance. The research gathered by the Intelligence Team was also being used to deliver training to Social Work Practitioners and Schools.

Impact

- 5.27 When we set out on this review, the historical impact of Hackney's Integrated Gangs Unit was already quite clear. Further to its opening in 2010 this, gang-flagged violence fell for a number of years.

- 5.28 However - given the more recent increase in serious violence - which we were advised was explained by gang related activity - we wished to explore the measures and indicators used to gauge the impact of its work.
- 5.29 Papers and points made in meetings highlighted the central role that quantitative police-reported crime indicators had in measuring the impact of the IGU. Papers stated that reductions against a range of measures (Serious Youth Violence, Gun Crime, Gun Discharge, Knife Crime 1 to 19 years old and Violence with Injury) incorporated the key aims of the IGU. With the exception of gun discharges, these had shown recent reductions (on a 12 months rolling basis to July 2018).
- 5.30 In meetings we heard how reductions seen in serious youth violence, in knife crime offences by people aged under 25, and in violence with injury went against the trends seen in many other boroughs.
- 5.31 We heard that the IGU's intelligence based prevention, diversion and enforcement work, alongside joined up work with Children and Families enabling young people at risk to be identified and supported, was playing an important role in this bucking of the trends seen in London.
- 5.32 Looking more broadly than quantitative indicators, we were encouraged that the service was working to getting a broader range of outcome measures in place against which to formally measure its impact.
- 5.33 We should note that papers to the Commission did highlight a number of quantifiable outcome measures delivered by commissioned services within the IGU.
- 5.34 This included (amongst others) St Giles Trust achieving 20 reported gang exits and Empower London's work increasing the understanding of healthy relationships among 81% of those it worked with. We also appreciate the challenges around developing measures. The IGU is focused on preventing harmful episodes from happening, both now and in the longer term. Positively identifying when specific work has led to incidents not occurring, is difficult.
- 5.35 However, given the IGU's recognition that this was an area for improvement, and that the service was seeking to develop a wider set of specific outcome measures which would be incorporated into the new Community Safety Partnership Plan, we ask for an update on this.

Recommendation 1 – Development of Outcome measures for the Integrated Gangs Unit

We ask that the next update to the Commission on the on the Community Safety Partnership Plan includes detail on the revised outcome measures for the IGU, the reasoning for them, and progress against these at that point.

Case Management

- 5.36 We also heard acknowledgement of the need to improve the recording of information on the cases managed by the IGU. For the cohort worked with currently, data was available on the sources of the referral of the individual into the IGU (Children’s Social Care, Criminal Justice System Probation or Schools, for example).
- 5.37 However, it was not clear that full information was available on the impact of interventions delivered for those previously worked with by the IGU.
- 5.38 For these ‘non-live’ cases, it was not clear that information was available on the sources and reasoning for referrals, the lengths of time individuals were worked with, the interventions which were delivered, and the reasoning for contact with them ending.
- 5.39 There is much coverage around using a public health approach to tackling serious violence, including serious youth violence. We understand principles within this approach include identifying and seeking to address wider factors which increase risk of engagement in or risk from violence, and ongoing evaluations of the impact of interventions so that effective ones can be repeated and non-effective ones not.
- 5.40 Maintaining full records of the circumstances of those being referred into the IGU, the interventions delivered and the impact of them, will better enable this. Further to our questions, we heard that the issues would be addressed, including via a review of the referral process. We ask that an update on this work is provided.

Recommendation 2 – Improved information management of ‘non-live’ cases

Full information did not appear to be at hand on what we would define as ‘non-live’ cases’ – those individuals which the IGU had previously worked with but no longer did so.

Further to our questions, we heard that the issues would be addressed, including via a review of the referral process which would enable the IGU to provide a greater insight into the sources of referrals and the results delivered following these. We ask that an update on this work is provided.

Transparency

- 5.41 The importance of ensuring effective join up between the IGU and services within Council specifically supporting children became clearer, as the review progressed.
- 5.42 The terms of reference for our review stated that 90% of the IGU cohort were aged 18 or over. However, over the course of the review we found that our initial understanding was not correct.

- 5.43 It became clearer that whilst the majority of those on Gangs Violence Matrix and being worked with by the IGU were aged 18 and over, those that the IGU worked with who were not on Matrix, were largely accounted for by under 18s.
- 5.44 We found that the IGU (as at March 2019) was working with 118 individuals who were on the Gangs Violence Matrix. We were not provided with a detailed age breakdown allowing us to determine the exact number of those aged under 18 and those aged 18 and above. Based on what was provided, the number of those under 18 was between 1 and 50¹⁴.
- 5.45 In addition, they were working with 76 individuals who were not on the Gangs Violence Matrix. 51 of these individuals were aged under 18. The remaining 25 were aged 18.
- 5.46 Based on the information provided the IGU (in March this year) was working with between 52 and 101 young people aged under 18. This is a small fraction of the borough's young people. However, it still accounts for a significant share of the IGU cohort – between 27% and 52%.
- 5.47 The considerable focus on under 18s was also highlighted by us finding that the commissioned services within the IGU are predominantly focused on this group. This was in line with the unit reaching a view that this is where greatest impact could be had with what were limited resources.
- 5.48 To be clear, we see it as positive that the IGU works with individuals who are not on the Gangs Violence Matrix, including people aged under 18. We support the IGU in using their specialist experience to deliver prevention and diversion for some under 18s, alongside the services in the Children and Families Service. We have identified what we feel to be excellent and effective practice by the IGU.
- 5.49 This said, we have been left concerned at what we feel to have been a lack of transparency and openness with the Commission by the IGU, around its cohort.
- 5.50 Our understanding that the predominant focus of the IGU's resources was on young adults - aged 18 and over - was based on background research, papers provided to the Commission, and points made in meetings. We feel that it was a reasonable view to reach based on the evidence provided.
- 5.51 If what we saw as a lack of transparency was replicated elsewhere, we see a risk that other services and partners would be unclear around the characteristics of the IGU cohort. This could hinder a joined up understanding and response to issues by both the services operating within the IGU, and those outside of it. It is important that all areas and partners with roles in helping and diverting people away from harmful behaviour, have clear information to enable this.

¹⁴ Of Gangs matrix individuals worked with by the IGU, we were advised that 1 was aged between 11 and 15, 49 were aged 16 – 20. 68 were aged between 21 and 30.

- 5.52 Evidence suggests that the misconception we had around the cohort, does go wider than this Commission. This includes in areas of work which are relevant to helping to improve outcomes for those in the cohort. The Improving Outcomes for Young Black Men (YBM) Programme is one of these areas, given that it seeks to plan and deliver a response to young black men faring worse in a range of factors, including gang-flagged crime. The evidence base to help inform its work states that only 9% of the IGU cohort are under 19.
- 5.53 We feel there should be a broad understanding across the partnership of the profile of the IGU cohort, to better allow full contributions to enabling better outcomes. We also see room for greater public information on the IGU.

Recommendation 3 – Greater transparency on the approach of the IGU, the cohort it works with, and how partners can support the work to achieve better outcomes for them

We suggest that a starting point for this would be the creation of a dedicated page for the Integrated Gangs Unit, on the Council’s website. This appears to be a gap currently, compared with some other boroughs with Integrated Gangs Units – for example [Westminster](#) and [Islington](#).

We feel this should provide details on its work and approaches, and non-identifying information on the broad profile of the cohort, any common challenges faced, and the roles which other services and partners can play in helping to address these.

Join up with wider areas - Children and Families Service.

- 5.54 We explored the links between the IGU, and the Council’s Children and Families Service. We reached a view that this link up is effective, and improving.
- 5.55 Join up is achieved through both the IGU and Children and Families services both being present at a wide range of forums in which cross partnership approaches to cases are defined and agreed. We heard about the work of the Intelligence Team helping to inform Children Social Care’s management of cases and training. We heard practical examples of where Children’s Social Care and Commissioned services within the IGU worked together to aid young people. IGU staff spoke about improvements having been made in the interchange between the areas.
- 5.56 This said, we see room for further join up through greater representation of Children and Families service, in the IGU.
- 5.57 The embedded section of the Council's Youth Justice Service works to support those in the IGU cohort who are aged 10-17 and on Youth Justice Orders. The central role of this area within the unit is highlighted by the Service Manager for Youth Justice co-chairing the IGU's fortnightly Gangs Panel meetings.

- 5.58 However, other than this service, all elements of the Children and Families Service are based in separate areas of the Council from the IGU. This includes Young Hackney (aside from the Youth Justice function which is part of the wider Early Help and Prevention Service), and Children's Social Care.
- 5.59 We do note the strong and improved linkages between Children and Families Service and the IGU. However, we have also been convinced of the practical benefits of a co-located model. We feel that the greater involvement of Children and Families inside the IGU could enable more effective use of preventative resources in both areas.

Recommendation 4 – Greater representation of Children and Families Services in the IGU

Children aged under 18 make up a significant and increasing share of the IGU cohort. We have heard about the practical benefits of a co-located model, with a range of services based in the same office.

We feel that fuller involvement of Children and Families inside the IGU could enable more effective utilisation of the preventative resources in both areas. We saw the positive impacts achieved from part of the (Children and Families') Youth Justice service being colocated in the unit.

We heard about successful join up between the IGU and Children and Families generally; for example in the Contextual Safeguarding Project. However, we feel there is room for a greater co-location of services inside the IGU.

We ask that the potential for this is explored by the Executive Members with responsibility for Community Safety and the Children and Families Service.

Housing Needs Service and other housing providers

- 5.60 We did not hear from the Council's Housing Needs Service nor wider housing partners in this review. However, IGU staff themselves felt the links between Housing Needs and the IGU might be an area for improvement.
- 5.61 This was in particular relation to the challenges IGU partners faced in securing settled accommodation for individuals being released from custody. We heard that this issue could impact on the scope for successful rehabilitation.
- 5.62 The issue of those leaving custody being at high and increasing risk of homelessness, is a national one. There is wide evidence on the impact of homelessness on prospects for rehabilitation. It is a long term issue; the availability of suitable housing for ex-offenders was one of the major themes emerging from a previous Hackney Scrutiny Review into gun and knife crime in 2011.
- 5.63 We cannot recommend that increased priority for settled accommodation is given to any particular group without considering this in the wider context of all

of those groups in housing need. The shortage of housing for ex-offenders is replicated with shortages for all groups, in what is a housing crisis.

- 5.64 The Council is embarking on a review of its lettings policy. During our scrutiny of this, we will explore the housing support provided to ex-offenders. This is in relation to any specific regard given to ex-offenders within the Council's allocations of social housing. We will also consider any wider housing related support provided by the Council which is specific for ex-offenders or which this group can access, and the pathways through which this can be secured.
- 5.65 Other providers of housing in the borough have roles here also, and we will intend on asking the same questions of Housing Associations.

Mental health services

- 5.66 Mental ill health is more prevalent amongst individuals involved in violence and gangs. We heard from a number of practitioners within the IGU that mental health conditions were common among both children and adults in the cohort.
- 5.67 We did not explore in detail the level and nature of mental health support in the borough.
- 5.68 However, we did hear about the breadth of the services in place for those aged up to 18, and the way that Children's Social Care is able to broker and provide support directly. We were left with a view that arrangements to best ensure that support is given to those aged up to 18 in need of it, appeared very sound.
- 5.69 For mental health services for IGU cohort individuals aged 19 and above – again – we did not explore the extent and nature of provision in detail. However, we did hear that referral arrangements were different for adults.
- 5.70 We heard how the work of Probation Officers – who along with the police are generally the lead IGU partner for those in the IGU cohort aged over 18 - included brokering mental health support, and working to enable undiagnosed mental health conditions to be identified and addressed. This said, we heard there were issues in accessing mental health services¹⁵.
- 5.71 We note the work of Probation Officers in securing support for young adults in the cohort. However – with no dedicated mental health resource currently based within the IGU - we also see need for assurance around referral pathways being in place which set out when IGU will seek mental health support for young adults, and the routes that it will take to doing so.

Recommendation 5 – For the IGU to report back on mental health services referral pathway for young adults in the IGU cohort

¹⁵ We understand that this point (made by the Community Safety Partnership Manager) was made in reference to adults.

With no dedicated mental health resource currently based within the IGU, we see some need for assurance around referral pathways being in place which set out the scenarios in which the IGU will seek mental health support for young adults in its cohort, and the routes that it will take to doing so. This assurance should be provided in the form of a formal referral pathway being shared with us.

The East London NHS Foundation Trust (ELFT) provides community and inpatient mental health services to children, young people and adults in Hackney. We feel that the referral pathway should be developed in partnership with ELFT, and that regular reviews should be carried out to monitor its effectiveness in brokering mental health support for those within the cohort.

- 5.72 In the longer term, we feel there should be a mental health specialism inside the IGU. We ask that the Council seeks to explore with East London NHS Foundation Trust (ELFT) the feasibility of their becoming a partner agency of the IGU, and for them to provide a dedicated mental health resource.
- 5.73 This would better enable needs and provision to be identified and provided at the earliest possible stages. We also feel that a formal partnership arrangement would better allow our NHS partners to take a full role in tackling some of the drivers of serious violence.

Recommendation 6 – ELFT as partner in IGU

In the longer term, we feel there should be a mental health specialism inside the IGU¹⁶.

We have seen the benefits of a co-located, IGU model. We have also heard about the prevalence of mental health issues among those in the cohort, both among those aged up to 19 and those above this.

We ask that the Council seeks to explore with ELFT the feasibility of their becoming a partner agency of the IGU, and for them to provide a dedicated mental health specialist resource.

- 5.74 Our partners also have a crucial role in ensuring that care meets the needs of any young adults – both for the relatively very few within the IGU cohort and more widely. In terms of provision, there is a current distinction in mental health services and support for those aged under 19, and for those aged 19 and above.
- 5.75 We have reached a fuller understanding of the need for the Council and its partners – and national policy - to direct services in a way which recognises that turning 19 does not automatically bring an end to one life development stage,

¹⁶ If enacted, one of our recommendations would see greater involvement of the Children and Families Service within the IGU which we would hope would include the Clinical Service offering specialist psychological support to children aged up to 19 and their families.

and the start of another. This brings a need to review models of service and care which typically change at this time¹⁷, and which can make it difficult for young people aged 19 and above to access the services they need.

- 5.76 The Council has taken action here, within the very significant budget constraints it is working within. This has had strong impacts. The extension of the Substance Misuse Service in 2015 from serving only those up to 18 to supporting young people aged up to 25 has already resulted in increases in the numbers of people in treatment for alcohol and drug misuse, and in successful completion of treatment.
- 5.77 However, there is room for action by our partners in other areas. Mental health care provision is a central one.
- 5.78 We have not spoken to NHS partners during this review. However, we feel that an item at the Health in Hackney Scrutiny Commission might explore the differences in mental health provision for those aged up to 18, and those aged 19 to 25.
- 5.79 We suggest that to give focus this might explore provision as it relates to those aged 15 to 25. The latest Hackney Community Safety Partnership's Strategic Assessment showed the peak age ranges for both victims and suspects of gang flagged crimes to start at 16 years of age, and for the peak age range for suspects of knife flagged crime to start at 15. Exploring typical mental health provision and arrangements for 15 to 18s compared to 19 to 25s might therefore add best value.

Recommendation 7 – For the Health in Hackney Scrutiny Commission to explore mental health provision for 19-25s compared to young people aged under 18

We feel that an item at the Health in Hackney Scrutiny Commission might explore the differences in mental health provision for those aged up to 18, and those aged 19 to 25.

We suggest that to give best focus to the item, that it might explore typical mental health provision and arrangements for 15 to 18s compared to 19 to 25s. This is due to Hackney's Community Safety Partnership's Strategic Assessment findings around the peak (starting) age ranges for involvement in gang flagged crimes and knife flagged crimes.

¹⁷ There are complexities to this. In some cases, young adults are entitled to higher levels of support, beyond age 18. This includes care leavers (the definition of which has been extended to cover young people having spent a 13 weeks or more in custody), and those with learning disabilities. On this point, we heard that IGU played an active advocacy role in encouraging eligible young people to utilise this support.

- 5.80 Alongside the need to extend and improve access to mental health services, we gained insight into the need for service provision and design to respond to particular inequalities in levels of mental ill health (and other areas), by delivering services in a way which can help close them.
- 5.81 Only 1% of young black Londoners are involved in serious youth violence¹⁸.
- 5.82 However, it is also the case that black boys and young men group are overrepresented amongst both victims and suspects, and within the IGU cohort.
- 5.83 We have seen how identifying and addressing barriers preventing black children and adults from accessing mental health services at earlier points and how improving experiences of service provision, can play a part in the response to serious violence, in addition to delivering wider change.
- 5.84 Formed in 2015, the YBM programme recognises and seeks to respond to the fact that young black men tend to fare worse than their peers across a wide range of areas, including education, involvement in the criminal justice system, and health. It is focused both on the current cohort of young black men aged 18 - 25 and also embedding change which see greater life chances of future generations.
- 5.85 The Mental Health strand of programme highlights how - through tailored approaches - there is the prospect of better enabling mental ill health to be addressed at an early stage. This was through a pilot led by the East London NHS Foundation Trust and involving a group of Inspirational Leaders; young black men trained to deliver peer work and take leadership roles in the YBM Programme.
- 5.86 This found that when engaged differently – through group work within community settings rather than through traditional primary care (GP) routes and in ways that allowed them to feel greater agency during the process - young black men in need of support were more likely to put themselves forward for it. Inspirational Leaders themselves spoke about the impact of this pilot in breaking down barriers.
- 5.87 We ask for an assessment exploring whether and how learning from this pilot can be applied within the IGU.

Recommendation 8 – Applying learning from pilot delivery of mental health provision in community settings, to the IGU

Mental ill health is a common issue among both children and adults being worked with by the IGU. A significant share of the cohort is made up of black boys and young men. Evidence shows that tailored approaches can provide more effective

¹⁸ GLA Strategic Crime Analysis Team, City Intelligence Unit, July 2019

pathways to mental health care for this community group, in cases where it is needed. This is due to cultural and structural barriers which can make traditional routes less accessible.

We note the pilot led by the East London NHS Foundation Trust which delivered support in community settings. This was found to better enable young black men with mental health needs, to engage, compared to traditional primary care routes.

We ask for an assessment – led by the Executive Members with responsibility for Health, Community Safety, and the Improving Outcomes for Young Black Men Programme – to be carried out exploring whether and how learning from this pilot can be applied within the IGU.

Hackney Works / Employment and Skills

- 5.88 Engagement and re-engagement in education, training and employment can act as protective factors and support people out of serious offending. For example, during the review we heard how educational exclusion was a common experience amongst those within the IGU cohort.
- 5.89 The Children and Families Service – alongside its universal provision – targets support at young people to enable re-engagement. However, there was broad agreement on the need for all partners to improve the level and breadth of opportunities for young people (including young adults) to best ensure there are accessible options for all.
- 5.90 We heard about a number of the challenges which some of the IGU cohort face in seeking to turn their lives around.
- 5.91 On young adults specifically, we heard how Probation Officers in the IGU worked to broker contact between individuals and employment opportunities. However, Probation staff spoke about the lack of readiness of many in this cohort to access the types of opportunities which were sometimes on offer. This barrier meant the cohort was less likely to believe that legitimate and legal lifestyles were possible for them.
- 5.92 The lack of accessible work opportunities for often vulnerable, ex-offenders, is a well-known barrier to rehabilitation. This review will not solve this issue.
- 5.93 We are also aware that the Council is playing a very active role in increasing employment opportunities and pathways to them, including for more vulnerable groups. This includes its Apprenticeship Programme which won national awards in both 2018 and 2019 and the work experience opportunities delivered through its Hackney 100 Programme. Both are targeted at 16 to 24 year olds. This is alongside a wide range of support to help provide residents with a pathway to employment, and engagement with businesses and growth sectors to open more opportunities.
- 5.94 Items at another Scrutiny Commission have highlighted the Council's recognition of the need to provide accessible opportunities for more vulnerable

residents, and its work to do so. This includes the delivery of a pilot pre-apprenticeship programme aimed at bridging the gap between those furthest away from the labour market and the Council's main Apprenticeship Programme. The Commission heard that the pilot had been ring fenced to care leavers and to those interacting with particular services including Children's Social Care¹⁹.

- 5.95 We ask that any future pre-apprenticeship programmes by the Council include the IGU cohort within any ring-fencing arrangement, and also that the IGU and the Hackney Works Service explore how the cohort can be best supported to access these opportunities.

Recommendation 9 – For any future pre-apprenticeship programmes to include the IGU cohort in any ring-fencing arrangement

We ask that any future pre-apprenticeship programmes by the Council include the IGU cohort within any ring-fencing arrangement, and also that the IGU and the Hackney Works Service explore how the IGU cohort can be best supported to accessing these opportunities.

- 5.96 We note the well-known difficulties ex-offenders face in securing work – both those within the IGU cohort and ex-offenders more broadly. We suggest that the relevant Scrutiny Commission explores how the Council and its partners are working to provide employment and skills support to this group generally, and the feasibility of a dedicated support offer by the Hackney Works Service.

Recommendation 10 – For the Skills, Economy and Growth Commission to explore employment and skills support for ex-offenders

We note the well-known difficulties ex-offenders face in securing work – both those within the IGU cohort and ex-offenders more broadly. We recommend that the Skills, Economy and Growth Commission explores how the Council and its partners are working to provide and employment and skills support to this group generally, and the feasibility of a dedicated support offer by the Hackney Works Service.

Gangs Violence Matrix - context

- 5.1. The overall Gangs Violence Matrix is a tool which is owned and managed by the central MPS.
- 5.2. There is a local Gangs Matrix for each borough. On a daily basis, these local matrices / databases are combined to produce the current, London-wide MPS Gangs Matrix.

¹⁹ <http://mginternet.hackney.gov.uk/mgAi.aspx?ID=31800>

- 5.97 The responsibility for the management of local Matrices falls with the local police. Decisions on who is added and who is removed are made at borough level. Each individual added to the Matrix is given a 'harm score', and coded red, amber or green according to this score. This traffic lighting system is designed to help to inform the response and management of cases, by both the police and partners.²⁰
- 5.98 On a London wide level, there tends to be between 3,000 and 4,000 people on the MPS Gangs Violence Matrix at any given time. There were 118 individuals on the Gangs Violence Matrix for Hackney, at March 2019.
- 5.99 We explored the use of the Matrix through a discussion with Amnesty International, the Detective Superintendent with lead police responsibility for the IGU, and lead Council Officers for the IGU.
- 5.100 Given the MPS-wide response to issues raised with the Gangs Violence Matrix, the Police Commander with lead responsibility for driving improvement in the Matrix on a London level was also in attendance. This enabled us to explore the wider response of the MPS, and to gain insight into the practices in place in Hackney, compared to elsewhere.
- 5.101 We do not have the role of scrutinising the MPS, on a London wide level. However, we heard about a range of work underway, driven from the centre. Our view was that the improvement plans appeared sound. The Amnesty representative we spoke to - whilst reiterating the organisation's serious concerns with the Matrix - explained that their position currently was that the database should be reformed rather than dismantled. This was subject to the MPS working through the improvements required by the ICO (which were made further to the Amnesty investigation) and set out in the recommendations from the MOPAC review.
- 5.102 Our main focus was on the use of the Gangs Violence Matrix on a Hackney level.

Matrix in Hackney – information management

- 5.103 The open sharing of Matrix information in some cases – in its looking at the use of the tool across London – was one of the central concerns raised by Amnesty. This was triangulated by the ICO findings. However, the ICO also found the operation and management of local Matrixes in some boroughs to be good.
- 5.104 Our review has confirmed that this is the case in Hackney. On data management processes, it is not an exaggeration to state that the Commission found the measures in place here to be exemplarily.

²⁰ While local matrices are managed by the local police, central police units (Trident and MPS Central Intelligence) can make recommendations to boroughs around people being added and removed.

5.105 This was powerfully confirmed by the Central MPS Commander leading on the improvement of the Matrix London-wide. He confirmed that further to the ICO findings, Matrix data was not (at January 2019) being shared by the police within boroughs, nor with Prisons and Probation. Hackney was the exception to this, given the quality of the arrangements in place here, and its model being one of best practice.

Matrix in Hackney – additions

5.106 Operational guidance for the Matrix states that someone can only be added based on reliable intelligence from at least two sources. Amnesty raised concerns that in practice, the two corroborated pieces of intelligence ‘safeguard’ did not appear to be effectively in place in boroughs. The MOPAC review also reported a lack of assurance around the adherence to the corroborating evidence aspect in some cases.

5.107 As with the data management, we drew a high level of assurance around the additions process in Hackney. We saw how the partnership approach to this which is in place best results in the two corroborated pieces of intelligence ‘safeguard’ being followed effectively, and in the effective scrutiny of whether – combined - this intelligence warrants an addition.

Matrix in Hackney – reviews and removals

5.108 Guidance sets out that the Gangs Matrix should be reviewed quarterly and that individuals should remain on the Matrix for no longer than is necessary. The MOPAC review found that in practice there were variations across the boroughs and that guidance around reviews and removals was applied flexibly.

5.109 Within a Hackney context – and as with additions – we heard that decisions around removals are a partnership decision, and also that lists were reviewed on an ongoing basis within a commitment to regularly remove people as appropriate.

Matrix in Hackney – green and zero harm individuals

5.110 At any one time, high shares of the ‘gang nominals’ on the Matrix will be in the lowest risk group (green). Some of those within the green grouping will be ‘zero harm’ individuals. Zero harm scores are applied to those who have no record of charges or police intelligence linking them to violence in the past two years²¹.

5.111 The Amnesty report raised significant concerns around the scale of the presence of individuals on a violence Matrix who had shown no propensity for violence.

5.112 We explored the approach to green nominals, including zero-harm individuals, in a Hackney context. We heard that a key reason for the inclusion of green nominals was for prevention and diversion purposes. We heard examples of this work in practice.

²¹ Page 7, *Trapped in the Matrix report*

5.113 We did not obtain the numbers of zero harm individuals on the Matrix on a Hackney level. We did hear there were very few. We also heard that the IGU partnership meetings regularly reviewed these individuals and removed them where appropriate.

Matrix in Hackney – overall view

5.114 The Commission is not claiming that there are not issues with the Gangs Violence Matrix, particularly on a MPS-wide basis. The reviews by Amnesty, the ICO and MOPAC each found significant concerns around the ways that it was managed and used on a London-wide basis.

5.115 There is a clear need to ensure that the stringent data management processes which are in place in Hackney, are in place elsewhere also.

5.116 We are also aware of community concerns on the Matrix. The extent to which communities can feel marginalised and unfairly targeted by the tool was expressed by the representative from Amnesty we spoke to. Part of Amnesty's evidence on this aspect came from speaking to community leaders in this borough. While Amnesty International were not currently calling for the database to be scrapped (subject to fundamental changes being made to it), they were clear that many still wanted it abolished.

5.117 This said – it is important to note that detailed analysis for the MOPAC review found that the Matrix has had positive impacts. This has included falls in levels of offending and victimhood amongst those being added to the Matrix, and these falls continuing after removal; suggesting long term positive impact.

5.118 As a Commission, we share concerns around some individuals in Hackney who have not partaken in violent crime appearing on a 'Gangs Violence Matrix', and the over representation of some community groups. There is clear need for improvement by the Met, on a London wide level.

5.119 However, we have reached a view that an intelligent model is required to identify those at risk so that interventions can be delivered for them. Data does evidence that – despite very significant shortcomings which need to be worked through – the Gangs Violence Matrix does do this. We have found that despite its faults at a London wide level, that it is managed very effectively in Hackney. We ask that the Council keeps abreast of the action plan being worked through by the Central Met, and adapts its processes where appropriate.

Gang term

5.120 Amnesty International disagree with the reference to the word 'Gangs' within the Gangs Violence Matrix. This is given the often limited understanding of what the term means, and the different use of it by different parties.

5.121 Their research – and wider input by community leaders into this review – has highlighted how the ill-informed ways that the term is sometimes used can marginalise communities. This view appeared to be shared by Council staff in the IGU, and by the police.

- 5.122 IGU staff spoke around the challenges and competing needs of safeguarding those at risk from harmful activity, whilst also not labelling them. One said that the gang term was irrelevant and sometimes unhelpful.
- 5.123 The Police Officer with lead responsibility for violence locally confirmed her own view as being that the term was not conducive to engaging the community. She envisaged a greater movement towards the use of the word violence alone. The Central Officer leading on the improvement of the Matrix was clear on the need to explore terminologies as part of the work, both within the Gangs Violence Matrix and wider strategies to tackle what had been called gang crime.
- 5.124 Members of the Commission agreed with these points. We welcomed hearing the communications being planned by the MPS as one of the responses to the MOPAC Review, which would include clearer information on the purpose and focus of the tool. We made the suggestion that the dropping of the word Gang from the Gangs Violence Matrix would – in our view – really change the way that the community would perceive it.
- 5.125 On a local level we ask the Council considers changing the name of the Integrated Gangs Unit, in consultation with the community. We feel that it would give some assurance to those groups suffering stigmatisation from the careless way in which the term gang is sometimes used.

Recommendation 11 – For the IGU to consult the community on a possible name change

On a local level we ask the Council considers changing the name of the Integrated Gangs Unit, in consultation with the community. We feel that a name change could give some assurance to those suffering stigmatisation from the careless way in which the term gang is sometimes used.

How has the Council responded to the escalation in violence, how is the response developing, and what is it showing?

- 5.126 Our review found the Council to have responded to a spike in violence in a considered way within an approach of joint reflection with partners and the community. This was in relation to the event in April 2018 bringing the Council and its partners together, and the detailed mapping exercise informed by this which followed. This enabled a fuller understanding of the provision in the borough within the broad areas commonly agreed as being most relevant.
- 5.127 Having reviewed this provision, we saw it equating to very wide ranging preventative work. This was complemented by the support for those very few who were closer to harmful activity. We also welcomed the identification of areas where work across all partners was needed.
- 5.128 We welcome the significant work by the Council, partners and the wider community which has enabled the production of this resource. We see the

challenge now as ensuring continued focus on this area, and achieving a joined up response.

Recommendation 12 – To report back on how the findings of mapping exercise are being taken forward

We ask that the Council – further to discussions with its partners – reports back to the Commission on how these challenges can be best met.

- 5.129 While we will not explore all areas covered within the mapping exercise, a number of aspects particularly resonated.
- 5.130 We supported the measures being taken by the Council and partners to address the fear and worry that incidents could cause.
- 5.131 It is clear that all partners – within an effective response to the escalation of serious violence which had been in evidence - need to fully appreciate the fear and potential harm which could come from overstating issues. We know that fear can be a driver of unsafe behaviour in some cases.
- 5.132 This is the responsibility of this Commission also. We must not shy away from an issue which needed to be addressed. However, there is also a need to give context.
- 5.133 Recognising and celebrating the hugely positive contributions which the vast majority of our young residents are making to life in Hackney, helps with this. This is particularly important for those community groups suffering from stigmatisation.
- 5.134 A tiny fraction of young black Londoners are involved in serious youth violence. However, youth leaders in Hackney told us that young black men are commonly associated with harmful behaviour.
- 5.135 It is not an exaggeration to say that the Commission were humbled by the input into the review of some of the Inspirational Leaders within the YBM Programme. Taking the words of our own Chief Executive, we saw how they are creating a movement around setting examples, supporting their community, and working with public bodies to help them identify and deliver the improvements needed.
- 5.136 We heard and saw how they demonstrate and broadcast the successful lives which the majority of boys and young men in the borough are leading, therefore raising hope and aspirations. This provides an effective response to the negative connotations and racist stereotypes sometimes associated with young black men. We met leaders who had set up businesses in the arts, and were enabling the involvement of others.
- 5.137 The discussion also covered barriers to opportunities and positive outcomes. We welcomed the response of the Council's Chief Executive to these points, which committed to ongoing engagement. We will seek updates around this.

Recommendation 13 – Ongoing engagement between Chief Executive and Inspirational Leaders

Inspirational leaders of the YBM Programme made a number of points around barriers to opportunities and positive outcomes. We welcomed the response of the Council's Chief Executive to these points.

This included a commitment to continued engagement from the Council with Inspirational Leaders.

One of the specific barriers mentioned was a lack of facilities and spaces to develop businesses within. On this, the Chief Executive spoke on the Council seeking to provide more workspaces through utilisation of unused spaces. He felt that shares of these might be made available for young people wanting to start-up businesses.

Another barrier mentioned was around a lack of advice and guidance for those interested in setting up businesses. In response the Chief Executive said that he would reflect on how the Landing Pad which the Council was seeking to provide for new businesses to the borough (better enable access to business planning, financial and other advice) could be made available more widely.

We ask that the Chief Executive meets Inspirational Leaders to explore how these aspects and any others can be taken forward.

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

- 5.138 The reduction in Police Officer numbers (nor the move to the BCU model) – in our view - did not prevent the police from delivering an effective immediate, frontline response to the spike in violence which had been seen in Hackney prior to our review.
- 5.139 This was achieved through continued local investment in and prioritisation of tackling violent crime, and strong support from - and partnership work with – centralised MPS resources.
- 5.140 On a local level, Hackney continued to have a dedicated Gangs Task Force in place, in addition to the police presence within the IGU²². This had not been affected via the move to a BCU model²³. Both of these units had contributed to significant successes, including a reduction in knife crime. There was a

²² We note the move to a BCU model has brought changes to operations in some other areas which are contributors to violent offending; including the Night Time Economy (NTE). This is now policed by a single unit across Hackney and Tower Hamlets. Future items might explore this impact on the safety of the NTE.

²³ We understand that this was with the exception of a single Police Officer taking the lead for the Hackney units and their equivalents in Tower Hamlets, and not by 2 Detective Inspectors as previously.

commitment towards keeping both units as fully staffed as possible. There had been no reduction in the police resource based within Hackney's IGU.

- 5.141 We also heard about the contributions of centralised MPS units to operations in Hackney. These included the Violent Crime Taskforce, Trident, and the Territorial Support Group.
- 5.142 The Violent Crime Taskforce was set up in April 2018, to provide support in geographical areas where there was a concern. Its work has been commended by the London Assembly's Police and Crime Committee, with the monthly frequencies of knife crimes and homicides across the capital reducing (at December 2018) further to its introduction. We heard Hackney had benefitted significantly from this resource.
- 5.143 Joint work with the central Operation Trident Unit had led to a targeted response to a spike of violence in one area of the borough, with a covert operation resulting in drug seizures, the closures of drug supply lines and a number of convictions.
- 5.144 The Territorial Support Group had roles of responding to disorder and reducing priority crime, and had been deployed in Hackney.
- 5.145 We were impressed at what we heard around the co-operation and team work between the local BCU and central units. This best enabled resources to be secured, for action to be delivered in a joined up way, and also for the central assets to deliver the types of policing needed in a way which best understood any local contexts and sensitivities.
- 5.146 It is positive that the BCU always sought to have an arrangement in place where a Senior Leader provided briefings to any central teams being deployed locally. This was in order to give bespoke briefings on the borough, expectations around approaches and behaviour, and the duties they were being asked to perform.
- 5.147 Despite seeing the overall response by the police to have been an effective one, we have concerns that the reduction in police capacity means that responses such as these are unsustainable in the longer term. We also have concerns about the police's capacity to provide effective reassurance.
- 5.148 There has been wide commentary around the escalation in violence seeing Met's Police Officers having their rest days cancelled. There is a concern about the impact that the intense focus on violent crime may have for other lower profile crime areas; for example the Violent Crime Taskforce has been resourced partly through the transfer of police Officers from other units.
- 5.149 We are also concerned at the reduced police presence locally. We heard that the BCU was working hard to generally achieve the London Mayoral Neighbourhood Policing target around each of the Borough's ward's having two dedicated full time Police Constable and one Police Community Support Officer resources in place.

- 5.150 However, in a context of lower Officer numbers, there was acknowledgment of the need at times to deploy these resources elsewhere in response to specific incidents. Safer Neighbourhood Board Members confirmed that a reduced police visibility was a common concern raised across the forums they were involved with.
- 5.151 We do see the reductions having impacted on the capacity of the police to provide reassurance to the community and to prevent incidents occurring or escalating.
- 5.152 Staff at a youth club spoke about the police previously being visible and actively involved with the club. Now, their lack of visibility had helped foster a perception of reduced safety among young people and parents, and impacted on levels of attendance.
- 5.153 One youth leader pointed to the preventative impact which the presence of police officers could have; he had been told by young people that by a single police officer being present, a situation in which two rival gangs were on the same street would not – in 9 out of 10 cases - escalate or result in any incident. This compared to the same situation where a police officer was not present, where escalation to violence would more likely.
- 5.154 We see a recovery in police numbers both in London generally and Hackney specifically, as vital. This is in regards to both ensuring that the MPS' ability to respond to incidents is effectively is sustained and – on a local level – that capacity allows for the community to feel assured by a stable, visible presence.

Recommendation 14 – For the Council to continue to make the case for a reversal of local Police Officer reductions

We call for the Mayor of London to continue to make the case for a fair settlement for the MPS, and for the Council to lobby towards ensuring that any more realistic London wide funding is translated into a greater local police presence in Hackney.

What role is the use of Stop and Search and Section 60 Orders playing in the response to the escalation in violence, and how are good quality interactions with the public during the deployment of Stop and Search being best achieved?

- 5.155 In a Hackney context, the Central East Commander spoke about the importance of Stop and Search – when used properly and effectively - to combatting violence and the threat and fear of it.
- 5.156 We saw how the stepping up of stop and search on a MPS wide level has been replicated in Hackney, and how stop and search and the use of section 60 formed an explicit part of the response to the spike in violence seen in the borough.

- 5.157 We heard that the 5794 stop and searches conducted in Hackney in 2018 was an increase on the previous year. There had been 139 section 60 orders in the borough during that time, 12 of which had been borough wide. We heard that 2018 was the first year that they had been used in Hackney, after a gap. 345 searches were conducted using these powers; meaning they accounted for 6% of all searches.
- 5.158 Positive outcome rates data for stop and search can - to some extent - be used to indicate the extent to which stop and searches are effectively targeted. Data for Hackney showed the positive outcome for stops and searches carried out in Hackney - by all units - to be 30.5%, the highest across the Met.
- 5.159 One of the major concerns around stop and search is the disproportionality in terms of those who are being searched. Concerns of those on the ground were given a voice during the review. One Inspirational Leader said that the community had noted rhetoric around increasing stop and search, and were worried that there could be a return to days where young black males felt particularly high levels discrimination through being stopped numerous times. Another said that young people had come to see stop and search as a normal part of being from a black background.
- 5.160 As is the case across the Met, profiled stop and search data for Hackney showed searches to be disproportionately concentrated among black boys and young men, compared to the share that this group accounts for of the population.
- 5.161 Outcome rates amongst different community groups are used by some commentators to indicate whether stop and search activity is proportionate²⁴.
- 5.162 In Hackney, the positive outcome rate for people coded as being of white ethnicity was 31.6%. The positive outcome rate for those coded as black matched almost exactly - at 31.5%. This went against the picture on a MPS wide level for the same period, where the positive outcome rate for white people was almost 4% higher for white people compared to black people. We should note that Hackney did see a lower positive outcome rate among people coded as Asian; at 24%.
- 5.163 The concern that greater use of Section 60s and searches without suspicion will worsen racial disparities in stop and search activity, played out in the data provided, both on a Hackney and MPS level.
- 5.164 Among those searched under Section 60 powers across Hackney and the MPS, black people were more over represented than they were within general stop and search. The positive outcome rates fell considerably for these searches.

²⁴ <https://www.independent.co.uk/news/uk/crime/stop-search-police-london-met-section-60-race-a8943931.html>, for example.

- 5.165 In terms of the quality of searches in Hackney, we heard the commitment of the police to ensuring that stop and search powers were deployed transparently, with high standards of professionalism and integrity, and with concern for those stopped.
- 5.166 The greater use of body worn cameras appeared central to this, and Hackney was performing well in ensuring the recording of encounters compared to the MPS generally. We were assured that Officers were challenged when cameras were available but encounters were not recorded. The quality of footage was improving as the technology was bedded in.
- 5.167 Formally involving young people in training can help improve Officer's understanding about why quality of stop and search is important, and we were pleased to hear of the Police's engagement with Hackney Crib's Trading Places initiative. This sees practical exercises where young people swap places with representatives of a range of organisations which interact with them.
- 5.168 Helping people understand their rights in regard to stop and search can empower them to challenge poor practice. It is positive that the BCU is delivering 'know your rights' sessions in schools.
- 5.169 We explored the work of the local groups who lead on the scrutiny of stop and search in Hackney. In addition to the Community Stop and Search Monitoring Group, Hackney also has a Young Person's Stop and Search Monitoring Group.
- 5.170 On this point, it is important to recognise the innovative work of Hackney's Safer Neighbourhood Board (which has the overarching role of implementing monitoring arrangements locally) in the establishment of monitoring arrangements which put significant emphasis on enabling scrutiny of stop and search activity by young people directly.
- 5.171 We gained practical insights into the vital and valuable role which local monitoring groups can play in holding the police to account around their deployment of stop and search, on behalf of communities. We heard important examples of successful recent work by the groups. We have seen how the mechanisms exist for this functions to be delivered very effectively in Hackney.
- 5.172 However, it was also made clear that their success in doing so is fully dependent on effective engagement with these mechanisms, by the police. The recent successes were reflective of a refreshed level of engagement by the police. Until recently, this had been an area in need of improvement. We place on record our thanks to Sue Williams for reinvigorating the police's engagement with the monitoring groups during her time as Central East Commander.
- 5.173 We heard clear accounts that the extent of the police's engagement with the monitoring groups had varied according to who had been the lead police officer for the borough.
- 5.174 We agreed with the monitoring groups on the need for the BCU's current levels of engagement with the monitoring groups – and with the community more

widely – to be maintained. This includes through any periods of leadership change. Indeed, this point was illustrated further at a later point where the Central East Commander we heard from during the review was seconded elsewhere.

5.175 It is for the monitoring groups to scrutinise the use of stop and search powers by the police. However, this Commission will seek to re-establish annual updates on stop and search activity, the engagement between the police and monitoring groups, and the outcomes of this. We hope that this can help better ensure on-going engagement.

Recommendation 15 – For the Police and Monitoring Groups to provide annual updates to Living in Hackney Scrutiny on stop and search activity, and the engagement between them

Living in Hackney Scrutiny will seek to re-establish annual updates on stop and search activity, the engagement between the police and monitoring groups, and the outcomes of this. We hope that this can help better ensure on-going engagement.

In reflection of our [findings from the discussion with the police and monitoring groups](#), we will include consideration of the points below, within the next item:

- Extent of body worn camera dip sampling exercises (we heard that these had started only recently)
- Engagement of the community in training
- Section 60 communications and consultation (both monitoring groups reported that the engagement of the police prior to enacting Section 60 notices fell immediately after the move to the BCU model, and the BCU themselves acknowledged they were working on addressing this issue)

How is the Community Safety Partnership working to ensure effective relationships with the community?

5.176 Looking more broadly than stop and search, data for Hackney highlights trust and confidence in the police needing to be a key area of focus locally.

5.177 We found that the BCU shared the Commission's concern in this area. We drew assurance that – following the move to the BCU model and under the leadership of the then BCU Commander – a range of initiatives had been put in place in response.

5.178 We were impressed with the establishment of a BCU-wide Confidence and Satisfaction Board. We hope will secure an ongoing focus on trust and confidence despite leadership change.

- 5.179 Evidence shows that effective community engagement is one of the ways through which public confidence in policing activity can be increased²⁵. We heard about a range of work in this area.
- 5.180 We welcome the BCU's engagement with the formal engagement mechanisms, and its contributions to building the capacity of these.
- 5.181 On this point - during the review the BCU confirmed that funding had been secured for a Youth Independent Advisory Group in Hackney. We understand that this will be formed of the Inspirational Leaders who we heard from at various points of the review.
- 5.182 This is hugely positive. We heard during the review of the huge strength of this group in being able to challenge the police on behalf of young people and to broker dialogue and understanding between the two.
- 5.183 We also heard of and were impressed with other work to build confidence, trust and mutual understanding, outside of the formal mechanisms, and to better ensuring good quality encounters.
- 5.184 We welcome this work, as did the community groups involved in the discussion. We feel that it can only help further ensure that encounters are well managed.
- 5.185 The above leads us to a view that the level of engagement of the Police by the community was very positive, at the point of our review.
- 5.186 This is not to say the arrangements in place could not be further improved. We heard that the great potential which a number of high quality engagement activities had had to help address trust and confidence issues had not been fully realised due a lack of effective communications on them. We heard concern that the police could inadvertently reduce trust and confidence through the release of footage intended to provide reassurance.
- 5.187 We also found a clear need for greater assurance to the community around the approaches and practices of central units deployed to the borough. This was despite measures in place to achieve a localised approach, and the involvement that central units currently took in engagement activity in the borough.
- 5.188 We welcomed the BCU Commander's candour on the need to address and improve in these areas. We pay tribute to the reinvigorated community engagement which she put in place under her leadership. We also thank community groups whose work has enabled this. These groups clearly have the capacity to challenge the police on behalf of the community, and to be an effective bridge between them.

²⁵ Royal College of Policing

5.189 The challenge now is to ensure that this reinvigorated engagement is maintained and built upon.

5.190 We see the Living in Hackney Scrutiny Commission having a role in monitoring this.

Recommendation 16 – For Community Safety Partnership to provide annual updates to Living in Hackney on its Trust and Confidence Action Plan

The Commission will seek annual updates against the Action Plan regarding Trust and Confidence, from the Community Safety Partnership.

As part of the first update, we will gauge progress on a number of areas in line with our review findings in this area.

We will seek updates on the status and activities of the BCU-wide Confidence and Satisfaction Board, on the BCU's engagement with the Young People's Independent Advisory Group, its work to maintain active engagement with the community and to improve communication of engagement events, and any actions to seek to facilitate engagement between the community and central units.

6. CONCLUSION

- 6.1. We have seen excellent work by the IGU to keep young people and the community safe. It has a clear and significant impact. We laud its co-located model. We have explored and gained assurance around its approaches and the tools it uses.
- 6.2. Our recommendations around this area – in terms of improving transparency and better ensuring the involvement of wider partners in work – are intended to help build on this further.
- 6.3. We welcome the considered approach of the Council, its partners and the community to the spike in violence which led to this review. We look forward to exploring what the next steps have been here.
- 6.4. Violent incidents and their causes need to be addressed and not shied away from. However we have seen the importance of placing issues in context. Recognising and celebrating the hugely positive contributions which the vast majority of our young residents are making to life in Hackney is crucial.
- 6.5. We see the police as having delivered an effective immediate, frontline response to the spike in violence. This was despite reductions in officers. However, we are clear that reductions in police capacity means that responses such as these are unsustainable in the longer term.
- 6.6. Evidence we heard also suggests that the reductions in the police's local presence has impacted on the capacity of the police to provide reassurance to the community and to prevent incidents occurring or escalating.

- 6.7. The greater use of stop and search has been one of the responses to the escalation in levels of violence in London. This includes the re-emergence of no suspicion searches. This makes it all the more important for the police to maintain the levels of engagement with the Stop and Search Monitoring Groups which were put in place under the most recent BCU Commander.
- 6.8. Trust and confidence generally must be an area of ongoing focus. Here we also welcome the recent levels of community engagement of the Police. This needs to continue.

7. CONTRIBUTORS, MEETINGS AND SITE VISITS

Meetings of the Commission

13/09/2018²⁶

Contributors

- Cllr Caroline Selman, Cabinet Member for Community Safety, Policy, and the Voluntary Sector
- Maurice Mason, Community Safety Manager
- Alice Deacon, Assistant Head of Service - Early Help and Prevention

13/11/2018²⁷

Contributors

Inspirational Leaders, YBM Programme

- Oj Odebode
- Ayo Ogunjimi
- Oluwatosin Adegoke
- David Ogana
- Lamide Olusegun
- Deji Adeosun, Youth Leadership Manager, Hackney CVS (and support for (Young People's) Stop and Search Monitoring Group
- Tim Shields, Chief Executive
- Cabinet Member for Community Safety, Policy and the Voluntary Sector
- Karen Law, Partnership Strategic Analysis & Performance Manager
- Aled Richards, Director, Public Realm
- Community Safety Manger
- Sonia Khan, Head of Policy and Partnerships, and Programme Manager of Improving Outcomes for Young Black Men Programme
- Cathal Ryan, Cathal Ryan, Service Manager, Children and Families Service and Lead for Reducing Harm Working Group (Young Black Men Programme)
- Jason Davis, Policy Advisor
- Dina Sahmanovic, Senior Operations Manager Victim Support

²⁶ <http://mginternet.hackney.gov.uk/mgAi.aspx?ID=32383>

²⁷ <http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CIId=119&MIId=4431&Ver=4>

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

10/12/2018²⁸

Contributors

- Sue Williams, Central East Commander, Metropolitan Police Service
- Community Safety Partnership Manager
- Jan Stout, Integrated Gangs Unit Manager
- Emma Harradine, Probation Officer, Integrated Gangs Unit
- Brendan Finegan, Service Manager - Youth Justice Service
- Oladele Woye, Community Engagement Officer, DWP, Integrated Gangs Unit
- Samir Khattab, Case Worker, SOS Project, St Giles Trust, Integrated Gangs Unit
- Damion Roberts, Case Worker, SOS Project, St Giles Trust, Integrated Gangs Unit
- Steve Gowan, Researcher, Integrated Gangs Unit
- Nichole McIntosh, Director for Operations, Safer London

31/01/2019²⁹

Contributors

- Central East Commander, Metropolitan Police Service
- Louise Brewood, Chair, Safer Neighbourhood Board
- Cabinet Member for Community Safety, Policy and the Voluntary Sector
- Nicola Baboneau, Support Officer to Hackney Safer Neighbourhood Board, and Designated Chair of Hackney's Stop and Search Monitoring Arrangements
- Deji Adeosun, Youth Leadership Manager, Hackney CVS (and support for (Young People's) Stop and Search Monitoring Group
- Tim Head, University of Essex student and volunteer for Hackney CVS
- Ayo Ogunjimi, Member, Young People's Stop and Search Monitoring Group
- David Agana, Member, Young People's Stop and Search Monitoring Group

Site Visits

The Commission made the following site visits for this review. The records of these are available below.

- [Site visit to the Integrated Gangs Unit, 22nd January 2019](#)
- [Site visit to Site Visit to Young Hackney Concorde, 22nd January 2019](#)
- [Meeting with MPS and Amnesty International re Gangs Violence Matrix, 24th January 2019](#)
- [Meeting with Integrated Gangs Unit and Children and Families Service 14th March 2019](#)

²⁸ <http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CI=119&MI=4432&Ver=4>

²⁹ <http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CI=119&MI=4433&Ver=4>

8. MEMBERS OF THE SCRUTINY COMMISSION

Councillor Sharon Patrick (Chair)

Councillor Sade Etti (Vice Chair)

Councillor Michelle Gregory

Councillor Anthony McMahon

Councillor M Can Ozsen

Councillor Ian Rathbone

Councillor Penny Wrout

Overview and Scrutiny Officer: Tom Thorn ☎ 020 8356 8186

Legal Comments: Manjia Grant ☎ 020 8356 4817

Financial Comments: Deirdre Worrell ☎ 020 8356 6196

Lead Director: Ajman Ali ☎ 020 8356 3670

Lead Cabinet Member: Caroline Selman, Cabinet Member for Community Safety, Policy and the Voluntary Sector



Living in Hackney Scrutiny Commission 13th November 2019 Item 7 – Minutes of the Previous Meeting	Item No 7
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Outline

The draft minutes of the meeting of the 30th September 2019 are enclosed.

Matter arising from September meeting:

One action arose from the meeting in September.

ACTION 1 (Director of Housing Services):

To provide information to the Commission on the value of compensation payments relating to Housing Services complaints.

RESPONSE:

A response was awaited at the time of publication.



Action

The Commission are asked to review and agree the minutes, and to note the matters arising.

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London Borough of Hackney
Living in Hackney Scrutiny Commission
Municipal Year 2016/17
Monday, 30th September, 2019

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

Chair:	Councillor Sharon Patrick
Councillors in Attendance:	Cllr Sade Etti (Vice-Chair), Cllr M Can Ozsen, Cllr Ian Rathbone, Cllr Penny Wrouth and Cllr Anna Lynch
Apologies:	Cllr Anthony McMahon
Officers In Attendance:	Ajman Ali (Director of Housing Services), James Goddard (Director, Regeneration), Donna Bryce (Head of Resident Safety, Housing Services) and Steve Platt (Head of Building Maintenance and Estate Environment)
Other People in Attendance:	Councillor James Peters
Members of the Public:	1
Officer Contact:	Tom Thorn  0208 356 8186  thomas.thorn@hackney.gov.uk

Councillor Sharon Patrick in the Chair

1 Apologies for Absence

1.1 Apologies had been received from Cllr McMahon.

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.

- In relation to items 4 and 6 the Chair declared she was a Council leaseholder
- In relation to items 4 and 6 the Vice Chair and Cllr Ozsen declared they were Council tenants
- In relation to agenda item 5 Cllr Lynch declared she was a Southern Housing tenant

- In relation to agenda item 5 Cllr Rathbone declared his wife was a Peabody tenant
- In relation to agenda item 5 Cllr Wrout declared she was a Member of the Board of Hackney Parochial Alms-houses.

4 Management of asbestos in Council-managed homes

4.1 The Chair welcomed the following guests for this item:

- Ajman Ali, Director, Housing Services
- Donna Bryce, Head of Resident Safety, Housing Services

4.2 The Chair also welcomed Cllr James Peters who had an interest in the subject of asbestos management from his case work.

4.3 Invited to make any opening comments, the Head of Resident Safety presented the paper which was available in the agenda packs. She made the following points:

- The paper provided the history, processes and procedures in place for the management of asbestos within Housing Services.
- She would not detail the full report. However, key points included work to reach out to Council leaseholders, in addition to tenants to ensure they got the advice around asbestos as and when they needed it.
- Historically, one of the major partnering contracts had been used for works related to asbestos management. The Council wanted to exert greater control. Two in-house surveyors had been recruited who would be predominantly focused on void properties and on re-inspections of asbestos left in situ (where asbestos was left where it was and managed and monitored, rather than being removed). A specialist asbestos contractor was in place to complement this resource so that support was available on a 24 hour basis.
- The service was working towards being able to carry out all air testing itself following works itself rather than for this to be done by contractors.
- It was also seeking to get a consistent and effective approach in place around information available to residents regarding asbestos in homes. Contractors carrying out asbestos survey work and removals often used jargon in reports. The service was getting in place standardised templates for recording information around asbestos. These were designed to be clear and user friendly, and accessible for residents who were not specialised in the area.
- The Planned Asset Management service sometimes delivered asbestos works through major works programmes, via other contractors. The Resident Safety Team was liaising closely with them. This was in order to ensure that records of this work would follow the same user-friendly, accessible format.
- The service was improving information for residents. New Council residents were given information leaflets about asbestos, and copies of asbestos reports if asbestos was present in their property. There was a dedicated phone line and email address in place.

- Prior to a resident moving into a property, a decision would be made on whether to remove the asbestos or to leave it in situ. Often, it would be removed, particularly when a survey deemed it a risk that it could be disturbed. However, in some cases it was safer to leave it untouched. In these cases, annual inspections were carried out to ensure that it remained in a safe condition.
 - A new and very knowledgeable Asbestos Manager had been recruited. All Officers in the asbestos team had been trained to P405 (a Management of Asbestos Standard). This meant that Officers were able to deal with enquiries to better ensure residents received advice promptly. This training would be rolled out to the full Resident Safety Team.
 - The service was seeking to launch an online portal enabling residents to access asbestos and fire safety reports for their homes. Alongside this the service was exploring whether the current IT system could be made fit for purpose and future proofed, or if it needed replacing.
- 4.4 The Chair thanked the Head of Resident Safety. She noted points around new residents being given information on where asbestos was in their homes. She asked how the Council addressed the risk of existing tenants, leaseholders or freeholders inadvertently disturbing asbestos as they were not aware that it was there. She felt that information should be re-provided on a regular basis.
- 4.5 The Head of Resident Safety agreed that giving information on asbestos – on an ongoing basis - was crucial. The service engaged existing residents in a number of ways. She had attended and spoke at the Tenant and Management Organisation Forum the previous week. The service was delivering roadshows to help highlight asbestos and the risks from disturbing it. The first roadshow would take place in November. They were working with Communications around doing more. The key message for residents was to contact the Council at any time they were considering carrying out works in their homes so that they could be informed of where any asbestos was.
- 4.6 The Chair noted the upcoming open day for leaseholders and freeholders. She noted that these groups were responsible for repairs and works inside their homes, where asbestos might be present. She asked if the Asbestos Team would be present at the event.
- 4.7 The Head of Resident Safety confirmed that the Fire Safety and Asbestos Safety teams would have a stall at the event.
- 4.8 In response to a question the Head of Resident Safety confirmed there was not a cost for the advice and surveying function for leaseholders.
- 4.9 Cllr Peters recalled meeting with the Head of Resident Safety some months ago. This was further to him having concerns about what had appeared to be the unsafe removal of asbestos by contractors, during their delivery of major works in homes. He had been reassured from these meetings. He had heard that in future sample inspections would be carried out of a number of units in any block subject to major works, and if asbestos was identified in any it would be presumed that asbestos was present in all units.

- 4.10 He wished to explore how this was working with other departments; for example whether an operative visiting a property to fix a leak would be versed around where asbestos was likely to be present.
- 4.11 The Head of Resident Safety said she was fully confident that this approach would be followed prior to any planned works going ahead. The service had also done significant work with the Reactive Repairs service so that they were much more aware of asbestos considerations, and where advice should be sought prior to starting a repair.
- 4.12 This said, there was still room for improvement. For example, currently, operatives needed to contact the Resident Safety Team to get information on the presence of asbestos. The service was working on a solution where this information would be available on their hand held devices, and where an active warning was given around asbestos being present as soon as a job was raised.
- 4.13 They wanted to go further. There was a four stage clearance process following asbestos works, to ensure the safety of the site. The Service was working towards a position where this exercise was only carried out by the Council itself. This would provide greater quality assurance.
- 4.14 A Member recalled issues explored by the Commission previously around the performance of housing contractors. This had included issues around sub-contractors. He welcomed the move to deliver the quality assurance function around asbestos works, directly.
- 4.15 The Head of Resident Safety confirmed that contractors carrying out works where asbestos was present needed –by law - to get a licensed asbestos specialist to carry out testing after the works to ensure the site was safe.
- 4.16 She accepted there had been issues with contractors and sub-contractors in other areas of housing. Reflecting this, the service carried out audits to ensure this testing was done accurately. Moving forward, the service wished to perform the testing function directly, using the expertise of the Asbestos Manager and Surveyors. This would take time to get in place; it would require access to a laboratory in which to do the air testing.
- 4.17 A Member welcomed that residents were able to find out if asbestos was present in their homes, and for a visit to be carried out if this was necessary. She asked how long a resident would need to wait for a visit.
- 4.18 The Head of Resident Safety advised that visits would be carried out within 24 hours in most cases. The clear message to residents was that if they suspected there may be asbestos in their homes to contact the Council so they could visit to assess this.
- 4.19 The Member asked – in broad terms - what share of the Council’s housing stock contained asbestos. If this was high, she suggested that highlighting this in publicity campaigns could better encourage people to check with the Council prior to doing any works in their Council homes.

- 4.20 The Head of Resident Safety thanked the Member for the suggestion, which she said was very helpful. She confirmed that – given the age of much of the Council’s stock – that around 50% of homes contained asbestos. This was being managed in an effective and improving way, including through annual inspections to ensure that asbestos was either in a safe and sound condition and otherwise removed.
- 4.21 However, she agreed that messaging on how common asbestos was could be powerful in persuading more people to come forward to seek advice. This would build on the service already having seen increases in calls received. She said this was a helpful point which she would give further thought to.
- 4.22 A Member asked if information on asbestos in properties was made available to residents purchasing or renting ex Hackney Council homes.
- 4.23 The Head of Resident Safety confirmed that solicitors acting on behalf of people buying ex Council homes would request both asbestos and fire safety certificates from the Resident Safety Team. Moving forward, the service was hoping to make this information available online.
- 4.24 A Member noted the action being taken to improve information on asbestos, which he welcomed. He asked if this could include publicity in newspapers targeted at groups from whom English was not a first language.
- 4.25 The Head of Resident Safety said this was a helpful suggestion that service could take forward.
- 4.26 A Member asked what residents should do if they saw others discarding what they suspected was asbestos, carelessly and not through a licensed specialist.
- 4.27 The Head of Resident Safety advised that residents should contact the Council or the Health and Safety Executive in these cases.
- 4.28 The Chair thanked the Head of Resident Safety. She felt the discussion had been very useful. She looked forward to future updates, where the Commission would explore the progress made on bringing greater direct delivery of quality assurance of asbestos works, on greater publicity around asbestos, and on making information on asbestos surveys more readily available.
- 4.29 As a final point, Cllr Peters agreed that the item had been helpful. He asked the Chair whether the Commission was intending on exploring the Council’s role around asbestos in relation to the private rented sector. He understood that this came largely within the remit of the Health and Safety Executive. However, he understood that the Council’s Private Sector Housing Services did come into contact with issues in its work. He felt there was some lack of clarity around the roles of the Council and the Health and Safety Executive in regards to asbestos in some cases.
- 4.30 James Goddard, Director Regeneration - who was in attendance for another item – advised that he had lead responsibility for the Private Sector Housing Service. He confirmed that his area did encounter issues and take enforcement action in some cases. He felt that a scrutiny item would be useful which explored a range of issues, including flytipping of asbestos.

4.31 The Chair thanked Cllr Peters. She would give thought as to when a wider item on asbestos could be incorporated into the work programme.

5 Item to inform likely review - Context on Registered Providers operating in Hackney

5.1 The Chair welcomed James Goddard, Director, Regeneration for this item.

5.2 She reminded Members that in its last meeting the Commission had discussed exploring a range of areas around housing management - in relation to both the Council and Housing Associations – for its main review of the year.

5.3 During the summer she had held further discussions with Officers. These meetings had left her with a view that the review should focus only on housing associations, and the varying practice by different providers. This was due to the variance across housing associations meaning that a review of this area alone would already be a substantial one.

5.4 Alongside this, the Commission would continue to hold one off items in relation to the Council's Housing Services throughout the year, including on fire safety, resident engagement and community halls management.

5.5 This item was intended to give the Commission a broad insight into the housing associations operating in Hackney, and the interaction between these and the Council. Noting the slides available in the agenda packs, the Chair asked that the Director, Regeneration made any opening comments.

5.6 The Director, Regeneration made the following points:

- There were many types of organisations which could be broadly described as Housing Associations; Registered Providers, Registered Social Landlords, Housing Co-ops, Community Groups, Community Trusts, Charities and Registered Providers. There were differences between them in some cases, highlighting the varying types of organisation his area dealt with.
- Broadly, Registered Providers were described by the Ministry of Housing, Communities and Local Government as "*Independent, not for profit housing providers, approved and regulated, provide homes for households in housing need*". This was not a legal definition, but could act as some guide.
- Some housing associations were registered. These were accountable to the Regulator of Social Housing, as were local Housing Authorities (including the Council). Others were charities, with reporting lines to the Charity Commission.

5.7 In response to a question, the Director, Regeneration advised that the Regulator of Social Housing was a formal government body, regulating all forms of social housing. This said, it applied different forms of regulation to the different types of organisations providing social housing. For example, some of the data indicators reported to the regulator by Councils, would not be reported by housing associations.

5.8 Also, some approaches followed by Housing Associations – including around the extent of gearing (borrowing) to support investment – were less relevant to

Councils. In short, this made comparisons between Councils and Housing Associations difficult.

- 5.9 Housing Associations followed different models. Some saw themselves as specialist; for example by focusing their housing resources on older people and or people from particular community groups. This was now less common, due to a range of mergers and also an increasing consensus that a mainstreaming approach was better. There were some specialist providers in Hackney – including Anchor and Hanover - which focused on older people.
- 5.10 The size and reach of housing associations varied substantially. North London Muslim Housing Association (NLMHA) operated in three boroughs, with a total of less than 1,000 units. This compared to Clarion which managed more than 125,000 units, across 170 local authority areas.
- 5.11 The size of operations had a strong influence on the approaches Housing Associations took to housing management, including their contracting arrangements and the nature of their repairs services. It also effected the extent to which the Council was able to influence and engage with them, and secure their commitment to contributing towards local priorities.
- 5.12 Structure also differed. Housing Associations were social purpose organisations. This meant they were providers of general needs housing and the factors wrapping around this; for example forwarding the employment and skills agenda.
- 5.13 Some delivered new development; mainly the larger providers. These providers sometimes supported smaller ones to develop in the local area.
- 5.14 L&Q were the largest housing association in London with 95,000 units.
- 5.15 They had developed 2862 new homes over the most recent reporting period. Only 250 of these were at social rent levels.
- 5.16 The remainder were sold or rented at market levels, or rented at Affordable Rent levels. Affordable Rents could be charged at 50%, 65% or 80% of market rent. The majority of those rented by L&Q on the Government's Affordable Rent definition were priced at 80% of market rent, making them inaccessible to the majority of households in housing need.
- 5.17 He was giving L&Q as an example given its size. However, the trend of development moving away from social rents towards tenure types which were unaffordable to many, was applicable to many other housing associations.
- 5.18 A Member noted the points around Affordable Rents. She did see a place for homes at levels of rent which were between social rent and open market rent. This was providing a service to some of Hackney's residents. However, she was concerned at an issue she was aware of from her casework around housing associations 'flipping' units which were previously rented on a social rent basis, to an affordable rent. She felt that this is something which a scrutiny review might explore.
- 5.19 The Director, Regeneration, agreed with this point.

- 5.20 Continuing with the presentation he said an important development in recent years had been a merging of a number of already large housing associations. This had led to the emergence of some very large housing associations. Key examples included Affinity Sutton and Circle merging to create Clarion, and Family Mosaic joining with Peabody. There were likely to be more in the future.
- 5.21 There had also been an emergence of for-profit housing associations.
- 5.22 On tenancies, since 2010 housing associations had been encouraged to provide assured and fixed term tenancies rather than life time tenancies. These tended to last for five years. There had been movement back by some towards providing life time tenancies in more cases, but there was a legacy of less secure tenancies for some residents.
- 5.23 Earlier that day at the Conservative Party Conference the Secretary of State for Housing had announced that housing association tenants would have the right to shared ownership buy, with a discount attached. This risked the borough losing more of its social housing stock. The planned funding arrangements for the scheme were unknown.
- 5.24 There was also the ongoing prospect of full right to buy being extended to housing association tenants. Previous iterations of this policy if enacted would have left Councils being required to sell off shares of their social housing stock to fund the discounts applied to the right to buys.
- 5.25 A Member said that from casework and from speaking to her residents she was aware of the frustrations of some of those who lived in housing association properties. There was sometimes a view that they were not accountable. A number had said that they would have welcomed the Council owning and managing this stock rather than housing associations.
- 5.26 The Chair said she was aware of issues where residents living in housing association properties who were overcrowded, were advised by their landlord to seek rehousing by the Council through its waiting list, rather than the housing association offering them paths to suitable housing through its own stock.
- 5.27 The Director, Regeneration, confirmed that this was a problem. He felt that the Commission could add value by exploring approaches to transfers by different providers.
- 5.28 A wide range of issues could be covered within this. This included some housing associations sometimes not providing adequate support to households where there was a domestic violence issue. Instead of engaging with the situation and providing support to vulnerable household members (including rehousing), it sometimes appeared that housing associations only sought to pass all issues straight to the Council to deal with alone.
- 5.29 Part of the definition of housing associations was that they were not for profit. Recently, there had been an emergence of bodies which did work for profit. Sage had been taken to court to stop it naming itself as a housing association. This organisation was funded by Blackstone, the single largest equity fund in

the world. Sage had tried to enter Hackney on some of the borough's small Section 106 sites. The Council had worked hard not to allow this.

- 5.30 There were other profit-making housing providers, including pension funds.
- 5.31 Clarifying a point made by a Member the Director, Regeneration confirmed that while Housing Associations were not able to make profit, they were able to achieve surpluses. They were encouraged to do so by the Regulator for Social Housing as this evidenced financial sustainability. The regulator stipulated the generation of surpluses as a success measure.
- 5.32 A Member understood that – whilst housing associations were not allowed to have shareholders – that some got around this by issuing bonds against which shares of surpluses would be paid. She understood Peabody to be one of these.
- 5.33 The Director, Regeneration agreed with this. In terms of Peabody, its structure had enabled the payment of bonds since 1905.
- 5.34 For 2019/20, L&Q were forecasting a £202 million surplus. In theory, all surpluses were ploughed back into the organisation be this through staffing, the skills agenda, or others. Questions for providers around how surpluses were used could form a helpful element of a scrutiny review.
- 5.35 The Housing and Planning Act 2016 set out policies including the extension of right to buy to housing associations funded by the forced sale of the most expensive third of councils' housing stock. Policies in the act were sometimes referred to as zombie policies, as they were still there. They had not been repealed. This meant that there was the legislative scope to move forward with it.
- 5.36 Presenting a slide looking at the number of Hackney units held by the largest 14 housing associations (by Hackney stock size), the Director, Regeneration advised that there was an error. The 285 figure on the slide for the number of units held by Sanctuary was incorrect and should have been given as 3,288.
- 5.37 He also noted that in advance of the meeting the Chair had asked for a list covering all housing associations operating in Hackney. He said that the service did have a list. The total number of operators was around 50. However, this did depend to some extent on the definition being used.
- 5.38 The 50 operators ranged widely in size; from the large providers like Clarion and Peabody, to very small charities and organisations with one or two almshouses in the borough. He would provide this list to Members. However, there was a health warning as it was currently being updated, with completion due at the end of December.
- 5.39 In response to a question, he confirmed there were approximately 24,000 housing association units in the borough.

- 5.40 In terms of the liaison between the Council and housing associations, the Council had an Approved List. Only housing associations which were on this list were able to develop or to be partners to other developers in the borough.
- 5.41 Those on the Approved List had agreed / were assessed as meeting criteria covering 17 aspects. Examples of these included having a secure financial base, not evicting tenants unnecessarily, and not making a profit. This list was similar to the criteria set out by the regulator. The Council could not reasonably insist on more stringent standards than these as it would be open to losing any legal challenge against it.
- 5.42 His service monitored housing associations against nominations agreements in place. Nomination agreements set out the share of the voids of each housing association which the Council was able to nominate households for, from its own waiting list.
- 5.43 In addition, it monitored the impact of the Homelessness Reduction Act. The Council was beginning to see an increase in referrals from housing associations based on this act. As social purpose organisations housing associations had duties around supporting residents, and it was concerning that in some cases there appeared to be a lack of taking responsibility. The Council had met with a number of providers about their approaches to individual cases.
- 5.44 The partnership arrangements between the Council and housing associations were set within Better Housing Partnerships. There were two – one covering Development, and the other Housing Management.
- 5.45 Other boroughs followed different arrangements.
- 5.46 For example, Tower Hamlets had a Housing Association Federation. Within this, housing associations made a financial contribution and signed up to a range of articles in order to be a member of the federation.
- 5.47 Another example was Waltham Forest's recent establishment of a Housing Association Compact. This contained a number of standards and expectations which those signing up were expected to meet, and which they would be governed against.
- 5.48 In comparison to these models, Hackney's approach in terms of its relationships with housing associations had been relatively informal up to now. He suggested the Commission might wish to explore the Council approach compared to others.
- 5.49 This said, it was important to note that Councils had reduced capacity to shape the approaches of housing Associations compared to more historical periods. In the past grants to Housing Associations were paid via local authorities. Now this was no longer the case. This had impacted on the level of influencing and steering which was possible locally.
- 5.50 One way which the Council was providing funding to Housing Associations was through the Mayor of Hackney Housing Challenge, funded by right to buy receipts. These were offered to housing associations for them to develop in the borough. Morpeth Garages was one example, with Peabody developing with

Council funding. Where the Council was issuing a grant there was tighter control.

- 5.51 The Housing Strategy Team led on day to day liaison with housing associations. This ranged from the management of detailed individual casework (where residents had raised concerns with the Council about a housing association) through the liaising with housing association Chief Executives within the Better Homes Partnership.
- 5.52 The Director, Regeneration presented the dashboard slide showing data against a number of measures from the largest housing associations, as reported by the housing associations themselves.
- 5.53 In response to a question, the Director, Regeneration confirmed that the repairs figure was the number of repairs which Housing Associations had reported doing. Comparing the numbers of repairs, complaints and other aspects against the number of units they managed could help give some proportionate insight into activities of different providers.
- 5.54 There were limitations to the data which needed to be acknowledged. Different methodologies would be in place for the measures, depending on the housing association, and caution needed to be applied. For example, the satisfaction rates reported by Southern Housing were based on overall rates across all the housing they managed, rather than separate monitoring within boroughs. The ways that satisfaction rates were calculated would vary – for example the numbers of residents surveyed.
- 5.55 He was aware that Hackney had very robust methodologies in place around satisfaction data collection. This had produced an outturn of 75.2% for the most recent reporting period. He noted that some of the figures in the table might be seen as surprising when compared against this. For example one provider reported a 95.4% satisfaction rate, and having received only 2 complaints regarding the 177 units that it managed.
- 5.56 A Member agreed with this point. She noted that Sanctuary Housing Association had reported a satisfaction rate of 81%. She said she would wish to apply scrutiny to the basis for this finding.
- 5.57 The Director, Regeneration said the information in the table constituted the starting point of work to gain a better range of data from Housing Associations, to better allow fair and valid comparisons. He offered to keep the Commission updated on this work throughout any review.
- 5.58 It was the first time that the Council had requested this information. It was now collecting the second round of data. This was including discussions with providers where the Council was seeking to persuade them to provide Hackney-specific data for all metrics. Not all housing associations had accepted this request. It was important to note that they were providing the information in the table on a voluntary basis. This data was not available elsewhere, and providers were not compelled to report it.
- 5.59 The Chair thanked the Director, Regeneration. She asked that in any future updates on these measures information was also given on the sources of this

- information, the timeframe to which it related, and any other broad information which could enable to the Commission to better gain the context.
- 5.60 Presenting the next slide, the Director, Regeneration advised that this broke down the complaints received by Housing Associations, as reported by those Housing Associations.
- 5.61 The Chair asked whether there were a set of key performance indicators which Housing Associations were required to collect and report to the regulator. She suggested that there might be clear definitions around these which might give greater assurance around data quality and being able to compare figures across Housing Associations. She asked if these measures might provide a baseline level of information to the Commission.
- 5.62 The Director, Regeneration confirmed there were measures which Housing Associations were required to report on. These had been changed under the previous Prime Minister and it was likely they would change again. There were 15 indicators currently. Some of these were not relevant to Councils; for example financing arrangements. There were some others which were more relevant, including reactive repairs.
- 5.63 As a final point on the presentation the Director, Regeneration said that a review comparing the practices and approaches of Housing Associations would be challenging. This was given the wide differences in the scales of their operations. He suggested that the most practical approach might be hearing from a number of smaller providers and – separately – a number of larger ones.
- 5.64 Evidence did point to smaller, more locally based organisations generally providing a better service to residents. This was compared to larger organisations which were sometimes more business-focused and removed from the local context. He suggested that this might be tested further during a review which heard from both around their approaches, before comparing them.
- 5.65 A Member noted the point made around the Waltham Forest Compact. She asked what other types of arrangements were in place between local authorities and Housing Associations.
- 5.66 The Director, Regeneration advised that in general local authorities either had a compact or a partnership model in place. There were different types of both of these. For example, Tower Hamlets' Federation of Housing Associations could be described as a partnership arrangement.
- 5.67 In response to the Member suggesting that a review might explore what the most effective approach might be for Hackney, the Director, Regeneration agreed that this would add value. This might include exploring the impact of Waltham Forest's move to a Compact arrangement.
- 5.68 A Member felt there had been significant communications by the Council around its role and action in tackling poor standards and management in the private rented sector. However, she suggested that housing association residents were often unaware that the Council had a role in providing support to them, in the same way that it did to private rented sector tenants generally.

- 5.69 She felt that a review might explore how the Council communicated the rights of Housing Association residents and how it could provide support where this was needed. She noted that the service had gathered complaints data from Housing Associations. She asked if data was available on complaints made to the Council's Private Sector Housing Service by housing association tenants, and what the responses of the Council had been to these.
- 5.70 She said she would welcome a review which aimed to better ensure that housing association residents had positive experiences from their providers. The Council housed some of the residents on its housing waiting list, within Housing Association stock. It therefore had a duty of care to help ensure that these residents were treated fairly and well, and that a long term relationship with them was maintained.
- 5.71 She was aware that many tenants of one of the major housing associations operating in the area would welcome a stock transfer back to the Council, given their experiences. She was aware that residents could be left feeling that their housing associations were unaccountable and unreachable; with little local presence. This was sometimes demonstrated when residents were given national telephone numbers to make contact with providers.
- 5.72 The Director, Regeneration thanked the Member for her points. It needed to be acknowledged that the main focus of the Private Rented Sector Housing Service had been on the main-stream private rented sector, given issues around poor conditions and management. This had included work to make private rented sector tenants aware of their rights and the support which was available to them; including through the Better Renting Campaign. All 34,000 private rented sector tenants had been written to as part of this work.
- 5.73 However, moving forward, there would be a focus on housing associations. This would include a more stringent approach in tackling poor management. As an example, following a complaint by a tenant the previous week, the service was preparing to carry out an urgent inspection of a housing association property. It would be issuing an enforcement notice if there were grounds to do so, rather than seeking a resolution through more informal measures. It would apply the maximum charge that it was allowed to for this notice. It would seek to publicise any action which was taken.
- 5.74 This would be the approach moving forward. This would help ensure that both housing associations and their residents were more aware of the Council taking an active role in improving conditions and management where this was needed.
- 5.75 If he was offering advice to the Commission, he would suggest organising items according to size of provider. He could give advice on different practices and approaches amongst Housing Associations of similar sizes. This could allow scrutiny items which made valid comparisons of approaches. He felt that areas to explore might be how providers dealt with transfers and repairs. Looking at transfers could include explorations of the support given to residents suffering difficulty, including domestic violence. Exploring repairs would help gauge the extent to which housing management was localised. In addition, he felt the Commission might explore the roles for social good which providers played in Hackney.

- 5.76 A Member noted an earlier point around the service starting to seek data from housing associations and to improve the quality of this to allow for better monitoring. However she also noted that this was provided on a voluntary basis and worried that this might stop at the point that the Council started to use it to produce intelligence with which to challenge providers. She asked if the Council might seek agreement on a pan-London level around a set of indicators which each provider should report. She suggested that London Councils could be one possible avenue.
- 5.77 The Director, Regeneration thanked the Member. However, he said that efforts had made all efforts around this over a very long period, including through the London wide Housing Directors Group. One recent response to this lack of transparency in some cases, had been the greater use of Housing Association Compacts.
- 5.78 A Member worried that Hackney might be particularly vulnerable to housing associations selling off social housing in the borough in order to develop elsewhere, given the significant rises in property values locally. She asked if there were measures in place to mitigate this risk, including obtaining assurance from providers that they would not do this.
- 5.79 The Chair recalled a previous review where a Chief Executive of a large housing association had categorically stated that he would be willing to sell units in Hackney if it was seen to benefit his organisation overall.
- 5.80 The Director, Regeneration said there was a Sales Protocol in place, which had been agreed with housing associations.
- 5.81 This set out firstly that providers would not sell in Hackney. Secondly, if the Council reluctantly accepted that a sale was required (for example where a property was in a state of disrepair which made it financially unviable to put right), then the Council or the Hackney Housing Company was given first refusal and otherwise given opportunity to facilitate a sale to another registered provider. If these options were exhausted and a sale on the open market did occur, the agreement stated that the funds from the sale would be reinvested back into Hackney.
- 5.82 The service worked hard to ensure this protocol was followed. Recently, it had come to its attention that one housing association – Peabody – was preparing to sell two properties in a location close to a new Peabody development funded through a grant from the Council. This was unacceptable, and following meetings between Peabody’s Chief Executive and the Mayor of Hackney, the units had been taken out of auction.
- 5.83 This said, there was an issue in some cases where - despite the agreement in place - housing associations sold properties without informing the Council. The agreement was voluntary, and was not one the Council could enforce. He suggested that Scrutiny could add value by seeking to ask housing associations around their approaches to sales, and their level of commitment to supporting the Council to deal with what was a housing crisis. Selling units which had provided affordable housing very much went against this.

6 Item to inform likely review - Context setting around Housing Services - stock, budgets, and performance

6.1 The following guests were in attendance for this item:

- Ajman Ali, Director Housing Services
- Jahedur Rahman, Head of Housing Transformation
- Steve Platt, Head of Building Maintenance

6.2 The Chair noted that the main review for the year would focus on housing associations. However, she still felt that the Commission would find it useful to receive the context around the performance of Housing Services.

6.3 She had therefore asked the Head of the Housing Transformation Service to present to the Commission on the work of his service. His area led on satisfaction monitoring, research and improvement, reviewing and reporting the performance framework, benchmarking, statutory returns to Government, and business and strategic plans.

6.4 The Head of Housing Transformation delivered a presentation, the slides of which are available via this link:

<http://mginternet.hackney.gov.uk/documents/s67426/Housing%20Transformation%20Service%20presentation%20to%20Living%20in%20Hackney%20Scrutiny%20Commission.pdf>

6.5 Following the presentation, the Chair said she welcomed the increases in levels of satisfaction between 2016 when the management of the Council's housing stock came back into the Council, and 2019.

6.6 She also noted the strength of the data on which this was based, in terms of the numbers of residents surveyed.

6.7 She asked if on an overall level the data suggested that the Council had made enough progress since housing management had been transferred back into the organisation.

6.8 The Head of Building Maintenance offered to answer this question as a wide range of the satisfaction measures mentioned in the presentation were relevant to his area (which included repairs). He said progress had been made but there was a lot more still to do. The repairs service restructure went live in April. Area Surveyors were now in place, each with lead responsibility for geographical areas. This had been put in place in reflection of resident feedback. He looked forward to later surveys helping to indicate the impact of this on levels of satisfaction.

6.9 Adding to this, the Head of Housing Transformation said that lower rates of satisfaction among leaseholders compared to tenants in Hackney and also the smaller increases in rates over time, reflected a national issue.

6.10 However, this was not to say there was not room for improvement locally, which the service was looking to address. Leaseholder experience would be an area of focus.

- 6.11 There was lower satisfaction among leaseholders around value for money and also communal repairs. There was a call for greater transparency around the works being required, the quality of it, and the costs.
- 6.12 Tenants now had access to their rent accounts online. However leaseholders were not able to access their service charge accounts this way. The service was working to get this in place.
- 6.13 The Division was also hoping to set up a specific body which would be accountable to leaseholders, therefore enabling a greater say by leaseholders in the management of communal areas.
- 6.14 There was an acknowledgement that letters to leaseholders were sometimes inaccessible and unclear. The service was working to improve this.
- 6.15 The Chair felt that the service needed to differentiate its approaches to different types of leaseholders. Leaseholders who had bought their properties under right to buy and who were still living in the property, sometimes had different needs and circumstances than those residents who had bought ex Council homes on the open market. She felt that full consideration needed to be given to the needs of each group. This was in particular relation to leaseholders receiving bills for significant amounts of money for major works to housing blocks.
- 6.16 A Member agreed with these points. This said, also felt there was room in some cases for more realistic expectations amongst leaseholders around the need to invest in works on their homes and communal areas, as did all homeowners.
- 6.17 Some leaseholders had benefitted from very significant discounts when buying their homes, and were sitting on very high property values. Those purchasing properties were given full information around responsibilities they would have as leaseholders.
- 6.18 The Head of Housing Transformation agreed with these points. There was a need for tailored approaches. An analysis by the service suggested that significant numbers of leaseholders were using their homes as investment vehicles by renting them out rather than living them.
- 6.19 Housing Services did feel that it needed to give consideration to different approaches to this group, compared to leaseholders who lived in their homes. This was in particular regard to levels of flexibilities around payment options for major works; for example whether to provide resident leaseholders with an option to pay over a 10 year periods but to provide a lower time period for those renting out their leasehold units.
- 6.20 He also acknowledged the points around leaseholders having bought under the right to buy having received significant discounts. This said, some of these households were asset rich, but cash poor. He suggested that the service needed to take separate approaches to payment arrangements for leaseholders who were in genuine financial hardship, and others.

- 6.21 A Member said these points highlighted the need for full information being made available on likely ongoing costs of building maintenance, to those preparing to purchase their home under the right to buy.
- 6.22 He suggested that information should be provided on costs which leaseholders could sometimes incur over a long term period, and case studies to highlight this. He also felt there was a need for better quality information at the point of works starting. There had been real upset in his ward over costs of major works. In these cases, the Head of Building Maintenance had dispelled a lot of these by spending time in the ward and speaking to those affected.
- 6.23 The Director of Housing Services thanked the Member. He agreed that ensuring information on major works was provided in an accessible format, was crucial. The service was currently working on making letters and wider information around major works, more user friendly and accessible.
- 6.24 A Member thanked the Head of Housing Transformation for the benchmarking data provided in the presentation, comparing satisfaction rates in Hackney with a number of other local authorities with similar stock sizes.
- 6.25 She welcomed the findings that Hackney was in the top quartiles for tenant satisfaction with repairs and maintenance, with their neighbourhood, and with their views being listened to and acted upon, and that it was close to the top quartile for overall tenant satisfaction.
- 6.26 She asked if there were any measures which were less positive. She asked if any had seen decreases in satisfaction.
- 6.27 The Head of Housing Transformation said that not all satisfaction measures showed increases.
- 6.28 In some cases, this could be at least partly explained by changes in methodologies.
- 6.29 As an example, some satisfaction measures had been based on residents being asked to give feedback directly to an officer, at the end of an interaction with them. In these cases people could sometimes feel more compelled to report positive experiences. Therefore, the service had changed the methodology of these indicators to be based on a text message being sent to the person, at the end of the interaction. This offered a more valid approach, and it had led to a reduction in satisfaction levels reported. The challenge now would be to achieve increases in satisfaction, as evidence by this more robust measure.
- 6.30 However, on an overall level, the direction of travel on both satisfaction and service performance indicators generally, had been one of improvement. There were a very wide range of indicators which were reported to the Audit Committee.
- 6.31 As a final question a Member asked if data was available on the number of complaints received by Housing Services, and also the amounts paid in compensation.

- 6.32 The Director of Housing Services advised that the upcoming Scrutiny Panel meeting was receiving an annual report, which evidenced the number of complaints by all areas of the Council. He asked the Scrutiny Officer shared this with the Commission. He would provide information back to the Commission on the amounts paid in compensation for complaints related to Housing Services.

ACTION 1 (Director of Housing Services):

To provide information to the Commission on the value of compensation payments relating to Housing Services complaints.

7 Item 7 - Item to note - Resident Engagement by Housing Services - hand over of findings to Cabinet Member for Housing, and response

- 7.1 The Chair advised that the Commission's letter to the Cabinet Member for Housing Services and his response, had been included in the agenda in order to make them public.
- 7.2 The Commission's letter had set out recommendations for Housing Services to consider within its reviews of community halls and the Resident Participation Team. The Commission would receive later items looking at the outcomes of these reviews.
- 7.3 Cllr Rathbone noted that the wording for recommendation 11 (which appeared twice in the Commission's letter) contained repetitions of words 'that the'.
- 7.4 Cllr Lynch advised that a Budget Scrutiny Group looking at fees and charges, would be continuing under her chair ship. She felt it likely that this would continue to give consideration to community halls aspects including hire charges and levels of usage. She felt that ensuring the effective usage of community halls could play a role in helping the Council to meet its very significant financial challenges.

8 Minutes of the Previous Meeting

- 8.1 The minutes of the Commission meeting of 15th July were agreed as an accurate record.

9 Living in Hackney Scrutiny Commission- 2019/20 Work Programme

- 9.1 The 2019/20 Work Programme was noted.

10 Any Other Business

- 10.1 Cllr Rathbone recalled the Commission's meetings with Thames Water in November 2018 and April 2019. This followed the flooding and damage caused by a burst Thames Water main in his ward of Leabridge.
- 10.2 He reminded Members that the Old Schoolhouse - which a charity was working to bring back into community use - had been effected by the flood. The flood had also prevented the charity from being able to deliver the activities on the site from which it had planned to raise funds for the fuller renovation. At the

point of the meetings, the charity was liaising with Thames Water around compensation arrangements.

- 10.3 He said that the charity had now called an end to its dialogue with Thames Water on the issue, due to what it had said was Thames Water's poor and dishonest behaviour. The company were taking no responsibility for the charity's loss of fund raising opportunities.
- 10.4 He said that another resident who was vulnerable and whose home was severely damaged, had lost all of her goods and furniture. Upon her return she had no furniture or curtains, and had been helped by neighbours donating blankets. He had been trying to help the resident but both her housing association (Clarion) and Thames Water were saying that the other was accountable for her having no furniture. He was continuing to seek to advocate on her behalf.
- 10.5 The Chair thanked Cllr Rathbone. She offered to take up the case with Thames Water, on behalf of the Commission.
- 10.6 Cllr Rathbone thanked the Chair and said he would liaise with her as appropriate.

Duration of the meeting: 7.00 - 9.40 pm

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Living in Hackney Scrutiny Commission 13th November 2019 Item 8 – 2019/20 Work Programme	Item No 8
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OUTLINE

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

ACTION

The Commission is asked to note the work programme.

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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
15th July 2019 Room 102, Hackney Town Hall Agenda dispatch: 5 th 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 13th November</p>
	Prevent Programme Update	Tracey Thomas, Hackney Prevent Co-ordinator, Community	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
		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>30th September 2019</p> <p>Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 20th September 2019</p>	Item to inform likely review – Context on Registered Providers operating in Hackney	James Goddard, Director, Regeneration	<p>In its July meeting the Commission discussed using its main review for the year to explore a range of areas around housing management. Within this, Members suggested seeking to identify good practice, amongst both Councils and Registered Housing Providers / Housing Associations, possibly shaped around 4 consumer standards set by the Registered Provider of Social Housing which both are required to meet.</p> <p>With the review likely to include consideration of the work of Registered Housing Providers, this item has been scheduled to provide some background context to Members. This is in relation to the numbers and profiles of the Registered Providers / Housing Associations operating in the borough, their stock numbers, the different approaches / models which they may follow, and the ways in which they interact with the Council.</p> <p>James Goddard is the Council's Director for Regeneration, with responsibility for the Council's liaison with Registered Providers. He will</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
			<p>be in attendance at the meeting to present and answer questions.</p> <p>The item is intended to help inform a later discussion on how the Commission might approach its review, and the areas it might cover.</p>
	Item to inform likely review – Context setting around Housing Services - stock, budgets, and performance	Ajman Ali, Director of Housing Services	<p>With the Commission considering a review broadly seeking good practice amongst Housing Providers, this item is intended to provide background into Council’s Housing Services Division.</p> <p>The Housing Transformation Service is based in the Housing Division. This service leads on satisfaction monitoring, research and improvement, reviewing and reporting the performance framework, benchmarking, statutory returns to Government, and business and strategic plans.</p> <p>It is intended that this item will be based around these aspects in order to provide Members – particularly those new to the Commission – with a grounding in the service.</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 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</p>

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			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>13th November 2019</p> <p>Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 5th November 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 separate measures supporting manifesto commitment to further improve recycling on estates)</p>	<p>Aled Richards, Director, Public Realm</p>	<p>The Mayor of London's Environment Strategy requires London authorities to submit Reduction & 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 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</p>

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			<p>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>
	Discussion with small and medium-sized Housing Associations	Tom Thorn	<p>In September the Commission received background information around Housing Associations / Registered Housing Providers. This included insight into the number of providers operating in the borough, their stock numbers, the different approaches / models which they may follow, and the extent and nature of their engagement with the Council.</p> <p>Further to this the Commission decided that its main review of the year should seek to compare and contrast approaches of different providers within a range of themes, and their relationships with the Council. It would be intended that this would be delivered alongside hearing from Housing Association tenants and leaseholders around their experiences.</p> <p>This item will help inform the review. A number of small and medium sized providers have been invited to join a discussion on two specific elements – repairs services, and approaches to transfers.</p>
27th November 2019 Parkwood Primary School,	Thames Water Main Burst in the N4 area - summary of response by the Council	Aled Richards, Director, Public Realm	

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N4 2HQ Agenda dispatch: 19 th November 2019	Thames Water Main Burst in the N4 area - evidence from Thames Water and question and answer session	Thames Water staff	
16th December 2019 Room 102, Hackney Town Hall Agenda dispatch: 5 th November 2019	Housing Services support of resident engagement – update on review	Gilbert Stowe, Head of Tenancy and Leasehold Services, Housing Services	<p>In the July meeting the Commission explored the work of Housing Services' Resident Participation Team. This included the history of the function, the activities delivered, the resources in place, recent successes, and areas for potential improvement moving forward.</p> <p>It was timed so that Members could hear about current approaches and give views around possible change, prior to a review of the function taking place over the summer.</p> <p>Following that item the Commission wrote to the Cabinet Member for Housing Services. This set out the findings of the Commission, along with 11 recommendations.</p> <p>This item has been scheduled for Members to be updated on the final outcomes from the review, and the consideration given the recommendations made by the Commission.</p>
	Outcomes of Housing Services' review of Community Halls		<p>During the July discussion on Housing Services support of resident engagement, Members made a number points around the use and management of the Council's Community Halls.</p> <p>Members noted that a review of the function was underway, amid recognition that that they are currently an underused asset.</p>

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			<p>In a letter sent to the Cabinet Member for Housing Services following the meeting, the Commission recognised the challenges around improving the accessibility of our halls - both in relation to financial pressures and around half of our halls being managed by organisations separate from the Council. However, the letter also asked that the review gave consideration to the specific points below.</p> <ul style="list-style-type: none"> • How Community Halls will play a role in the delivery of Council and partnership priorities • How the visibility and accessibility of Community Halls (both those run by the Council and TRAs/TMOs) to community groups and organisations delivering activities will be improved • How the split between Council-run and TRA and TMO-managed Community Halls will be managed to ensure effective use in all cases, including: <ul style="list-style-type: none"> ○ Any role for the Council in supporting wider use of all Council-owned Community Halls ○ Any measures to ensure equality of access to all Council Community Halls for all residents ○ How the use of all Halls will be evaluated on an ongoing basis <p>This item has been scheduled for the Commission to be updated around the outcomes of the Community Halls Review, including the considerations given to the points above.</p>

Meeting	Item	Directorate / lead	Comment / purpose of item
<p>20th January 2020 Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 10th January 2020</p>	<p>Learning from the 2019 Hackney Carnival, and benefits for residents</p>	<p>Polly Cziok, Director, Communications, Culture and Engagement</p>	<p>Due to the large numbers attending, the Hackney Carnival for 2019 will follow a different route and arrangement in 2019. A review is planned for after carnival on the location and best format for the event.</p> <p>This item is for the Commission to explore learning from the 2019 event, the costs, the benefits of the Carnival and events like it for Hackney residents, and any advantages and disadvantages of delivering the event directly. Members also want to explore the work of the Council and partners to secure a wide range of involvement including by schools and alternative education providers, and residents living on estates.</p>
<p>19th February 2020 Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 11th February 2020</p>	<p>An overarching item on the Hackney Community Safety Plan</p>	<p>Tim Shields, Hackney Council Chief Executive and Co-Chair, Hackney Community Safety Partnership</p>	<p>The Living in Hackney Scrutiny Commission fulfils the statutory role of the authority's crime and disorder committee. This involves reviewing and scrutinising decisions made and action taken by the local Community Safety Partnership</p> <p>Hackney's Community Safety Partnership is made up of the Council, the Police, Probation, Health, Fire and Rescue, and other partners. A Statutory Officers Group operates within the partnership, and is responsible for meeting the partnership's statutory duties.</p> <p>One of these duties is the production of a Strategic Assessment; a detailed overview of crime, disorder and community safety in the area.</p> <p>Another is the production and publication of a Community Safety Partnership Plan – informed by the Strategic Assessment - summarising the actions and activities which members of the Partnership will take to reduce crime, disorder and other community safety related problems. Plans must be produced every three years.</p>

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			<p>The Community Safety Partnership produced a new Strategic Assessment in 2018. This helped to inform the development of a new Community Safety Partnership Plan, for the period 2019/20 to 2021/22.</p> <p>The Plan prioritises the following themes. 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.</p> <ul style="list-style-type: none"> • 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) <p>This item has been scheduled at a point where the Plan is close to one year in. This is in order for the Commission to receive updates on the progress made in the different areas above, against those planned.</p>
<p>23rd March 2020 Room 102, Hackney Town Hall</p> <p>Agenda dispatch: 13th March 2020</p>	<p>Trust and confidence, and police's community engagement</p>	<p>Marcus Barnett Commander, Central East Basic Command Unit (BCU), Metropolitan Police Service</p>	<p>As part of its substantive review last year, the Commission held an item on the work of the police and partners in response to levels of trust and confidence in the police – on some measures - to be relatively low in Hackney.</p> <p>The item – in January 2019 – heard about a range of activities (including a dedicated board being set up on Trust and Confidence, question and answer sessions in venues around the borough, funding for and engagement with a Youth Independent Advisory Group (IAG) to help develop the relationship and understandings between the police and the community, participation in the Trading Places initiative, and the piloting of a programme where psychologist-supported training was</p>

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			<p>being provided around body language, and in preventing escalations of situations.</p> <p>A number of Community Groups – including the Youth IAG were involved with the discussion, the record of which is available here. The March item would be for the police to provide an update on this general engagement work, and for community partners to feed in also.</p>
	<p>Stop and Search Stop & Search and Use of Force Monitoring (including tasers) item</p>	<p>Detective Chief Superintendent Marcus Barnett</p> <p>Commander, Central East Basic Command Unit (BCU), Met Police and Co- Chair, Hackney Community Safety Partnership</p>	<p>This item will provide an update on Stop and Search and Section 60 activity further to the last update received in January 2019. That item included exploring trend activity data, and work by the Police, Stop and Search Monitoring Groups and others, to better achieve good quality interactions on the deployment of stop and search. The record of the January 2019 item is available here. It is intended that this item follows a similar format.</p>
	<p>Partnership response to street based drug dealing and associated ASB</p>	<p>Detective Chief Superintendent Marcus Barnett</p> <p>Commander, Central East Basic Command Unit (BCU), Met Police and Co-</p>	<p>The Community Safety Partnership Plan sets ‘On Street Drug Markets and Substance Misuse’ as one of its priority areas.</p> <p>This is a wide ranging area covering preventative and diversionary work and input from a number of areas of the Council and partner services including Public Health, Health Services, Children and Families, and Probation.</p> <p>In order to achieve focus in what will be a single discussion, this item</p>

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		Chair, Hackney Community Safety Partnership	<p>will focus on the immediate response of the Police, Council and other partners to street based drug dealing and drug taking, and anti-social behaviour related to this. The police themselves suggested that this be an area of focus for the Commission.</p> <p>The Police have been asked to lead this item. In addition, Members hope to hear from Council services including Community Safety Enforcement, Business Regulation and Housing Services, and from Registered Providers.</p> <p>The Commission also hopes to hear from residents on their views and experiences of street based drug activity, and the response of partners to this one year onto the life of the Plan.</p>
<p>30th April 2020 Council Chamber, Hackney Town Hall</p> <p>Agenda dispatch: 22nd April 2020</p>	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.

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