

## Scrutiny Panel

All Members of the Scrutiny Panel are requested to attend the meeting of the group to be held as follows

**Monday, 3rd February, 2020**

**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 Ben Hayhurst, Cllr Mete Coban, Cllr Margaret Gordon, Cllr Sharon Patrick, Cllr Sophie Conway, Cllr Sade Etti, Cllr Yvonne Maxwell and Cllr Polly Billington

## Agenda

**ALL MEETINGS ARE OPEN TO THE PUBLIC**

- 1 Apologies for Absence**
- 2 Urgent Items / Order of Business**
- 3 Declaration of Interest**
- 4 Minutes of the Previous Meeting** (Pages 1 - 16)
- 5 Mayor's Cabinet Question Time** (Pages 17 - 18)
- 6 Single Equalities Scheme Update** (Pages 19 - 84)
- 7 Quarterly Finance Update** (Pages 85 - 126)
- 8 Work Programme 2019/20** (Pages 127 - 134)
- 9 Any Other Business**

## Access and Information

### Getting to the Town Hall

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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-health-in-hackney.htm>



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Providing oral commentary during a meeting is not permitted.

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<b>Scrutiny Panel</b> <b>3<sup>rd</sup> February 2020</b> <b>Item 4 - Minutes and matters arising</b>	Item No  <b>4</b>
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## OUTLINE

Attached are the draft minutes of the meeting of the Scrutiny Panel held on 7<sup>th</sup> October 2019.

## MATTERS ARISING FROM OCTOBER MEETING

Action at 4.2

### **ACTION 1: Group Director, Finance and Corporate Resources**

To include an update on the financial implications of the Council's new Waste Strategy to the next finance update.

A verbal update at the meeting.

Action at 5.4

### **ACTION 2: Head of Business Intelligence and Member Services**

to provide a breakdown of the following:

- (a) the percentage and number of complaints which relate to traffic schemes
- (b) for the most recent period, the number of complaints going to Stage 2 which are then upheld
- (c) further detail on what additional compensation is being paid arising from Ombudsmans complaints
- (d) further detail on why the number of days taken to resolve ASC complaints is high.

Update below

- a. Streetscene complaints - what is the % (and number) which are due to new traffic schemes.

Streetscene received 133 complaints in 2018/19. 58 (44%) related to new traffic schemes. Of the 58, 20 were regarding no left turn from Mare Street into Richmond Road, 14 to Westgate Street bus gate/London Fields school streets and 8 to other school streets inc Gayhurst (4) and Millfields (3).

b. Reviews - what %/number do we change the outcome/view from resolution.

During the period covering April to September 2019, there were 69 stage 2 investigations concluded. Of the 69 cases,

- 43 arrived at the same or similar decision as stage 1
- 26 found fault, of which
  - 19 found fault when stage 1 found none
  - 7 found fault in addition to that found at stage 1.

c. Ombudsman - What additional compensation are we paying?

Local Government & Social Care Ombudsman decisions - in 2018/19 there were 21 complaints upheld and finding fault against the Council. Of these, 10 resulted in compensation orders being made which were in excess of the amount offered by the Council to the total of £13,247.00.

Housing Ombudsman Service - in 2018/19 there were 19 complaints upheld and which found maladministration or service failure by the Council. Of these, all 19 resulted in compensation orders being made which were in excess of the amount offered by the Council to the total of £5605.00.

Total across both Ombudsman was £18,852.00.

d. Adult Social Care - explanation as to why the number of days to respond to complaints is so high.

The statutory process for adult social care complaints allows the Council and residents to agree how the complaint will be processed and to set suitable deadlines appropriate to the complexity of their concerns. As such, where the complaints are complex the agreed timeframes can extend over 20 days.

This flexibility underpins two changes that were introduced in 2018:

- Improved procedures were introduced to personalise our service. As a result we now spend more time ensuring residents have a greater opportunity to discuss their concerns and ensuring our responses address their needs.
- Residents are now offered the opportunity for a quick response in preference to a full investigation. Before 2018 all customer concerns were treated in the same way even though many issues were relatively simple and did not need 20 days to resolve. As a result of our improvements many residents now get a resolution within a day or so also explaining our reduction in numbers of overall complaints. However, it has meant the average response times do not reflect these simple cases but are based on the more complex ones that take a lot longer to investigate.

The 2018/19 figures did also include some backlog cases. Although they are now cleared, that took time and this contributed to our overall average time to respond that year.

We are continuing to build on the improvements we made in 2018:

- we have reintroduced weekly reports to senior managers of both internal services and our mental health partners. These have been expanded to include cases that are due to close as well as details of overdue cases, summarising the reasons for the delays and flagging key performance issues.
- the Adult Service complaints team now meet every other week to review the overdue cases and draw up plans to unblock progress.
- training is being prepared for Adult Service investigating officers to improve their investigation skills and the quality of their responses.

Action at 6.11

**ACTION 3: Head of Procurement**

to provide examples of how they have worked in the last year with local SMEs to seek delivery of wider sustainability benefits particularly relating to contracts valued at less than £100k.

**ACTION 4: Head of Procurement**

to share with the Panel Members the DRAFT of the guidance given to Heads of Service on examining the viability of in sourcing which they utilise when assessing contracts that are coming due for renewal within the next 2 years.

Information was circulated to Members on 22<sup>nd</sup> October 2019.

Action at 7.1

**ACTION 5: Head of Scrutiny and Ward Forums**

to collate list of issues to be raised with the Director of Communications, Culture and Engagement at a future meeting.

This item has been scheduled for the next SP meeting.

Action at 8.1

**ACTION 6: Head of Scrutiny and Ward Forums**

To add to the work programme a briefing from Group Directors/Directors on how learning from the Complaints Service are cascaded down within service departments.

Following Members discussion to confirm the service areas they wish to review. This item will be included in the work programme for the next SP meeting.

**ACTION**

Members are asked to agree the minutes and note the matters arising.



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London Borough of Hackney  
Scrutiny Panel  
Municipal Year 2019/20  
Date of Meeting Monday, 7th October, 2019

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

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<b>Chair</b>	<b>Councillor Margaret Gordon</b>
<b>Councillors in Attendance</b>	<b>Cllr Ben Hayhurst, Cllr Mete Coban, Cllr Sharon Patrick, Cllr Sophie Conway, Cllr Sade Etti, Cllr Polly Billington and Cllr Yvonne Maxwell</b>
<b>Apologies:</b>	
<b>Co-optees</b>	
<b>Officers In Attendance</b>	<b>Bruce Devile (Head of Governance &amp; Business Intelligence), Merle Ferguson (Procurement Standards &amp; Training Manager), Jarlath O'Connell (Overview &amp; Scrutiny Officer), Dawn Cafferty (Strategic Procurement Manager) and Rotimi Ajilore (Head of Procurement)</b>
<b>Other People in Attendance</b>	<b>Councillor Nick Sharman, Councillor Rebecca Rennison (Cabinet Member for Finance and Housing Needs), Judith Davey (CEO The Advocacy Project) and Caroline Pope (Interim CEO Carers First)</b>
<b>Members of the Public</b>	<b>No members of the public</b>
<b>Officer Contact:</b>	<b>Tracey Anderson</b>  0208 3563312  tracey.anderson@hackney.gov.uk

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## **Councillor Margaret Gordon in the Chair**

- 1 Apologies for Absence**
  - 1.1 There were no apologies.
- 2 Urgent Items / Order of Business**
  - 2.1 There were no urgent items.

2.2 The Chair stated that the Director of Communications, Culture and Engagement was ill and unable to attend so item 7 would be postponed to the next meeting.

### 3 Declaration of Interest

3.1 There were no declarations of interest.

### 4 Minutes of the Previous Meeting

4.1 Members gave consideration to the draft minutes of the meeting held on 18 July 2019. Cllr Sharman pointed out that his name was missing from the list of attendees.

<b>RESOLVED:</b>	<b>That the minutes of the meeting held on 18 July be agreed as a correct record subject to the addition of Cllr Sharman as an attendee.</b>
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4.2 On Matters Arising the Chair stated that the Group Director of Finance and Corporate Resources was unable to be present for this meeting so there would not be a regular Finance Update item at the meeting however he would be providing a written update for Members later in the month.

<b>ACTION:</b>	<b>Group Director of Finance and Corporate Resources to include an update on the financial implications of the Council's new Waste Strategy to the next finance update.</b>
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### 5 Annual report on Complaints and Members Enquires

5.1 Members gave consideration to the Annual Report of the Council's Complaints and Members Enquiries service and the Chair welcomed Bruce Devile (**BD**) (Head of Business Intelligence & Member Services) to the meeting.

5.2 BD took members through the report in detail and it was noted that the number of complaints overall was down 9% on last year. Member Enquiries volumes were up however and so the case load had gone up. Complaints on repairs were down 14% and on Adult Social Care by 30% but he noted that in this area they do fluctuate considerably year on year. In terms of the increased volumes housing remained the biggest driver of complaints but this needed to be looked at in the context of Hackney having a very large housing stock and a large number in severe housing need.

5.3 Members asked detailed questions and in the responses the following points were noted:

- (a) Members asked whether there was a service issue which needed to be addressed with the Noise Service in how it balances responding to one-off noise incidents (e.g. a rave/party) vs. ongoing noise disturbance (anti social behaviour). Members also expressed concern that residents were forced to engage with the service online only e.g. at 2.00 am on a weekend when the disturbance was ongoing. BD replied that complaints listed here referred to a failure in the service not specific noise incidents. The bulk of complaints about

- the service related to ongoing noise rather than parties/nightlife and the phone service was open late on weekends. Many of the complaints involved two neighbours complaining against each other.
- (b) Members asked what proportion of complaints related to Traffic Schemes. BD replied that he did not have this at hand but would provide it.
  - (c) Members asked about outcomes of complaints getting changed over the course of a process and asked for a further breakdown, over the last year, on the number of complaints proceeding to Stage 2 which were then upheld. BD undertook to provide this. He added that every complaint that goes to Stage 2 is investigated afresh and Directors are made aware of the content and the learning to be gained from it.
  - (d) Members commented that the increase in average response times to Member Enquiries from 13 to 18 days since 2014 was an issue as residents very get frustrated by this. BD acknowledged that it was too long and Cllr Kennedy was engaged in some work on how to improve the process. BD added that he had impressed on officers the need for better quality responses and for Members to challenge whether the Members Enquiries process was the right process for the issue being raised. Members asked how it could be streamlined. BD responded that an enquiry might raise 10 issues and some could be resolved more easily through existing systems many of which are online e.g. reporting a broken tap. The issue was whether the services was making the best use of scarce resources as the Members Enquiries system was resource and labour intensive.
  - (e) Members commented that it was often simple things (such as broken taps) which illustrate how a service is performing poorly as residents come to them when they have exhausted all other options. A Member stated that they do enable and empower residents and act as, effectively, a triage system for the Council. BD acknowledged this but added that there were still a proportion of complaints that shouldn't be in the Members Enquiries system and could feasibly come out of it. A Member commented that there were generic questions they regularly use to help reduce the overall volume of repeat complaints but there needed to be a better system.
  - (f) Members expressed a concern regarding the fact that 70% of complaints to the Ombudsman had been upheld and asked whether there was a "lessons learned" document from the outcome of Ombudsmans complaints arguing that the fact that Ombudsman takes on issues is a sign of poor performance. BD clarified that when the Ombudsman agrees with the Council's outcome it is still categorised as 'upheld' . Upheld means that the Ombudsman has agreed something has gone wrong. Members asked why residents then persist with Ombudsmans complaints. BD stated that the complainants will often feel they want more satisfaction. The Ombudsman had provided detail on 19 of the 21 recent upheld cases. Half of these involved haggling over the amount of the financial remedy and some are upheld involving a minimal amount. Members asked for further detail on additional payments and he undertook to provide this. He reassured Members that the number of cases per year which could be considered outliers here was very few. Just 2 cases had gone to public report in the past year and there was very differing legal opinions around those two. He stated that Ombudsmans Report go to Group Directors and Directors and

they make sure learning is cascaded down. Members asked if they could get more detail on why response times to ACS complaints remain so long.

- (g) Chair of Audit Cttee commented that learning and not just reacting was what was needed in relation to Complaints. The key point was what the Service was learning so the amount of feedback they receive is very important. Prioritising quality of response over speediness was sensible. On the issue of response time for Members Enquiries the increased complexity of enquiries pointed to perhaps the need for more resource. There was significant variation between response times and was this going back to managers. He asked whether the Head of Complaints was able to sufficiently monitor whether the response to feedback was happening.
- (h) Cabinet Member for Finance and Housing Needs commented that it might be helpful to the Panel to ask for a briefing note from the Group Directors and Directors on the steps they were taking to respond to the feedback received from the complaints process.

5.4 The Chair thanked the officer for his report and attendance.

<b>ACTION 1</b>	<p><b>Head of Business Intelligence and Member Services to provide a breakdown of:</b></p> <ul style="list-style-type: none"> <li><b>(a) the percentage and number of complaints which relate to traffic schemes</b></li> <li><b>(b) for the most recent period, the number of complaints going to Stage 2 which are then upheld</b></li> <li><b>(c) further detail on what additional compensation is being paid arising from Ombudsmans complaints</b></li> <li><b>(d) further detail on why the number of days taken to resolve ASC complaints is high</b></li> </ul>
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<b>RESOLVED</b>	<ul style="list-style-type: none"> <li><b>1) That the report and discussion be noted</b></li> <li><b>2) That the Group Directors be requested to provide for a future meeting of the Panel a background briefing which details the steps they have taken in their service areas to learn from the complaints they have handled over the previous year and to detail how the learning has been cascaded down to frontline staff.</b></li> </ul>
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## 6 Sustainable Procurement Strategy

- 6.1 Members gave consideration to the a report on the implementation of the Council's *Sustainable Procurement Strategy 2018-2022* as well as a copy of the Strategy document, the associated Action Plan and the template document for PRIMAS (Procurement Impact Assessment).
- 6.2 The Chair welcomed for this item: Cllr Rebecca Rennison (**RR**)(Cabinet Member for Finance and Housing Needs), Rotimi Ajilore (**RA**) (Head of Procurement), Dawn Cafferty (**DC**) (Strategic Procurement Manager) and Merle Ferguson (**MF**) (Procurement Strategy and System Lead).

- 6.3 The Chair stated that she had also invited some external guests whose organisations recently had experience of the Council's procurement system and she welcomed: Judith Davey (**JD**) (Chief Executive of The Advocacy Project) and Caroline Pope (**CP**) (Interim Chief Executive of Carers First).
- 6.4 RA took members through the report in detail. He stated that this was the Council's third procurement strategy and the Council had a track record of ensuring best practice in this area. The Strategy had three themes: *Procuring for Green*, *Procuring for Better Society* and *Procuring for Fair Delivery*. The second included how we get local businesses to better engage. He reminded Members that within public procurement they are of course constrained by legislation and national guidance.
- 6.5 The Chair stated that she would divide the questions according to the three themes: Procuring for Green, Procuring for Better Society and Procuring for Fair Delivery.

Members asked detailed questions and in the subsequent discussion the following points were noted:

6.6 *Procuring for Green*

(a) Members asked how national standards affected the local work and how they might be improved. They also asked how satisfactory the metrics currently in use were. They also commented that the more criteria which are put in place by the Council's Procurement Team the more difficult it then becomes for local SMEs and therefore they asked how these ambitions can be balanced against the need to better support local enterprise. RA detailed how he works closely with the Cabinet member with responsibility for Sustainability on how the Council can best replicate national standards locally. The current commitments for example to deliver national standards on the 'procuring green' strand would be a stretch for the Council. RR added that at Cabinet Procurement Committee Cllr Burk was very strict on ensuring that all contracts passed are 'procuring green' and this could range from considering a different type of fleet for the waste services vehicles down to the fuel type being used in all vehicles. With one particular procurement the Council could only source one provider in the whole country who could deliver what was being asked for. She added that while a lot can be achieved locally much still cannot. In those instances they then look at how to break down contracts into constituent parts which might then also give a chance to local suppliers. The invitation to tender is firstly carefully reviewed and then they closely examine all the tenders which come in and 'procuring green' is always at the forefront of their considerations.

(b) Members expressed a concern that national standards were not driving the Council to be as sustainable as it could be and that it was important to consider that national standards are a ceiling and not a floor. They asked whether local metrics are challenging enough for example regarding achieving net zero emissions by 2050. RA replied that within the constraints placed on them they always worked to raise the Council's ambitions on sustainability targets.

(c) Members commented that while Hackney was at the forefront in some areas, such as eliminating single use plastics from estates, on other areas, such as attaining zero tail pipe emissions by 2025, there was a greater

challenge. There needs to be faster progress on installing battery chargers for Electric Vehicles at scale the Members added. They commented that the government had stated that only electric vehicles should be sold by 2040 but this needs to be achieved much earlier. RA responded that even if the ambition on Electric Vehicles was met, unfortunately the market was not sufficiently evolved enough as yet to allow the Council to procure chargers and EVs at scale.

(d) Members asked for clarity on whether there was in effect a 'green document' attached to each procurement area which sets out what currently isn't possible now but could be available in 5 years' time. Does it set out 'how can this procurement process be as green as possible, do the legal processes allow it and what "mind mapping" takes place on looking ahead to what might be possible.

RA explained the all officers now complete a Procurement Impact Assessment on all contracts and they ask what needs to be added from day one and this then feeds into the design of the 'invitation to tender'. RR added that this Procurement Strategy represents a start and ensures that the conversation focuses on green aspects from the outset so for example if the Council is procuring vehicles how can the vehicles have a long life, what fuel should the use, what is the situation re bio-diesel etc. She added that they totally took on board the concerns of Members here that these questions needed to be flipped from the negative and that there needs to be more 'mind mapping' on what is coming downstream and how this might impact on what is procured next.

(e) Members asked how the Procurement Impact Assessment (PRIMAS) on Procuring Green operated in relation to SMEs for contracts of less than £100k. RA acknowledged that the most progress on Procuring Green was obviously being made on contracts larger than £100k but that they made every effort to apply the same criteria to smaller contracts also where it's practical. The team has to work within the resources and time it has available.

#### 6.7 *Procuring for Fair Delivery – case histories from The Advocacy Project and Carers First*

(a) RA and DC took members through the detail of the Procurement for Fair Delivery strand. RA highlighted the work they had been doing to tackle modern slavery by raising awareness of how it relates to procurement processes. There has also been progress on ensuring the workforces have remuneration that allows for proper work-life balance. DC highlighted the work she was doing with HCVS. They had hosted on their website a survey of their members on procurement issues and subsequently a workshop had been held in May where 18 organisations had attended and the Council had received some excellent feedback on delivering social value in their contracting. They had built on this work by organising support sessions on the Council's E-Tendering system. They had also worked on new guidance for commissioners who work regularly with the VCS as well as promoting use of local options for lower value contracts.

(b) Judith Davey (JD) (CE of The Advocacy Project) described their work. They are the lead provider for the Advocacy Service and sub-contract to 7 organisations such as Bikur Cholim, Muslim Community Centre and the

Vietnamese Mental Health project. They are running a pilot project on Personal Health Budgets with lots of different work being procured. They are very supportive of the Council's work on 'Pathways to Employment' which utilises the lived experience of users. 40% of their staff also have lived experience of the services being supported. She also commended the Council's work on ensuring the London Living Wage is paid by suppliers. In their organisation they pay service users who are Trustees for their service on their board. She widely welcomed the new Sustainable Procurement Strategy but it would be judged on implementation she added. The Procurement for a Better Society was a real strength but the Procurement for Fair Delivery was proving more problematic although it was a thoughtful approach and sought to build capacity. She added that budgets for non-statutory advocacy were diminishing and so this needed to be built into their contract so that can in turn build capacity. She added that they worked across ten boroughs but commended the positive approach of Hackney. They were helping smaller local organisation gain the Advocacy Quality Mark and added that they and the Council were jointly nominated for an award for their work in this area.

(c) In terms of the challenges or difficulties around procurement JD stated that the public needed greater help in accessing the procurement portals. Bid writing was a specialist job and not all organisations have the capacity or funding to do this. 'Payment by Results' was also proving problematic as it was very tough on small organisations. Many would not have the appetite for risk or the cash flow to bid for those contracts and so more work needed to be done here. Another challenge was out of borough provision. They worked with Hackney residents who had been placed in Devon and Darlington for example and the time and expense of traveling to those had proved a burden as they can't recover these travel costs and the volume of out of borough clients had been much higher than anticipated. Another challenge was that when The Advocacy Project took on their Hackney contract, 18 months previously, the previous provider hadn't completed the necessary TUPE processes and this had seriously impacted on their performance during the first three months of their operation. They were asking the Council for financial compensation for this and were awaiting acknowledgement from Complaints Department.

(d) Caroline Pope (CP) (Interim CE of Carers First) described the work of Carers First. She added that they had started delivering their contract the previous week. Although not based in the borough their staff who work here were. She also commented that handling complex TUPE arrangements were proving a major turn off in the sector, especially for smaller charities. When studying an Invitation to Tender and seeing that it would involve complex TUPE issues many small charities were scared off from bidding. Another area of concern was the complexity of the Pre Questionnaire Forms which for many small charities can appear quite intimidating.

6.8 Members asked questions and the following was noted:

(a) Chair of Living in Hackney SC asked what support was given to smaller businesses and also what leverage if any the Council had on ensuring subcontracting was local. She commented that in the case of construction

companies who are contracted by the Council there was a complex web of sub-contracting and it was often difficult to ascertain where responsibility lay.

RA replied that they run many workshops with local providers and a lot of time is spent supporting them with using the procurement portal. With particular contracts they identify local businesses who could bid and invite them in for discussions and subsequently encourage them to tender. They also encourage the larger suppliers where possible to work with local suppliers and a large proportion of the council spend is spent locally.

- (b) Chair of Skills Economy and Growth SC stated that their workshop with local BME businesses had revealed that many had felt that structural barriers on language and communication remain in terms of securing contracts with the council and he asked how the department reaches out to small businesses who might not have the time to attend workshops and whether they were confident they were using the correct metrics. RA replied that in relation to specialist procurement they work very closely from the outset with the service area. The Head of Service asks them to support them and helps them run it. They then encourage the service area to engage actively with the specific market so there is interactive engagement with possible suppliers at an early point. The Chair of Skills Economy and Growth SC asked whether the department gathered data on what level of experience the bidders might have as there appeared to be no match between what the local BME SMEs told the Commission and the strategic level information in the documents.

RA explained that the language used in contracts had to comply with government guidance on public procurement. There was an opportunity for all suppliers to seek clarification and this was built into the system at a number of points. As regards the metrics used these have been well tested industry wide over the years.

- (c) Members asked why the Council did not make it a requirement for suppliers to recognise trade unions. RR replied that they had sought legal advice on this and the law does not permit it so they cannot push this further. RA added that they state to suppliers that it's an expectation on them that they engage with unions but they cannot compel them.

- (d) Chair of Health in Hackney SC stated that in the local STP area there were moves to increase the use of Payment by Results contracts and asked whether this would impact on the council. He also commented that because of the increased use of out of borough provision contractors were really being set up to fail here, giving the example of providers supporting Looked After Children who had been badly rated by the regulator because of the complexity of out of borough dentistry provision for the children concerned. The out of borough provision had exacerbated the problem. He also asked about whether the volume of paperwork required on small businesses and charities was proportionate.

RA replied that Payment by Results was not a norm in the sector and in any case the contract would be initially be based on the experience of the previous contract. He undertook to look at this area more closely.



RA replied that helping providers who support out of borough social care clients was a challenge. JD added that many of the clients they work with in this context have no mental capacity and the numbers here are rising. RA stated that he would take this issue back to the colleagues in Adult Social Care.

(e) Chair of CYP SC asked whether the department was drilling down sufficiently on the local employers and what they can offer and in particular local employers so they can better reach young people and in particular groups such as care leavers who are over- represented among the unemployed.

MF replied that the department was working very closely with the local VCS and has asked the sector to help them shape the local provider offer. They had made a commitment to resource this activity and they relied on people on the ground to tell them where they could make a greater difference. They were always open to new ideas. She added that the front end of the procurement process was not as onerous on suppliers as many perceived it and most of the burden was later at the payments end of the process. RA added that on the issue of reaching unemployed young people they would go back and look at their processes to see how this could be addressed within the context of procurement. RR added that they encouraged all suppliers to use Hackney Works and there was a balance to be struck between how much the council could encourage and how much it could prescribe. She added that sustainability of apprenticeships was a particular challenge for SMEs and more needed to be done on this.

(f) Chair of Audit stated that the challenge with procurement was that it was also about supervision and oversight over the longer term. How the Council oversees both external and internal contracts is vital and the current capacity in-house to monitor is not equally strong in every area therefore there was a need to think about front end capacity. There was a need to ensure that there was sufficient capacity for running contracts and that the necessary commercial skills were in place. He stated that his committee had been visited by the Institute for Government and they had stated that Hackney had the best policy for assessing in-sourcing.

RA added that they have expanded contract management training across the whole council there was a mix of two day training to enhance contract management skills and that they are looking to bring in contract management system to give a global view of all contracts so that Directors are then enabled to dig down at the performance data.

#### *In-sourcing*

- 6.9 RR introduced this section by stating that in-sourcing was a manifesto commitment. It was easy to make headline commitments but it was then incredibly challenging in terms of where you locate the insourced service so that it remains competitive and sustainable. The Cabinet was currently giving itself time to think through what a transition period might look like. Also the department that commissions a service might not necessarily be the department which would end up managing it. The aim was to have a public facing document which sets out a Hackney Plan for insourcing. It was easy to bring in smaller contracts but bringing in the large ones was very difficult. Another vital consideration was that if the Council just focused on easy pickings

and in-sourced a number of small local services then that might turn off the tap to local communities and small local businesses and this had to be avoided. The plan was to have a workshop for Members on this later in the autumn.

- 6.10 Members commented that a written update on what services had already been brought in would be helpful and that it would be interesting to see the test which was being used. RR stated that this work was still on going. Services could be brought in for a whole variety of reasons but it's not possible just to drag and drop a service into the Council. Services have already been asked to look at insourcing as an option. Some had gone for a mixed model. There was a fantastic example in Housing Repairs, she added, where they had identified a long term direction of travel for this service.
- 6.11 Members asked if there could be more Member engagement on this and if the Panel could have a session with a case study which they could go through. RA replied that the service was in the process of developing guidance and Members could see a draft of this. If a contract was ending within one year the department would examine whether it was viable to bring it in house. On any contract due to end in 12-18 months, the default was now to examine whether it could come in. The Service department then needed to demonstrate why it might be impossible to bring it in. Home Care was a very big and complex contract for example and so was being looked at very closely.

<b>ACTION 2</b>	<b>Head of Procurement to provide examples of how they have worked in the last year with local SMEs to seek delivery of wider sustainability benefits particularly relating to contracts valued at less than £100k.</b>
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<b>ACTION 3</b>	<b>Head of Procurement to share with the Panel Members the DRAFT of the guidance given to Heads of Service on examining the viability of in sourcing which they utilise when assessing contracts that are coming due for renewal within the next 2 years.</b>
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<b>RESOLVED</b>	<b>That the report and discussion be noted.</b>
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## 7 Update on Overview and Scrutiny Communications Support

7.1 The Chair stated that this item was being postponed as the Director of Communications, Culture and Engagement had given an apology for absence due to illness. She asked if Members would provide her with updated issues which they would like to raise with the Director when this item is considered by the Panel.

<b>ACTION:</b>	<b>O&amp;S Officer to collate list of issues to be raised with the Director of Communications, Culture and Engagement at a future meeting.</b>
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**8 Work Programme 2019/20**

8.1 Members gave consideration to the updated work programme.

<b>ACTION:</b>	<b>To add to the work programme a briefing from Group Directors/Directors on how learning from the Complaints Service are cascaded down within service departments.</b>
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<b>RESOLVED:</b>	<b>That the work programme be noted.</b>
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**9 Any Other Business**

9.1 There was none.

Duration of the meeting: 7.00 - 9.20 pm

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<b>Scrutiny Panel</b> <b>3<sup>rd</sup> February 2020</b> <b>Item 5 – Mayor’s Question Time</b>	Item No  <b>5</b>
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## OUTLINE

A key element of the scrutiny function is to hold the Mayor and Cabinet to account in public as part of a Cabinet Question Time Session. The Mayor’s Question Time is the responsibility of the Scrutiny Panel.

The Mayor is given advance notice of topic areas which will be the focus of the questions and the Scrutiny Panel agreed the following for this session:

1. **Devolution and Policy** – Mayor’s ask of the new Government to support Local Government
2. **Brexit** – The Council’s preparation for exit from the European Union
3. **Climate change** – Information about how the whole Council’s response to the climate change emergency is being co-ordinated and monitored
4. **Organisational Development** – Update on the Council’s work in response to the harassment and bully claims.

Here is the minute of last year’s session with Mayor Glanville on 9<sup>th</sup> October 2018

<http://mginternet.hackney.gov.uk/ieListDocuments.aspx?CId=567&MId=4314&Ver=4>

Attending for this item:

- **Mayor Philip Glanville**

The [Mayor, Philip Glanville](#), is the lead within Cabinet on the following areas:

- property
- ICT
- member for families, early years and play)
- strategic housing
- housing regeneration
- devolution and policy (with support from the Cabinet member for community safety, policy, and the voluntary sector)

- private sector housing and housing affordability (supported by a Mayoral Adviser as outlined below)

He is also covering the following areas within the health, social care, leisure and parks portfolio on an interim basis, following Cllr Clark's recent resignation from Cabinet:

- adult social care
- older people strategy
- supporting people
- health and wellbeing board
- public health and the relationship with the wider NHS
- health devolution and integrated commissioning
- mental health
- leisure and sport

## **ACTION**

Members are asked to give consideration to the response and ask questions.



<b>Scrutiny Panel</b> <b>3<sup>rd</sup> February 2020</b> <b>Item 6 – Hackney’s Single Equality Scheme Overview and Progress Update</b>	Item No <b>6</b>
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## OUTLINE

The presentation in the agenda pack provides the following:

1. An introduction to the scheme
2. Adopting the new scheme
3. Priorities and progress

In addition to the presentation is the following report

- Single Equality Scheme for Hackney 2018 -2022

Attending for this item will be:

**Cllr Carole Williams**, Cabinet Member for Employment, Skills and Human Resources

**Sonia Khan**, Head of Policy and Strategic

## ACTION

Members are asked to give consideration to the presentation, report and ask questions.

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# Hackney's Single Equality Scheme Overview and Progress Update

**INCLUSIVE**



## Context

- Hackney has seen enormous change in recent years and is becoming a very desirable place to live and work.
- The population has grown by a third since the 2001 Census, with a larger proportion of affluent, higher skilled residents moving into the borough.
- The change has also led to rapid economic growth
- We are now seeing growing inequalities whilst average incomes in the borough remain relatively low.
- Tackling Inequality has been the first of five Mayoral priorities for Hackney's Mayor, elected in 2016 and is at the heart of the 2018 Mayoral priority for a Fairer, Safer, More Sustainable borough.

## Our response

- This priority needs to be firmly embedded into the way all services are delivered and residents are engaged and viewed as “business as usual”
- However, alongside this we need to look at how we tackle specific inequalities for different groups - this is why the Single Equality Scheme was adopted by Cabinet in November 2018
- This is because a mainstream approach alone will not be enough:
  - To shift complex inequalities
  - To address the external factors which disadvantage some groups more than others
  - To proactively eliminate discrimination and disadvantage faced by certain groups because of who they are.
- The Scheme sets out the key objectives and associated actions which we will take to tackle disadvantage, eliminate discrimination and builds community relations
- Through the Scheme, the Council also shows how we meet the Equality Act 2010 and specific requirements placed on the public sector through the Public Sector Equality Duty.

## Developing the Single Equality Scheme

- The Single Equality Scheme drew on all the work that was done to develop the Community Strategy, including the insight from Hackney a Place for Everyone.
- We then considered key inequalities in more detail, by protected characteristics and poverty and socio-economic disadvantage, as well considering other ways that people may be discriminated or disadvantaged. We reviewed all relevant needs assessments and profiles to collate a full analysis of inequalities into one [equalities evidence base](#).
- This analysis of inequalities has been considered alongside resident insight, staff surveys and an assessment of current progress, to identify the five objectives and the priorities within the scheme.

# Single Equality Scheme - Objectives

## **Increase prosperity for all and tackle socio-economic disadvantage**

*Poverty and socio-economic disadvantage are the main causes of inequality*

## **Tackle discrimination and disadvantage that is linked to a protected characteristic**

*Whilst poverty and socio-economic disadvantage are the main causes of inequality, we also recognise that people can be disadvantaged and discriminated because of a protected characteristic.*

## **Build a cohesive and inclusive borough**

*Hackney has a very diverse population. There are potentially many complex dynamics within the community and between different communities. As the borough population continues to change and grow we need build on the strong sense of community that we have.*

**Enabling objective 1: Embed prevention into service delivery** - *there is a lot of work that is seeking to tackle root causes across the borough - there is more to do to share and embed these approaches*

**Enabling objective 2: Promoting a culture of inclusive leadership**- *developing an inclusive leadership culture and developing a more diverse workforce will help us better meet the needs of diverse residents*

## Overarching measures of success

- Ensuring the gap for key inequalities in education, employment and health does not worsen and, if possible, is narrowed.
- In the Residents Survey: satisfaction improves for equality groups where there is a difference and that borough cohesion indicators remain at the already high levels
- We have developed a cohesive approach to tackling poverty and are delivering tangible new actions that benefit those in poverty and seek to keep people out of poverty

## Key inequalities identified in evidence base

- Attainment 8 score is 49 ( pupil's average grade across a set suite of eight subject) compared with 46.5 nationally Groups that do less well: boys compared with girls, children on free school meals and Turkish, Kurdish and Caribbean children and looked after children
- Life expectancy - Female life expectancy is 83.3 years compared to 78.5 years for males (82.9% and 79.3% nationally)
- Hackney's unemployment rate is now around 5.6 percent. While this is notably lower than a decade ago and around the same as the rate for London, it is still higher than for the whole country (4.6 percent). Employment rates are lower for:
  - Black, Asian and Minority Ethnic (BAME) backgrounds - black residents least likely to be employed
  - Disabled people- the gap is wider in Hackney than it is for Inner London and London as a whole
  - Women between 24 - 49 years old
  - Local residents aged between 50-64 years

## Progress update

- This presentation provides an overview of the scheme and an update of work in progress, but this is in advance of formal updates being formally collated and discussed with Directors / Cabinet Member
- This update will be completed in May 2020 and can be shared with Scrutiny Panel later in the year
- The presentation focuses on the actions in the scheme which require proactive crosscutting work, rather than the ongoing work which is referenced e.g. on the Housing Strategy or early years



# Year 1 priorities- Objective 1

## Poverty reduction strategy

- We are developing a Poverty Reduction Framework that seeks to embed an approach to poverty reduction into Council plans and policies which supports residents who are living in poverty and seeks to prevent people from poverty. To support this work, an evidence base and a poverty index are being produced and we also have a data dashboard that helps us identify risk factors in individual households.
- As part of the Poverty Reduction Framework, we will adopt a Food Poverty Action Plan which is to be co-produced with stakeholders through workshops, having formally captured views of stakeholders and people living in food poverty through a survey and interviews.
- The framework will be adopted later in 2020/21

## Inclusive Economy Strategy

- We adopted this new strategy late in 2019, and are working through the implementation

# Year 1 priorities - Objective 2

## **Improving outcomes for young black men**

Three workstreams: education, mental health, reducing harm - moving to a youth led accountability structure from April 2020

## **Young Futures Commission**

Commission will share findings and recommendations early in 2020/21

## **Older People's Strategy**

Ageing Well Strategy being developed through co-production with stakeholders and older people - to go to Cabinet early in 2020/21

## **Trans and non binary inclusion in services and facilities**

Focus groups to capture lived experience of services in February to inform recommendations

## **Inclusion and access to leisure centres, parks and libraries**

Focus groups going on in leisure centres, Parks strategy being developed

## **Hackney an accessible place for everyone**

Visits to areas, involving staff, residents and Members will begin in February 2020- to look at access and mobility and identify changes that can be made to specific sites and to Policy.

## **Integrated Communities Programme**

Identified and mainstreamed improvements to services supporting migrants

# Year 1 priorities - Objective 3

## **Cultural programming**

Proactive work underpinned by cultural strategy “community dividend” actions

## **Inclusive Language guidance**

Will be adopted as guidance in 19/20

## **Improving engagement with the Charedi community**

Guidance has been developed and tested with the Charedi community and will be adopted as guidance in 19/20

# Year 1 priorities - enabling objectives

## Enabling objective 1

- Beginning to share learning from all locality based approaches that seek to take preventative approaches
- Digital - promoting user led approaches to service design

## Enabling objective 2

### **A programme to promote an inclusive leadership culture as part of addressing workforce diversity that embeds the value of inclusive leadership at all levels of the organisations**

- The Inclusive Leadership programme was launched in 2019 and we have now trained 35 Inclusive Leadership champions across the organisation. Champions will have trained all senior managers by March 2020 and will then work with them to help embed inclusive principles into culture and process and cascade the training.

### **Positive actions to support progression for BME staff to management and leadership levels, based on research and insight into individual and institutional issues and barriers**

- Insight from recent conversations between Directors and BME staff (over 300 staff) is now informing divisional plans and Council wide actions, which staff are helping to shape. Recommendations are being finalised this month.

## Priorities for 2020/21

- Turkish Kurdish inequality - looking more closely at the needs of the community and identifying how outcomes can be improved
- Encouraging men to seek help earlier (link to wider work to encourage earlier engagement)
- LGBTQ Equality plan -scoping and actions
- Undertaking further development work into social isolation
- Making it easier for residents to contribute to community life
- Developing actions to improve digital inclusion
- Developing a better understanding of the nuanced views of the Council - understanding lived experiences of austerity, understanding differentiated views on satisfaction and trust, confidence and fair treatment

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## Single Equality Scheme for Hackney 2018 -2022

## Single Equality Scheme for Hackney 2018 -2022

### Forward

Hackney has seen enormous change in recent years. Improved public services, better transport links and a much improved quality of life have led to Hackney becoming a desirable place to live and work. The population has grown by a third since the 2001 Census, with a larger proportion of affluent, higher skilled residents moving into the borough. The change has also led to rapid economic growth as it has become an attractive location for businesses. House prices have also more than doubled over the last 10 years. Whilst many residents are very positive about the improvements and changes, we are now seeing growing inequalities whilst average incomes in the borough remain relatively low.

These growing inequalities are a concern for all our residents and tackling this is a key priority. "Tackling Inequality" has been the first Mayoral priority for Hackney's Mayor since he was elected in 2016.

This priority needs to be firmly embedded into the way all services are delivered and residents are engaged. So, for example, the way we run our children's centres or deliver care to vulnerable adults will directly contribute to how equal our borough is. However, alongside this we need to look at how we tackle specific inequalities for different groups. This is why we have developed a new Single Equality Scheme which sets out the key objectives and associated actions which we will take to tackle disadvantage, eliminate discrimination and build community relations.

I am pleased that Hackney's commitment to equality has been recognised through the Equality Framework for Local Government accreditation process. This framework has been developed to assess how we are doing against a fixed set of criteria developed for local government. The accreditation includes a visit conducted by officers and Members from other local authorities to review the work of the Council. Hackney was assessed as Excellent on the Equality Framework for Local Government in 2013, and was re-accredited in 2018.

We have developed this draft by looking carefully at evidence of need and inequalities as well as considering residents' views and insights. We have talked to those responsible for services within the Council and in partner organisations to discuss their plans and commitments we can make together.

Over the last few months we invited views on this scheme in an online survey and also in focus groups and meetings. I am very grateful to have received these challenges and insights which have helped to make the final version a more detailed and richer draft. This is not the end of the process. In many cases, we will need to continue to work with residents as we develop our solutions.

Cllr Carole Williams, Cabinet Member for Employment, Skills and Human Resources



## Contents

1. Introduction
2. Legal requirements
3. Adopting a new vision for the borough
4. How we developed the Single Equality Scheme
5. The challenging context for this work
6. Equality groups in Hackney
7. Tackling key inequalities - progress and challenges
8. Hackney's Single Equality Scheme 2013 -16– key highlights
9. Hackney's Single Equality Scheme 2018 - 22

## 1. Introduction

“Tackling Inequality” has been the first priority for the Hackney’s Mayor, since being elected in 2016. This means that we need to consider how we tackle inequality in all Council services and our approach needs to be proactive. It needs to be reflected in our strategic plans, and in the way we design and deliver services. For example equality and cohesion need to be considered in our planning documents and community safety plans. We need to think about how we make Hackney a fairer, more equal borough when we design services, from children’s centres to care to vulnerable adults. We also need to make sure that residents can see this commitment reflected in the way we deliver services.

Tackling inequality needs to be viewed as “business as usual” but we have also decided that we need to look at the proactive work that is needed to tackle specific inequalities for different groups. This is because we know that a mainstream approach will not be enough to shift complex inequalities. Neither will it change the external factors which disadvantage some groups such as low wages. Even in a borough that is diverse and tolerant, some groups experience discrimination and disadvantage because of who they are and this needs to be identified and tackled.

The Single Equality Scheme therefore identifies the key objectives and associated actions which we will adopt alongside key plans and strategies. The Scheme will not reflect everything that is included in other plans that helps promote equality and cohesion. Over the next four years, the Scheme will be used in two ways. Firstly, the Scheme, and the evidence base which has been developed to inform it, will be used to help sharpen our focus on equality as we develop and adopt future plans and strategies. Secondly, the objectives and outline actions in this Scheme will be developed further into a detailed action plan. The Scheme will replace the current one which has been in place since 2013.

Equality is considered from different perspectives. Inequality is most likely to be linked to poverty, so tackling poverty and socio-economic disadvantage is our first objective. By poverty we mean that a person does not have sufficient resources to meet their basic needs. We also recognise that people can be disadvantaged and discriminated because of who they are, for example sex, race and age. Identifying and tackling this is our second objective. Hackney is a diverse and tolerant borough, but it is also a borough which has undergone rapid growth and change and where there are stark inequalities. We want to ensure communities continue to get on well together and building an inclusive and cohesive borough is the third objective. There are also changes we want to see in the way we work. We have proposed two “Enabling Objectives.” The first embeds prevention into service delivery. The second identifies actions which will promote an inclusive leadership culture.

## 2. Legal requirements

Through the Scheme, the Council also shows how we meet the Equality Act 2010 and specific requirements placed on the public sector through the Public Sector Equality Duty. The Duty requires us to be planned and proactive in the way we approach equality and cohesion. As part of this we are required to prepare and publish equality objectives so that we demonstrate the tangible actions we will take. Although there is no requirement to publish a scheme, it is a good way to develop

and communicate the proactive work which will be delivered across the Council to promote equality and cohesion.

In the Scheme, we refer to “protected characteristics.” The Equality Act 2010 introduced the concept of protected characteristics to refer to the different ways that someone can be treated unfairly simply because of who they are. For example, someone could be discriminated against because they are older or because they are younger and the protected characteristic would be “age.” The act applies to and protects everyone against unfair treatment, not only groups that are seen as “minority” or traditionally disadvantaged groups. So it protects someone who is White British as well as someone from a minority ethnic group, if they are disadvantaged or encounter discrimination. The protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

In this scheme we use “gender” as well as “sex” where we consider it to be more inclusive of different identities. This is because the Equality Act defines sex as “A man or a woman” which is not inclusive of those who are non binary or intersex. However we understand that legally, our duty is to consider the protected characteristic of “sex.”

We use “ethnicity” in place of race as it is a more familiar and nuanced term. However we understand that the Equality Act defines Race as “Nationality, Citizenship, Colour, National or Ethnic Origins.”

We use “gender identity” instead of gender reassignment as it is more inclusive of all identities which come under the transgender spectrum. However we do understand that our legal duties are limited to those who are going through gender reassignment.

The Act also protects people who are married or in a civil partnership from discrimination at work.

The Equality Act originally contained a clause which would have placed a requirement for local authorities to address socio economic inequalities as part of their equality work. Although Government ultimately decided not to implement this socio economic duty, Hackney Council decided to adopt this on a voluntary basis. This means that when we consider equality and cohesion we fully consider socio-economic inequality. This was reflected in our scheme in 2013 and is also reflected in this Scheme.

In putting in place a scheme, we are already going beyond what is legally required. In choosing to include more identities within this Scheme, we are continuing to go beyond what is legally required to tackle inequalities in a more inclusive way.

### **3. Adopting a new vision for the borough**

The Hackney Mayor's Priorities are:

**Fairer:** Working and campaigning to keep Hackney a place for everyone with genuinely affordable homes, job opportunities, and excellent schools; where everyone can play a part, and where tackling inequality is at the heart of what we do.

**Safer:** Making Hackney a place where everyone can feel healthy and safe, at home, at work, and on streets, parks, and estates.

**More sustainable:** Making Hackney an economically, and environmentally sustainable place, with strong, cohesive, and diverse communities.

These new priorities were adopted in 2018 and build on the work undertaken since the Mayor was elected in 2016. They signpost a clear direction for the organisation over the next four years.

The Single Equality Scheme is informed by the Mayor's priorities and the Council's new vision for the borough, as expressed by a new ten year Community Strategy. This strategy sets out the Council's overarching vision for Hackney as it grows and changes over the next decade. It will provide a backdrop for all of our decision making throughout this period and a focus for working in partnership with residents, businesses, the voluntary and community sector, and statutory agencies. The resident insight which underpins this strategy was gathered through a year-long conversation with residents. In 2015, the Council carried out a major engagement exercise, 'Hackney: A Place for Everyone', and heard from over 4,500 local residents and businesses on their views of how the borough has changed and the challenges and opportunities this presents to their day to day lives in Hackney. This rich insight was considered alongside a detailed evidence base about Hackney's population and place. Partners organisations were also engaged in the development of the strategy so we understood their perspectives and planned. The Community Strategy has five objectives:

- A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth
- A borough where residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity and contributes to community life
- A greener and environmentally sustainable community which is prepared for the future
- An open, cohesive, safer and supportive community
- A borough with healthy, active and independent residents

#### 4. How we developed the Single Equality Scheme

The Single Equality Scheme drew on all the work that was done to develop the Community Strategy, including the insight from Hackney a Place for Everyone. We then considered key inequalities in more detail, by protected characteristics and poverty and socio-economic disadvantage, as well considering other ways that people may be discriminated or disadvantaged. We reviewed all relevant needs assessments and profiles to collate a full analysis of inequalities into one equalities data digest. This has been published on the [Council's Statistics and Evidence pages](#), where the many needs assessments that have been reviewed are also published.

This analysis of inequalities has been considered alongside resident insight, staff surveys and an assessment of current progress, to identify the five objectives and the priorities within the scheme.

#### 5. The challenging context for this work

The financial environment that we operate in remains extremely challenging and we are faced with rapidly diminishing income from the Government and rising costs and demands for services. In the financial year 2010/11 the government gave Hackney a total of £310m of funding to support local services. By 2016/17 this was down to £200m and is projected to fall to £171m by 2019/20, a cut of 45% since 2010/11. Managing cuts while ensuring we look after vulnerable children, disabled adults and our older residents and also protect Hackney's excellent quality of life has been very difficult. However, our response is not one that manages decline or cuts universal services such as libraries or youth clubs.

We know our residents are concerned about the pace of growth and change and the way that this can drive inequality and undermine cohesion. The Council cannot control population growth, which is affecting all of London, and we cannot refuse new development proposals on the grounds that we feel Hackney is too densely populated, because the national planning system does not work like this. What we can do, is use planning policy and [a new Local Plan 2033](#) to try to shape the nature and location of that development and maximise its benefit for the whole community.

There are not enough new homes being built in London to meet growing housing demand and need. Housing associations are struggling to build new homes in expensive areas of London like Hackney and are receiving less financial support from the Government. The Council is committed to building on the success of its housebuilding programmes to directly deliver new homes of all tenures, cross-subsidising the provision of new social and intermediate housing through the outright sale of homes. However, the raft of recent reforms to housing and welfare, introduced by the Government over the past six years are likely to adversely impact on the supply of genuinely affordable housing in the borough over the next decade.

## 6. Equality groups in Hackney – an overview

### Population trends

The [2011 Census](#) estimated Hackney's population at 246,300, an increase of 43,500 (21%) since the 2001 Census. The ONS mid-year population estimate for 2016 put Hackney's population at 273,526. The Greater London Authority estimates the population of Hackney will grow to over 344,000 in 2043.

### Age

Hackney is a relatively young borough with just under 25% of its population under 20 years. The proportion of residents between 20-29 years has grown in the last ten years and now stands at just under 20%. People aged over 55 make up 14% of the population.

### Disability

In the 2011 Census, 14.6% of Hackney respondents said they had a long-term illness that limited their daily activities in some way, compared with 13.6% for London and 17.9% for England and Wales. In May 2017, 12,189 people, 4.5% of Hackney's population, were claiming Disability Living Allowance or Attendance Allowance, and in July 2017, 6,285 people were claiming Personal Independence Payments. Some 7% of Hackney's residents provide at least one hour's unpaid care and support each week to a friend, neighbour or relative because of illness or old age. This is a smaller proportion than for London or in England and Wales and is likely to be because Hackney has a much lower older age population than on average.

### Gender reassignment / Gender identity

The Gender Identity Research and Education Society GIRES, currently estimate that 1% of the population's gender identity is likely to be incongruent with their assigned gender. This equates to around 2,700 people in Hackney. According to NHS England data, numbers seeking medical support are lower, although increasing by 20% each year. Within this group will be people who do not identify with a specific gender. The Practical Androgyny website estimates that around 0.4% of the UK population, 1 in 250 people in the UK is Non-Binary. This equates to around 1,200 people in Hackney.

### Pregnancy and maternity

There were 4,447 live births to women in Hackney in 2015. The fertility rate for Hackney is 59.7 live births per 1,000 women of child-bearing age compared to 55.1 in London and 62.5 in England. In some parts of Hackney fertility rates are amongst the highest in London, particularly in certain wards in the north-east of the borough.

## Race /Ethnicity

Hackney is the sixth most diverse borough in London. Historically Hackney has welcomed people from around the world and inward migration can be traced back to the 17<sup>th</sup> century. There are well established Caribbean, Turkish and Kurdish, Vietnamese and Orthodox Jewish communities. In the last 15 years they have been joined by migrants from Europe, people from North, and South America, Australasia and African countries like Nigeria and Somalia. The 'Other White' population increased by 60% between 2001 and 2011, and is now the second largest ethnic group. 36% of respondents to the 2011 Census in Hackney described themselves as White British. The remainder is made up of black and minority ethnic groups, with the largest group Other White, 16.3%, followed by Black African, 11.4%. The number of Black Caribbean people fell slightly between 2001 and 2011. They made up 7.8% of Hackney's population in 2011 compared with 10.3% in 2001. Hackney has the largest group of Charedi Jewish people in Europe who predominantly live in the North East of the borough and represent an estimated 7.4% of the borough's overall population. At least 4.5% of the Hackney population is Turkish (derived from the 2011 Census). These populations are often captured in the White British/Other White, Other Ethnic Group or, for Turkish people, Arab. Other significant communities in Hackney include Chinese, Vietnamese and Eastern Europeans especially Polish, Western Europeans particularly Spanish and French people, Australasians and residents from North, and Latin America. Respondents to the 2011 Census were asked to state their main language. Over three quarters of respondents cited English as their main language, but at least 88 other languages were given; the top three are Turkish, Polish and Spanish.

## Religion or belief

Just over a third of Hackney's residents describe themselves as Christian, although this is a lower percentage than the London and UK average. Hackney has significantly more people of the Jewish and Muslim faiths and a higher proportion of people with no religion and those who did not state a religion than London and the UK.

## Sex

There are slightly more females than males currently living in the borough (50.2% to 49.8%).

## Sexual orientation

The July 2017 GP patient survey indicated that, in Hackney there were comparatively high numbers of people who identify as gay or lesbian (5%), bisexual (1%), other (3%). In addition a further 11% preferred not to say. These figures may also under-represent the size of this population, given the problems involved in disclosure of sexual orientation. Some 2.7% of respondents to the Office for National Statistics Household Survey for the year to December 2016 from London identified as Lesbian, Gay or Bisexual. Data on the transgender population is not available at a borough level.

## 7. Tackling inequalities – progress and challenges

### Education

Hackney has seen good improvements in ‘school readiness’, with the percentage of young children achieving a Good Level of Development increasing from 48% in 2010 to 71.2% in 2017. This is above the England average of 70.3% but slightly lower than the London average of 73%. Some 71% of Hackney pupils achieved the expected standard in Reading, Writing and Maths at the end of primary school in 2017, up from 64% in 2016, compared with 69% in London and 61% in England. Some 44.2% of Hackney pupils achieved a good pass (Grade 5-9) in the English Baccalaureate in 2017 up by 11.6 percentage points on the 2016 level. Hackney pupils performed slightly below the London average of 47.7%, but above the England average of 39.9%. Our ongoing challenge is to ensure pupils from all backgrounds perform equally well. Overall, girls perform better than boys. Looking at GCSEs Hackney’s attainment gap between those eligible for Free School Meals and other students is 12% points at GCSE which is less than London (19% points) and England (27% points). We are also concerned about the under-performance of Turkish Kurdish, African, Caribbean groups and looked after children.

### Employment and economic development

Over the past ten years Hackney’s employment rate has increased from 58% to 73.6%. In 2017, LBH hosted 18,070 firms, a 68% increase from 2004. This growth is 23% higher than London as a whole. However, despite recent changes in the borough, some local people continue to face persistent inequalities. Latest estimates from End Child Poverty rank Hackney 5<sup>th</sup> in London with 41% of children living in households in poverty, when housing costs are deducted from household income. . Hackney’s unemployment rate is 5.6%. This is around the same as London (5.5%) and higher than the whole country (4.6%). Pay in Hackney is slightly lower than in London, both for residents and those travelling to and working full time in the borough. We want to ensure that residents benefit from the opportunities in Hackney and the wider region. Our 2016 Corporate Plan placed a renewed focus on employment opportunities in the borough including the relaunch of the Hackney 100 work placement programme to connect young people in the borough with careers in Hackney’s key growth sectors; delivering 100 apprenticeships across the Council and creating a Hackney London Living Wage accreditation scheme. In 2016, the Council was formally accredited as a London Living Wage employer by the Living Wage Foundation. Everyone working for the Council, regardless of whether they are permanent employees, contractors, temporary staff, part-time or agency staff or apprentices over the age of 18, is guaranteed to receive at least the London Living Wage.

Hackney’s new Local Plan 2033 will help ensure we maximise opportunities from growth and regeneration. We are developing a new Economic Development Strategy which will set out the proactive work we will undertake in response to these challenges. Our Child Poverty and Family Wellbeing Plan 2016 looks at how we improve families’ income and also considers how we need to tackle complex needs.



## **Housing**

Hackney faces severe and wide-ranging housing needs, as a result of a lack of genuinely affordable housing and the Government's welfare reforms. Over 40% of Hackney's housing is social housing, either managed by the Council or by housing associations. The Council is trying hard to increase the supply of genuinely affordable housing in the borough, both by building new Council homes and by working with housing associations. Between 2012 and 2016, the Council and its partners delivered 2,449 new homes for social housing and shared ownership, the third highest number of all London boroughs.

To meet demand, we estimate that 1,700 social and private homes need to be built each year between now and 2031. In 2015, 1,640 homes were built. Despite our track record, we need to do more, with over 12,500 households waiting for a home on the Council's housing register, and over 2,900 homeless households living in temporary accommodation. We will also work with partners to see 500 homes for living rent (with rents set at one third of average local incomes) delivered in Hackney, including establishing a wholly owned and democratically accountable housing company.

Around one third of Hackney residents now live in the private sector – double that of ten years ago. While a majority of private renters in Hackney are satisfied with their homes, there are too many properties suffering from poor conditions and management. Renters also face insecurity, often with six-month tenancies and high or unpredictable rent rises. We work with landlords to help raise standards and meet demand by providing training and forums, and we will increase our enforcement action to tackle the minority who break the law. We are introducing borough wide licensing of all HMOs (Houses in Multiple occupation), a pilot scheme licensing all privately rented properties in three wards, as well as introducing new measures such as a database of rogue landlords and agents, landlord banning orders, and a ban on letting agent fees being charged to tenants. As the population of London increases, and housing affordability worsens, housing needs such as homelessness and overcrowding are also expected to intensify. Our homelessness work already aims to improve prevention and provide solutions for those threatened with losing their home. We already have in place a Homelessness Strategy and specific strategies relating to temporary accommodation and rough sleepers.

Hackney has just adopted a new [Housing Strategy](#) which sets out what we can do, working in partnership, to address these challenges as will Hackney's new Local Plan 2033.

## **Transport and Air Quality**

Since 2010, Hackney has enjoyed much improved transport connections, with the opening of the Overground, but still we continue to lobby for changes to improve transport and encourage the use of sustainable transport options, such as walking, cycling and public transport. Hackney is seen as the "[cycling capital of London](#)", with more than 15% of our residents commuting by bike compared to 12% using cars. Hackney's location means there is a lot of traffic passing through which significantly contributes to poor air quality. We are very concerned about the health impact of poor air quality and have set a very high aspiration for improving air quality,

recognising that the power lies with others and that we must work in close partnership with regional and local government to affect real improvements in the quality of London's air. Hackney's Transport Strategy 2015-2025 and our Air Quality Action Plan 2015 set out more on the challenges and actions we are taking. The new Local Plan 2033 will further embed these principle and actions needed.

### **Leisure and Parks**

Hackney has improved the quality and management of its leisure facilities in partnership with Better (formerly Greenwich Leisure Limited) increasing annual usage from 750,000 in 2007/08 to 1.9 million in 2015/16 and reducing subsidy to zero in 2016/17, whilst still ensuring that provision meets the diverse needs of our residents. We have protected our 250 parks and green spaces and resident satisfaction has been very high for the last ten years and we have achieved 23 Green Flags. There is a strong view from residents that they continue to improve.

### **Community Safety**

The borough's commitment to community and neighbourhood policing has seen crime reduce by 34.7% between 2002/3 and 2014/15. This is better than London as a whole (down by 13.4%), and is similar to the average reduction for the other London boroughs most similar to Hackney. Hackney also developed the first integrated gangs unit with the Metropolitan Police and the Department for Work and Pensions. However we are concerned about the increase in the rate of crime in recent years, including violent crimes, and are committed to working across the council in partnership with the community, police and voluntary sector to divert people away from crime, create meaningful opportunities and keep residents safe. Over the past three years the number of recorded hate crimes across London has increased and there has been an increase in each category of hate crime. Of hate crime recorded on the MOPAC dashboard for Hackney in 2016/17, 741 (70%) were race hate crimes, 165 (15.5%) were religious hate crimes, 115 (11%) were sexual orientation hate crimes, 25 (2%) were disability hate crimes; and 16 (1.5%) were transgender hate crimes. Hackney recently consulted on a new Hate Crime Strategy and this was published earlier in the year.

### **Health inequalities**

Although life expectancy in Hackney has been increasing steadily over the past decade for both males and females, Hackney faces key challenges with regards to health inequalities. People who live in more socially deprived circumstances tend to experience more health problems and there are still large pockets of deprivation across the borough. An estimated 47,000 adults in Hackney smoke which is comparably high and most children and young people in Hackney are failing to exercise at levels recommended by government guidelines. In addition, over 50,000 adults across Hackney are doing less than 30 minutes of moderate exercise a week. Childhood obesity is above the national average and Hackney's recorded prevalence of severe mental health conditions is amongst the highest in London.

Hackney and the City have lower levels of GP recorded depression, compared with England, but higher levels of access to and completion of Improving Access to Psychological Therapies (IAPT) services. Local surveys would suggest a quarter of Hackney residents are considered to be "high risk" drinkers. In response to these

challenges, Hackney has adopted a Health and Wellbeing strategy with priorities focusing on children's health and wellbeing and childhood obesity, tobacco control, mental health and dementia. As well as identifying the actions which directly support individuals to improve their health and wellbeing, we also think about the ways we can influence health, education, housing and the built environment. These wider factors also contribute to health and wellbeing.

The Health and Wellbeing Board will develop and adopt a new Health and Wellbeing Strategy by 2019.

## 8. Hackney's Single Equality Scheme 2013 -16– key highlights

In 2013, we adopted a new [Corporate Equality and Cohesion Policy](#), [Equality Objectives](#) and a [Single Equality Scheme](#). These collectively set out objectives that focus on narrowing the gap, improving the way we listen to residents and fostering good relations. They clarified our understanding and interpretation of equality, diversity and cohesion for residents, service users, staff and the wider community. At a time of government cuts and of increases to the cost of living and housing, this work remains very challenging. Some of the highlights are described in this section, and a full summary of progress against the scheme can be found on the Council's equality and diversity pages.

*Narrowing the gap in outcomes between certain disadvantaged groups and the wider community.*

We have kept a focus on tackling inequality and this has helped develop programmes tackling inequalities in health, education and employment. However, making an impact on key inequalities is long term work. We have published case studies on our equality and diversity pages which describe the long term work we are doing:

Childhood Obesity

Improving Outcomes for Young Black Men

Access to Employment and Opportunities.

*Improve the way we listen to our residents and respond to service users' feedback to improve services.*

Our in house training offer includes a range of training opportunities which seek to improve staff awareness of equality issues and their responsibilities. We have established new approaches to engagement such as Hackney a Place for Everyone, maintained and developed ward forums and launched Hackney an Accessible Place for Everyone to enhance the way people who are less mobile can help shape plans for local areas. Young Hackney engages with young people and parents in a range of ways. Adults Services have re-launched their approach to engaging with their users and ways to develop services together through co-production. For ICT, user experience is seen an integral to the design process when they develop new digital platforms. Earlier in 2018, in response to concerns about SEND funding arrangements for children with special, educational needs and disabilities (SEND), we set up a co-design working group so that we could involve parents of children with SEND in the redesign of any future proposed model.

*Foster good relations by building a strong sense of community, neighbourliness and pride:*

Our libraries, parks and the Hackney Museum are seen as important spaces which are open to all and are well utilised for cultural activities throughout the year. We have also supported whole borough community events such as the Hackney Half Marathon and the Carnival, which created new ways for residents to engage with each other. We have also continued to support play streets which allow people to get to know their neighbours on one street. We have maintained our investment in the voluntary sector and promoted volunteering. We run a year around LGBTQI festival Hackney 365 and an extended Black History Season.

## 9. Equality Objectives

<b>1. Increase prosperity for all and tackling poverty and socio-economic disadvantage</b>	<b>2. Tackle disadvantage and discrimination that is linked to a protected characteristic</b>	<b>3. Building a cohesive and inclusive borough</b>
<p><i>Poverty and socio-economic disadvantage are the main causes of inequality. We are concerned about the growing inequalities in the borough. We are seeing the cost of living increasing whilst wage levels have stayed the same. Jobs may be more insecure and offer a less steady income than in the past.</i></p> <p><i>There are now more households in Hackney renting from private landlords than in the past. This may also mean more people are living in insecure and precarious situations in the borough.</i></p>	<p><i>Whilst poverty and socio-economic disadvantage are the main causes of inequality, we also recognise that people can be disadvantaged and discriminated because of a protected characteristic.</i></p> <p><i>Furthermore, some groups experience societal discrimination which means that they are more likely to be poorer and be disadvantaged. This is known as “structural inequality”.</i></p>	<p><i>Hackney has a very diverse population. There are potentially many complex dynamics within the community and between different communities. As the borough population continues to change and grow we need build on the strong sense of community that we have, as well as understanding where there are strains in the community, and where there are prejudices and proactively responding to these.</i></p>
<p><b>Enabling objective 1: Embed prevention into service delivery</b></p>		
<p><i>The Council has already been radically re-thinking many services so we are better able to tackle root causes and encourage and empower people. There is more to do to share and embed these approaches.</i></p>		
<p><b>Enabling objective 2: Promoting a culture of inclusive leadership</b></p>		
<p><i>Recent work to Improve Outcomes for Young Black Men has highlighted the importance of an inclusive culture and leadership in tackling inequalities. Only by questioning traditional behaviour patterns and decision making structures can we identify the institutional change which is needed to tackle key inequalities. Research has also shown that having a demographically diverse workforce can help drive innovation. In the public sector having a diverse workforce is seen as a way of bringing in a diversity of experiences and perspectives to better meet the needs of residents and improve service.</i></p>		

## Objective 1

### **Increase prosperity for all and tackle poverty and socio-economic disadvantage**

*Poverty and socio-economic disadvantage are the main causes of inequality. We are seeing the cost of living increasing whilst wage levels have stayed the same. Jobs may be more insecure and offer a less steady income than in the past.*

*Hackney faces severe and wide-ranging housing needs, as a result of a lack of genuinely affordable housing and the Government's welfare reforms. There are now more households in Hackney renting from private landlords than in the past. This may also mean more people are living in insecure and precarious situations in the borough.*

*Pay in Hackney is slightly lower than in London, both for residents and those travelling to and working full time in the borough. The average house price is 16 times the average salary.*

*Under this objective we set out the main ways that we will respond to these complex challenges, whilst recognising there are limitations on what we can do, particularly in relation to housing, but also in relation to the local labour market, without changes to government policy.*

### **Developing a new cross cutting approach to tackling poverty**

#### **Key issues:**

This section considers in greater detail the wide ranging and connected challenges faced by many Hackney residents who are struggling with poverty, despite the visible increase in wealth and prosperity in Hackney. We need to see things from the perspective of the person who is in poverty, and the multiple and compounding ways that this impacts on their life. We need to improve our understanding of what it means to be poor in Hackney, in an area where there is a great deal of visible wealth, and the impact that this can have on health and wellbeing. We also need to tackle poverty by considering all of the different causes of poverty and tackling these together.

In Hackney 36% of residents currently live in poverty after housing costs have been taken into account, the 3rd highest rate in London and well above the London average of 27%. 22.8% of residents who are working were paid below the Living Wage in 2015, an increase of 2% over three years.<sup>1</sup> The 2015 Indices of Multiple Deprivation (IMD) ranked Hackney as the 11th most deprived Borough in the UK, up from second in 2010. For Hackney the IMD identified the following as being some particular concentrations of deprivation: -

- In the eastern part of the borough around Kings Park and Hackney Wick
- In the north-west of the borough, around Manor House and Woodberry Down
- The borders between Victoria and Homerton wards
- The borders between Springfield and Lea Bridge wards

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<sup>1</sup> Trust for London Poverty and Equality Indicators for Hackney

Child Poverty as measured by the Centre for Policy based on official HMRC data stands at 37%, the fifth highest in London, although this is generally viewed as an underestimate. The End Child Poverty Campaign estimate that, after housing costs have been taken into account, in 2017, 41.3% of children in Hackney live in poverty. This figure indicates that child poverty has risen since 2015 when the equivalent figure was 37.1%.

At a time when the employment rate is at a record high in London, the proportion of those in poverty who are working has doubled in the last ten years, making up 58% of the total cohort of 1.3 million London residents. This data is not available for Hackney. According to research by the Institute of Fiscal Studies, the driver for this is that men with low hourly wages are now much more likely to work part-time than they were in the past.

This stagnation of earnings is combined with the rising cost of living, particularly in relation to housing in the Private Rented Sector. More people in poverty live in the private rented sector in London than any other housing tenure, nearly 1 million.

According to the Money Advice Service, Hackney is one of ten areas in England and Wales where more than 1 in 5 people have problem debt.

Nationally, there are certain groups nationally that are more likely to live in poverty:

- Families with children
- Lone parents
- Disabled people
- Certain ethnic minorities
- Households where no-one works

The latest Hackney Child Poverty Needs Assessment also identified these groups and in addition:

- Families with two or more young children (0-10) where the youngest is aged under 4
- Families that claim benefits affected by Welfare Reform
- Disabled parents and disabled children
- New arrivals/emerging communities, including children in families with No Recourse to Public Funds (NRPF)

In terms of ethnic minority groups, African, Caribbean, and Turkish/Kurdish/Cypriot groups were identified as at risk along with the Charedi Jewish community concentrated around the Stamford Hill area in the north of the Borough.

### **Key actions:**

We will develop a poverty reduction strategy, working with partners to tackle the complex causes of poverty, looking at the whole system that causes poverty.

## Housing

### Key issues:

Between 2012 and 2016, the Council and its partners have delivered 1479 new homes for social housing and 901 new homes for shared ownership. In addition 69 homes were built for “affordable rent” (80% of market). However Hackney faces severe and wide-ranging housing needs, as a result of a lack of genuinely affordable housing and the Government’s welfare reforms. Despite our track record, we need to do more, with over 12,000 households waiting for a home on the Council’s housing register, and over 3000 homeless households living in temporary accommodation.

Housing affordability in Hackney is worsening, with the average price of a home increasing by over 71% in the last five years. The average price of a flat in the borough is around £587,000, placing Hackney within the top 10 most expensive local authority areas in England.

Around one third of Hackney residents now live in the private sector – double that of ten years ago. While a majority of private renters in Hackney are satisfied with their homes, there are too many properties suffering from poor conditions and management. Renters also face insecurity, often with six-month tenancies and high or unpredictable rent rises.

The Council’s Housing Strategy 2017 -2022 addresses these key challenges through its priorities to:

### **Build high quality, well-designed, and genuinely affordable new homes**

With housing need and demand for homes rising, we are working to maximise housing supply across the full range of tenures and price points in Hackney. Our new Local Plan will set out plans for housing and economic growth across the borough. This Housing Strategy focuses on the pressing need for genuinely affordable homes for those on low to middle incomes, as well as the delivery of new high quality private homes for sale and rent. We are doing everything we can to increase the supply of genuinely affordable housing in the borough, both by building our own new homes and by working with housing associations. Over the past five years, the supply of new social housing and shared ownership homes in Hackney was the third highest of all boroughs in London, and one of the top five highest in the country. To meet demand, we estimate that 1,700 homes need to be built each year between now and 2031. In 2015, 1,640 homes were built. Despite our track record, we need to do more, with over 12,500 households waiting for a home on the Council’s housing register, and nearly 3,000 homeless households living in temporary accommodation. The Council’s own housing regeneration programmes (funded without any direct government support) are currently forecast to deliver over 3,000 new homes during the next 10 years.

Private renting is often the only alternative available to those who are unable to take a first step on the housing ladder. Homes built specifically for rent (Build to Rent)



could provide better quality, better managed homes, and potentially more affordable housing. Such schemes could include some homes let at below-market rents, especially living rent homes affordable to those on middle incomes. In Hackney, where there is a shortage of privately rented housing for families, building new homes specifically for rent may be a positive first step in providing the additional homes that the borough needs. We know that the housing crisis is particularly impacting the younger generation, and our suite of actions bear this key inequality in mind.

**Key actions include:**

- Continue to build our own genuinely affordable homes for rent and low cost home ownership, and investigate ways of expanding the Council's own building programmes
- Introduce the 'Mayor's Housing Challenge' funding for housing associations to build new homes that are affordable to Hackney residents
- Maximise the affordable housing contributions on new housing developments by reviewing the Council's approach to assessing financial viability; securing financial contributions in respect of small sites; and more detailed guidance on off-site or monetary contributions
- Ensure all Council developments that involve the outright sale of homes have a 'Hackney first' sales and marketing strategy, rather than selling to property investors.
- Set up a new housing company, wholly owned by the Council, to help provide new 'living rent' homes – homes that are genuinely affordable to those on medium incomes, with rent levels set at one third of average local incomes

**Making the best use of new and existing homes**

Over 40% of Hackney's housing stock is social housing, either managed by the Council or by housing associations. The majority of social housing lettings each year are from the existing housing stock, rather than newly built homes. It is therefore essential that we make the best use of this existing housing stock. Government housing policies mean the stock of genuinely affordable social housing could be significantly reduced unless there is like-for-like replacement of all the homes sold. Most new private housing is currently built for sale, even though it may be purchased by investors and let to private tenants. There are widespread concerns about the number of new private homes in central and inner London sold to investors, often from overseas, rather than sold to Londoners – with some left empty to make a profit rather than used as a place to live. The Grenfell Tower fire highlighted the urgent need for central and local government to improve the fire safety and housing regulatory regime and to take measures to help ensure that Hackney residents in high rise blocks, whoever their landlord, can live in their homes safely.

**Key actions include:**

- Develop an agreement with housing associations to minimise the impact of Right to Buy sales and maximise the like-for-like replacement, within the borough, of homes sold

- Consider ways of giving Hackney residents first priority for the purchase of newly built homes, ahead of overseas buyers and other investors
- Use all empty Council homes awaiting demolition on estates undergoing regeneration for temporary accommodation, unless they are unfit for occupation or otherwise unsuitable
- Working with the Government, the London Fire Brigade, housing associations, private owners and other partners, take necessary action to ensure the fire safety of Hackney's housing blocks

### **Addressing standards and affordability in the private rented sector**

Around one third of Hackney residents now live in the private sector – double that of ten years ago. While a majority of private renters in Hackney are satisfied with their homes, the condition and management of too many properties is poor. Renters also face insecurity, often with six-month tenancies and high or unpredictable rent rises. We already work with landlords to help raise standards and meet demand by providing training and forums, and we will increase our enforcement action to tackle the minority who break the law. Government housing reform proposals include new measures that could help tackle rogue landlords, like a database of criminal landlords and agents, landlord banning orders, a ban on letting agent fees being charged to tenants, and a cap on tenancy deposits. Through our Better Renting campaign, we will continue to make the case for tenants to be given the choice of stable tenancies for years, not months; for rent rises to be capped; and for a range of other measures that will improve the private rented sector for tenants and landlords.

#### **Key actions to include:**

- Expand our enforcement activity in the private rented sector, and the way we approach enforcement, to improve management and physical standards
- Deliver a pilot scheme licensing all privately rented properties in three wards
- Lobby government for longer tenancies and powers to control rents

### **Employment**

#### **Key issues:**

Over ten years from 2006 and 2016, the employment rate increased from 58.3% to 69%. However between these years, full time employment has fallen from 83% in 2006 to 71.8% in 2016 and part time employment has increased from 16.8% in 2006 to 27.9% in 2016. We do not know whether this increase in part time employment is driven by choice or a changing employment offer. In this same time, the self-employment rate has fluctuated with a low of 10.8% in 2007 and a high of 18.9% in 2015. Hackney has tended to have a higher rate than London and Great Britain over this period. In 2016 the self-employment rate was 16.1% - only slightly higher than the rate of 15.2% recorded in 2006.

We do not have Hackney statistics for zero hour contracts, but nationally the rate is 2.8%, and for London the rate is 2.5% according to the quarterly Labour Force Survey. Whilst we cannot assume that the national data is applicable locally, we can assume that the increased trend has also been seen in Hackney. In 2007, the percentage on zero hour contracts was 0.6%. There is an overrepresentation of 16-24 year olds on zero hour contracts nationally (7.8%) and of over 65s (4%). There are more women on zero hour contracts (3.4%). Young people are also more likely to experience overall job insecurity than older people. Zero hour contracts may suit some people, but they create greater job insecurity and can make people more exposed to exploitative practices, because it can be easier to let someone go.

The employment rate of 69% is slightly lower than the London average (74%) and British average (74%). Working age men (72.4%) are more likely to be employed than working age women (65.7%) although this is lower than the London average for men (81%) and British average (79%). Men are more likely to be employed than women across all age groups except for 16-24 year olds. Hackney has lower youth employment (16-24 age group) than the London average – 36% compared to 47%. Hackney has a significantly lower employment rate amongst people aged 65 and over compared to London – 5% compared to 13%.

Of the faith communities that are significantly represented in the borough, the employment rate is lowest amongst residents of the Muslim faith (39%) and Jewish (49%) faith. Black residents were least likely to be employed while White residents were by far the most likely to be employed at 69%). Black residents were the most likely to be unemployed (22%) compared to an average of 11%. White residents were the least likely to be unemployed at 7%.

Hackney's disabled employment rate is only 58% that of its working age employment rate; this is lower than the London average of 65% and the UK average of 64%. Among those claiming incapacity benefit in Hackney, almost half (47.8%) have mental and behavioural disorders compared to 45.8% in London and 42.5% in England. The high rates of psychoses in Hackney are likely to be a driving factor behind its high rates of economic inactivity and low rates of employment for disabled residents.

We are concerned about the quality of the local and sub regional job offer, in terms of pay and conditions. For example, Hackney has a thriving night time economy which has made a significant contribution to the borough. However, working night shifts will impact negatively on workers – in terms of quality of life, family life and, most seriously health impacts.

#### **Key actions:**

- Develop a new inclusive growth strategy, area based regeneration plans and place based approaches, which promote inclusive growth and benefit for local residents
- Deliver employment brokerage and support with a specific focus on tackling key inequalities
- Deliver a co-ordinated supported employment offer for disabled residents

- Offer a wider range of Council apprenticeships at a range of levels to Hackney residents and work with other local partners to increase the range of opportunities
- Ensure employment support, brokerage and employer engagement focuses on people's prosperity and therefore the quality and sustainability of jobs, as well getting people into employment
- Hackney Council's accreditation as a London Living Wage employer guarantees that everyone working for the Council, regardless of whether they are permanent employees, contractors, temporary staff, part-time or agency staff or apprentices over the age of 18, is guaranteed to receive at least the London Living Wage; we now want to see other employers in the borough commit to accreditation as a LLW employer, using our direct levers (purchasing power, procurement, contracts and leases) as well as our influence

### **Financial inclusion and support for people living in poverty**

Average household incomes in Hackney have consistently remained low compared with other London local authorities for both mean and median income, according to household income estimates. Hourly earnings are also lower than the London average. An estimated 23% of Hackney residents are paid below the London Living Wage. Latest estimates of child poverty rank Hackney 5<sup>th</sup> in London with 41% of children living in households in poverty, when housing costs are deducted from household income.

People on low incomes with poor or no credit history struggle to access mainstream lenders and are forced to apply for higher cost loans or resort to loan sharks. 21% of residents in Hackney are "over indebted." This means that they find keeping up with bills or credit commitments a burden and / or that they have fallen behind or missed payments at least three times in six months. This is the fifth highest level in London and is 5% higher than the UK average of 16%. Universal Credit (UC) will be fully rolled out in October 2018. In other London boroughs where UC has been rolled out, we have seen levels of rent arrears rise (Over 76% of UC recipients in Hounslow are in arrears as opposed to 28% of other tenants). Inside Housing" has reported that Universal Credit rent arrears have reached £6.7m in total, representing 10% of total unpaid council rents, despite only covering 2.6% of tenants nationally.

Households where all members are older have the lowest levels of incomes with almost 79% having incomes of less than £10,000. Black and Minority Ethnic residents are more likely to be in lower skilled roles and to have very low incomes (below £15,000). The younger generation now looks set to collectively own less wealth at each life stage than earlier generations and we need to consider how this might impact on them at different stages of their life . Young people are also likely to experience job insecurity than older people.

Muslim and Christian households are more likely to have a household income below £15,000 but also less likely to live in the private rental sector (PRS).

**Key actions:**

- Roll out a new approach to debt and advice services working with advice providers to deliver a single service that focuses on a sustainable resolution. We will ensure that this approach targets different groups, including different age groups
- Maintain a financial inclusion plan setting out key actions undertaken to tackle financial inclusion covering advice, access to affordable financial products, digital exclusion and wider Council support
- Continue strategically to support the local credit union to provide an alternative community based savings scheme and loan product
- Ensure that child poverty remains a focus within the Poverty Reduction Strategy and that there is a dual focus to this work, so that we are aiming to maximise income and tackle complex needs
- Progress proactive actions to remove barriers to parental employment and develop more affordable childcare for families on low incomes
- Ensure these key inequalities are addressed in the poverty strategy which we will develop
- Consider as part of the Poverty Strategy and Young Futures Commission whether there are any other actions that local government or local partners can take to tackle generational wealth inequalities

**Affordability and availability of childcare**

According to Hackney's most recent Childcare Sufficiency Statement, overall, Hackney has sufficient capacity across the sector to meet childcare demand. Day nurseries and after school provision is less expensive than the London average, but Hackney average wages are also lower than the London average. Childminders are more expensive than the London average. A small sample of parents were surveyed as part of developing this statement and over three quarters (77%) felt that that childcare was too expensive and this is also the view of people engaged through the development of the Community Strategy.

**Key actions:**

- Continue to promote free childcare offer and to work with providers to increase capacity

## Objective 2

### Identify and tackle disadvantage and discrimination that is linked to a protected characteristic

*Whilst poverty and socio-economic disadvantage are the main causes of inequality, we also recognise that people can be disadvantaged and discriminated because of a protected characteristic. For example because of their sex, race or age. Furthermore, some groups experience societal discrimination which means that they are more likely to be poorer and be disadvantaged. This is known as “structural inequality”.*

*We therefore need proactively to tackle disadvantage and discrimination, which might be rooted in prejudice and stereotyping, rather than rely on a mainstream approach which offers equality of opportunity to all. This includes tackling issues which could be institutional, whether overt or covert, and considering how we build trust with certain communities that have experienced discrimination. There might also be cultural barriers within communities which disadvantage people further. People can also experience multiple discrimination and disadvantage for example because of sex, race and ethnicity (this is called (intersectionality)).*

*The priorities which we have identified are based on an analysis of data about inequalities and set out the additional proactive responses which we want to take. We want to focus on these priorities alongside a focus on poverty and socio-economic disadvantage. This is not about “identity politics” or favouring certain groups. It is about taking full action to address inequalities. This will ultimately benefit everyone, because there is clear evidence<sup>2</sup> that everyone benefits from a more equal society.*

## ALL GROUPS

### Tackling health inequalities by making physical activity more accessible

#### Key issues:

The mortality rates from smoking, cardiovascular disease and cancer in Hackney are all higher than the rate in London overall. One way to reduce the rate of preventable disease is to encourage take up of physical activity. **In Hackney there are significant barriers to overcome to encourage different groups to take up physical activity.**

- **Older people** are more likely to have health conditions and to live with life limiting conditions. They are also less likely to undertake physical exercise, which we know can help keep people healthy, and this could be worse for black and minority ethnic groups and people who are from poorer backgrounds. **White British people** form a larger proportion of the older population (over 50s) in Hackney. We are particularly concerned about the health of residents on **lower incomes** as they get older, as this group is more likely to experience back pain, to smoke, be obese and experience anxiety and stress.
- **Disabled people** also face greater health inequalities and are far less physically active.

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<sup>2</sup> The Spirit Level: Why More Equal Societies Almost Always Do Better, Richard G. Wilkinson and Kate Pickett, 2009

- **Childhood obesity** in Hackney is above the national average.
- **Women** are slightly more likely to report a long-term health conditions, be obese and far less likely to meet recommended levels of physical activity.
- Research examining physical activity levels among **lesbian, gay, bisexual, transgender (LGBTQ)** people is limited. National estimates indicate that half of all LGBTQ people say they would not join a sports club, twice the number of non LGBTQ people. Nearly **half of trans people questioned did not use public, social and leisure facilities** for fear of discrimination.

### Key actions:

We will maintain a broad range of activities that remove barriers to physical activity. These are just illustrative examples of the range of activities we will maintain:

#### *Accessible activities for all*

- Low cost exercise classes in community centres ([Healthy Hackney](#))
- Health coaches based in community settings
- Social prescribing
- Pilot with Sport England to increase physical activity working in Kings Park ward

#### *Age*

- Partnership with voluntary and community sector through [Connect Hackney](#)
- New Age Games – free activities for over 50s
- Delivering dementia friendly activities
- Promoting physical activity from a young age, e.g. through free swimming classes and the Daily Mile in schools

#### *Disabled people*

- Improve access to physical activity for disabled people

#### *Ethnicity*

- Partner with organisations that engage BME groups to increase take up of physical activity, where there is evidence of low take up e.g. swimming

#### *Sex and Gender*

- Running separate swimming sessions for men and for women to address barriers which different groups may face in a mixed environment
- Targeted work to tackle barriers for different genders

#### *Gender reassignment and gender identity*

- Engage with trans people to identify and address ways to address barriers to access to sports and leisure facilities

We will also take actions to improve the environment and make it easier to undertake physical activity, such as greening streets and improving and maintaining parks and open spaces.

## AGE

### Older People

#### Key issues:

##### Community aspirations

- In recent community engagement, older people have told us that they want their voices and contributions heard, properly recognised and enhanced. Some feel that the new spaces in Hackney, including the cafes and bars, are inaccessible and unwelcoming for them and that there are fewer spaces (e.g. cafes) where older people can meet and have a coffee. They want to live in the heart of the community, with people of all ages<sup>3</sup>.
- One in five older residents aged 65 or over are dissatisfied with the council compared to just 14% of residents overall.
- Phase one findings about reducing social isolation from the Connect Hackney programme<sup>4</sup> recommend approaches which build in a lot of time to re-engage older people and focus on building relationships based on trust and mutuality. Approaches should be based around the person with wrap around support. It is important to address the complexity of loneliness. There should be opportunities for people to get to know each other, built into activities. More needs to be done to understand and address access and transport barriers and provide opportunities for older people to be valued as volunteers.

##### Population trends

- At the time of Census 2011, 7% of people in Hackney were over 65; by 2037, this is expected to be 12%. Population research suggests that over the coming decades older people will live longer, particularly people over 85 and that this group of 'older old' people may be living with a number of long term health conditions and be increasingly frail. Three fifths of people over 65 in Hackney describe themselves as disabled; this increases to 85% for over 85s. 4.3% of over 65s registered with GPs are recorded as having dementia (which is in line with national rates).

##### Barriers and inequalities

- Being able to move around more easily and safely and improving access to public spaces and community facilities is also a big concern for older people, including those with age related impairments. Middle aged and older people are much more likely to have lower skills levels than young people in the borough and over 50s are disproportionately more likely to be claiming Job Seekers Allowance than other age groups and compared to London as a whole. Middle aged and older people have talked about their difficulties

<sup>33</sup> This insight comes from a combination of engagement activities including Hackney a Place for Everyone and Winter Warmer events

<sup>4</sup> Connect Hackney aims to improve the wellbeing of Hackney residents aged 50 and over by reducing or preventing loneliness and isolation. The £5.8m six-year programme (2015 – 2021) is one of 14 programmes across England funded by Big Lottery Fund's 'Fulfilling Lives, Ageing Better programme.



finding work and getting by in low paid, insecure employment. 79% of households where all occupants are older people (over 65) have incomes of less than £10,000. The 2015 Index of Multiple Deprivation found Hackney ranks 2nd highest in England on income deprivation amongst older people.

- In recent consultation and engagement, older people have raised a range of concerns about housing - repairs and maintenance, housing management and accessibility of social housing, adaptations in general, supported housing and affordability, access and security in the private rented sector. Nearly two thirds of households with people over 65 are social housing households. Nationally, amongst older residents who own outright, there is a risk than many are asset rich but cash poor. Shelter has highlighted particular concerns for BME older people. without the same safety nets and capital assets as previous generations have had.
- Older people are less likely to undertake physical exercise, which we know can help keep people healthy.

#### **Key actions:**

- Connect Hackney aims to improve the wellbeing of Hackney residents aged 50 and over by reducing or preventing loneliness and isolation. The £5.8m six-year programme (2015 – 2021) is one of 14 programmes across England funded by Big Lottery Fund's 'Fulfilling Lives, Ageing Better programme'. We will continue to offer strategic support and steer to Connect Hackney and support plans for when that programme ends.
- We will develop an Older People's Strategy which will help us to improve our Council offer for older people as well as identifying ways we can help older people stay active, connected to their community and independent for as long as possible. This will learn from and build on Connect Hackney.

#### **Children and young people (0-18)**

##### Key issues:

- Hackney has just over 66,000 children and young people aged 0-19, making up 24% of its resident population, which is slightly higher than the national proportion. The 0-19 population is projected to increase but the increase is not geographically uniform. The greatest increases are projected in the Stamford Hill area of Hackney. In line with national trends, there is greater ethnic diversity in the 0-19 population than the adult population. In Hackney, just over a quarter of the 0-19 population are White British and a similar proportion are Black.
- Latest estimates from End Child Poverty rank Hackney 5<sup>th</sup> in London with 41% of children living in households in poverty, when housing costs are deducted from household income.
- Vulnerable children are more likely to experience worse health outcomes and poorer life chances. Vulnerable children include those from disadvantaged backgrounds (such as living in a deprived area, from a minority ethnic group, refugees, asylum seekers, those excluded from school, NEET (not in education, employment or training), homeless, living with mental health problems).

- Research has demonstrated that it is possible to improve children and young people's life chances through a concerted focus on tackling disadvantage in early years and schools. This research shows that Hackney has a strong track record in putting strategies in place that encourage social mobility.<sup>5</sup>
- There is a strong evidence base that intervening early in life can contribute to improving life chances for all children, regardless of their background and level of disadvantage<sup>6</sup>.
- Recent community insight<sup>7</sup> has revealed a wide range of concerns for young people.
  - Views of the borough: Whilst some young people welcome change and improvements in the borough there are concerns about the pace and extent of social change in Hackney. Some people struggle to see how they can access and benefit from the opportunities that have come to Hackney and do not see a future for themselves in the borough because of the house prices. Children and young people have also talked about the impact of overcrowding and living in poverty. Young people expressed particular concerns about safety.
  - Views of children and young people services: Young people have expressed concerns about the ways that behaviour is sometimes handled in schools. Out of schools opportunities were welcomed, but not all young people knew about what was available. Young people felt there could be more focus and support around emotional wellbeing.
  - Fairness and respect: feeling stereotyped was a strong theme, and a sense that not all young people were treated fairly or treated with respect.

#### Key actions:

- We will continue to work with early years settings and schools to ensure that all young people access excellent child development and education, focusing on improvements where they are needed, and tackling disadvantage. This will include considering improvements to managing vulnerabilities including exclusions, specifically tackling overrepresentation of groups such as black boys and SEND children.
- The Council will launch the Young Futures Commission into the experiences of young people in Hackney, how they view the borough, respond to its challenges and how they feel about Council services.
- Pembury Children's Community: Peabody and the Council have developed an approach that aims to ensure that every child and young person has the support they need, when they need it, so they are able to thrive and get the best out of life. This is based on taking a long term approach, understanding the assets and needs in the community and

<sup>5</sup> State of the Nation 2017, Social Mobility in Great Britain

<sup>6</sup> See research and reports from the Early Intervention Foundation

<sup>7</sup> Hackney a Place for Every Child Scrutiny Commission 2016, Hackney as Home, Hackney Wick Through Young Eyes, 2018, Improving Outcomes for Young Black Men Background and Context 2015, , Child Poverty Strategy 2016, Children's Voices, Trinity Centre, 2014, Ethnographic Research on Pembury Estate with 9 families, 2016

co-ordinating work across sectors to co-ordinate support “from cradle to career”

- We will continue to offer wide ranging opportunities outside of school through Young Hackney. The opportunities are available in four youth hubs and in youth providers commissioned by [Young Hackney](#).
- Ensure that child poverty remains a focus within the Poverty Reduction Strategy
- Tackle key health and wellbeing inequalities for children and young people through Integrated Commissioning
- Contextual Safeguarding is an approach to understanding, and responding to young people’s experiences of significant harm beyond their families. It recognises that the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse. Parents and carers have little influence over these contexts, and young people’s experiences of extra-familial abuse can undermine parent-child relationships. Hackney is developing a local approach to Contextual Safeguarding.

## DISABILITY

### Tackling key inequalities for disabled people and carers

#### Key issues:

There are high levels of unemployment among disabled residents. The employment rate for disabled people in Hackney is only 58%. This is lower than the London average of 65% and the UK average of 64%. Disabled adults are also twice as likely to not have any formal qualifications as non disabled adults. In recent focus groups, residents raised concerns about the availability of education and training for children post 16. Disabled residents talked about difficulties getting around the borough and accessing buildings as part of the Hackney a Place for Everyone engagement activity.

Hackney has a higher percentage of children (16.8%) with Special Educational Needs and Disabilities (SEND) than the London and England averages (14.5% and 14% respectively). SEND children are over-represented in exclusions. There is no formal service within Hackney or the City of London that supports a smooth transition from children’s to adults’ services. Adults with learning difficulties are more likely to experience severe mental illness and to have other impairments. In Hackney, the employment rate is significantly lower than comparable areas in London (Hackney rate 2.9%, CIPFA comparator group rate 6.2%).

The *City and Hackney Health and Wellbeing Profile*, currently being updated, reveals that seven percent of Hackney residents (of all ages) were recorded as providing some level of unpaid care to a family member or friend during the census in 2011. Based on current estimates of the borough’s population, this would mean 20,180 individuals (of all ages) in Hackney are providing unpaid care. There are 2959 carers currently signed up to the City and Hackney Carers Register. In addition during 2016/17 Hackney Adult Services undertook 1341 Carers

Assessments which led to provision of a range of support, including information, advice and direct payments. The majority of carers are of working age 18-64.

Key actions:

- Improve and co-ordinate the supported employment offer, delivered by the Council and by partners
- Improve transition from children's to adults' services
- Look further into equality and access issues in education for disabled people who are 16 +
- Take actions to ensure that Hackney, and Hackney Council is a more accessible and inclusive place for disabled residents, where the achievements of disabled people are visible and celebrated e.g. in cultural events such as carnival
- Put in place a new support service for carers, based on needs and aspirations of carers
- Work with parents of children who have special educational needs and disabilities to co-design services
- As part of wider work to identify improvements to managing vulnerabilities and exclusions, including the overrepresentation of SEND children in exclusions.

## ETHNICITY AND RACE

### **Tackling key racial inequalities**

Key inequalities have been identified for the groups identified below. We recognise the structural disadvantage that these groups experience which leads to them being more likely to be poorer or in lower socio-economic groups. This then drives inequality. We want to tackle the root causes of this disadvantage, including the impact of racism, prejudice and stereotyping. During consultation, residents highlighted the importance of understanding the needs of smaller communities that may face specific inequalities. We therefore need to keep learning and remain open to responding to new needs and issues.

### **Tackling key health inequalities for different ethnic groups**

There are very significant health inequalities for certain ethnic groups, nationally, and we see this reflected in Hackney as well. The Joint Strategic Needs Assessment for health and wellbeing in Hackney (Hackney JSNA) considers, where possible, inequalities by ethnicity, as well as providing context and commentary. It is important to understand what is leading to specific health inequalities, but it is also important to recognise that the overall picture is that there are significant health inequalities for ethnic minority groups. There will be a number of reasons for these inequalities. It could be that some ethnic groups are more likely to experience certain health conditions because of genetics or biology. However it could also be that there are greater health inequalities because ethnic minority communities are more likely to live in poverty or be disadvantaged. We also need to consider how lifestyle and access to information contribute to the inequality. There is also the wider context such as income, work conditions or housing.

Health inequalities are also considered elsewhere in this scheme, but the following is just illustrative of some of the serious health inequalities for different ethnic groups:

- According to the Hackney resident health and wellbeing survey, Asian residents were nearly half (18%) as likely to eat five portions of fruit and vegetables a day as the average in the population (35%).
- Screening for breast cancer and cervical cancer is lower for some ethnic groups. Nationally, these diseases can be more widespread in certain ethnic groups. According to Cancer Black Care, there is less awareness about the links between some risks and cancer. There is still not enough known about rare and less common cancers, how prolonged diagnoses might affect some groups and whether there could be even greater inequalities for disadvantaged groups
- In England, people from Black African and Black Caribbean ethnic groups are more likely to have high blood pressure than the general population. Ethnic groups, such as South Asian, Black African and Black Caribbean communities, are more prone to developing type 2 diabetes which also increases the risk of having high blood pressure
- Sickle cell disease is the name given to a group of hereditary conditions that affect the red blood cells. It is the fastest growing and one of the most common genetic disorders in England. The disease is a condition that can seriously impact people's physical and mental health and on how long people live. Whilst the numbers affected are low (there are an estimated 600 patients in Hackney), sickle cell disease is a major cause of inequality due to the disproportionate impact on certain ethnic groups. Sickle cell disease predominantly affects people of Black ethnic origin, but can also affect people from the Mediterranean, south and south-east Asia and the Middle East. In Hackney, the vast majority of adults with sickle cell disease are of Black ethnicity (85%) and prevalence is particularly common in Homerton and Haggerston wards. In 2017, there were 337 adult Hackney residents (age 18+) recorded as having sickle cell disease by their GP and in one year there were 2,344 hospital admissions.

Key actions:

- Ensure ethnic inequalities are systematically identified in needs assessments and where possible the factors and drivers for inequalities are also identified and considered.
- Develop a new Health and Wellbeing Strategy for 2018 onwards which seeks to tackle identify and tackle specific inequalities for all priorities within the strategy.
- Ensure that there are good partnerships with residents, and with the voluntary and community sector to collaborate on interventions which tackle key health inequalities. This should draw on insight from Healthier Hackney grants programme which invest in community based solutions, to develop our understanding on inequalities and of the solutions needed.
- For sickle cell, a needs assessment has been undertaken as part of the new Hackney chapter on adult health and illness within Hackney's Joint Strategic Needs Assessment of health and wellbeing. This will identify good practice and service gaps and opportunities.

## African heritage / Black residents

### Key issues:

Black residents make up about 19% of the population and are more likely to experience poorer outcomes in health, education and employment, although educational outcomes have improved over the last ten years.

Black children have the poorest performance at GCSE (36.9% achieve a strong pass compared with 44% of all pupils) and are overrepresented in exclusions.

Black residents are more likely to be unemployed and economically inactive and Black and Minority Ethnic residents are more likely to be in lower skilled roles and to have very low incomes (below £15,000). They are also more likely to live in social housing.

In London, Black residents are more likely to be concerned about crime and be a victim of crime. They are the least likely, of all ethnic groups, to say that the Police treats everyone fairly regardless of who they are (63%, compared with 77% overall). Nationally, Black Caribbean people are least likely to have confidence in the police (62% compared with 77% overall). However, the views of Black African residents are in the line with the population overall. There are also a disproportionate number of young black men in Hackney in the youth justice system (however there has been a 43% reduction in Hackney first-time entrants to the youth justice system between 2012 and 2015 and a 66% reduction in numbers re-offending). Black men are also most likely to be searched, as part of stop-and-search.

Satisfaction with the local area is slightly worse amongst the Black population (83% satisfied) than the White population (90% satisfied) but Black residents are more likely to report the area has improved in the past five years (52%) than the general population (46%). In the 2016 Household Survey, black residents are the ethnic group most likely to be dissatisfied with how Hackney Council performs overall (20% compared to 12% of White residents) and are also more likely to agree that the Council does not listen to the views of local people (39% compared to 26% of White residents), and to disagree that it acts on their concerns (27% compared to 16%).

### Key actions:

- Continue to deliver the partnership [programme to improve outcomes for young black men](#); whilst the focus is on young black men, this programme also addresses wider inequalities for black people
- Undertake community engagement activity to explore attitudes and views of policing and of reporting of crime within the black community, as part of a wider piece of work into the attitudes and views of ethnic minorities on policing and community safety (see also action below- vulnerable migrants).

## Turkish / Kurdish

### Key issues:

5.6% of the Hackney population is Turkish, Turkish Cypriot or Kurdish. Turkish is the second most widely spoken language in the Borough after English. Rates of economic activity (employment and self-employment) are lower for Turkish/Kurdish communities than for the general Hackney population. Turkish/Kurdish pupils have amongst the lowest educational outcomes in Hackney with attainment gaps widening during statutory school life. There are a number of areas where Turkish/Kurdish residents have poorer health outcomes than average, and Turkish / Kurdish groups are also more likely to have someone in the house with a health condition. Turkish Kurdish people are more likely to smoke, childhood obesity rates are higher, as are diabetes and other related health issues connected with diet. Turkish/Kurdish residents are far less likely to be home owner occupiers and almost 7 in 10 live in social housing. They are also more than twice as likely to experience over-crowding. Turkish/Kurdish residents can experience a greater sense of social isolation. There are also “hidden inequalities” within this group. A significant proportion of the Turkish / Kurdish population in Hackney is estimated to be Kurdish who may face specific disadvantages as refugees, escaping persecution in Turkey. The Alevi community is also well represented in Hackney. They follow Alevism, which is a branch of Shi’a Islam, and have also been oppressed as a minority group.

### Key actions:

- Look more closely at the needs of the Turkish and Kurdish community, considering good practice from elsewhere and engaging with residents to better understand ways that outcomes can be improved in education, employment and health. This work should draw on the approach and method employed in Young Black Men Programme.
- Develop a better understanding of the specific inequalities for groups within the Turkish Kurdish population

## White British

### Key issues:

White British children have the highest rates of school absence and young people are most likely to be NEET. White British children on free school meals have lower educational attainment (27% compared with 50% of all groups on Free Schools Meals (FSM) achieve 5 A\*-C GCSES including English and Maths). Whilst poverty and deprivation will be the key driver for inequality in any groups, studies in Lambeth identified specific inequalities for White British Working Class pupils. The report identified that there could be a lower aspiration amongst parents for their children’s future and that parents could be less engaged in their children’s schooling. Concerns were also raised about the curriculum and whether this reflected adequately the needs of White British Working Class pupils. There was a perception that British working class identities were not always positively celebrated and recognised in schools.

**Key actions:**

- Work with schools to apply learning from the Young Black Men Programme more widely, as very similar issues have been identified.

**Gypsy Roma Traveller**

The Traveller Education Service estimates that there 600-800 Travellers in Hackney, but this is felt likely to be an underestimate. The majority of Gypsy Travellers in Hackney are Irish Travellers, however many other Traveller groups also live in Hackney.

There are five Traveller Sites in the borough with 27 residential pitches, no transit pitches and a caravan capacity of 39. Travellers are one of the most deprived communities in England, and have low levels of education, lack of good quality housing, lack of knowledge of mainstream services (including access to primary care) and a mistrust of authority. Members of the Travelling community have a shorter life expectancy and face health inequalities. Gypsy and Roma Travellers are twice as likely to be eligible for free school meals as the average child and have significantly higher levels of absence from school.

**Key actions:**

- Traveller Education Service to provide a multi-agency approach to supporting families with school access, attendance, special educational needs and tracing children who are missing education
- The Traveller Manager in Housing Services will continue to engage with Travellers and act as a point of contact and advice for other Council services

**SEX AND GENDER****Tackling inequalities****Boys / Men****Key issues:**

There is a significant gap in educational attainment between girls and boys at age five in Hackney (girls outperforming boys by 12 percentage points), and this is repeated at GCSE level (12 percentage point difference). However by adulthood, there is no difference between the proportion of women and men who have a higher education qualification. Life expectancy in Hackney has been increasing steadily over the past decade for both men and women. However female life expectancy in Hackney has increased at a faster rate than male life expectancy.

In terms of risks and vulnerabilities, men are more likely to be high risk drinkers. They are overrepresented among those in housing need and facing eviction. Men are at greater risk of suicide, particularly younger unemployed men. National



research suggests that suicide attempts are higher amongst gay and bisexual men than the general male population. A total of 6% of men aged under 24, who are either gay or bisexual, attempted suicide in 2015 compared to just 1% of all men aged under 24. Men are less likely to access Improving Access to Psychological Therapies (IAPT) services compared to women (only 27%). 84% of rough sleepers are men, of whom a high proportion will have multiple complex needs. Men are more likely to be in the criminal justice system.

Although women are far more likely to be victims of rape, we are concerned about the recent increase in male victims of rape and need to understand the reasons for this increase and how to respond.

### **Key actions:**

- Review how we reach and engage men to encourage them to seek help earlier in order to prevent more severe or acute problems
- Identify ways that culture and identity may create barriers to engagement
- Community Safety Partnership to look more closely at what is driving the increase in male victims of rape and how to respond

### **Girls / Women**

#### **Key inequalities:**

Women were more likely to be out of work because they were looking after the home and family than men. They are also far more likely to be lone parents. When they are in work, they are less likely to be in full time work. Amongst those who cannot speak English, women outnumber men. The female employment rate is lower and unemployment rate is higher. Men are far more likely than women to be in senior occupations while women are far more likely than men to be in administrative and service occupations. Despite this difference the median weekly income for men and women in Hackney is about the same.

In Hackney victims of sexual assaults are predominantly female. We are concerned about the increase in the number of rapes and sexual assaults reported to the police, which represents a 20% increase from March 2017-March 2018. Women are far more likely to be victims of domestic abuse. In 2015-2016 there were 2,606 recorded domestic abuse offences, a 4.7% increase from 2014-2015 when 2,490 offences were recorded. Women are also far more likely to worry about being a victim of crime than men.

#### **Key actions:**

- Identify actions which can be taken to address structural and key inequalities for women regarding employment
- Ensure the Community Safety Partnership Plan continues to focus on preventing sexual violence and domestic abuse and seeks to understand what is driving the increase in sexual violence and how to respond

- Refresh the Violence against Women and Girls strategy to reflect concerns about the increase in sexual violence and to include wider cross cutting actions to create a more protective environment
- Include strategies for preventing sexual assaults on women related to the Night Time Economy area within Licensing Policy

## GENDER IDENTITY AND SEXUAL ORIENTATION

### Key issues:

In 2016, Government Equalities Office (GEO) commissioned a broad ranging evidence review<sup>8</sup> to identify the nature of inequality and relative disadvantage experienced by LGBTQ people in the UK. IN 2018 Government released its latest survey findings<sup>9</sup> and an action plan<sup>10</sup>. The inequalities from this national evidence review, survey and action plan are summarised below, with local insight included where it exists.

- **Education:** Nationally, homophobic, biphobic and transphobic (HBT) bullying remains a major problem in schools and, to an extent, in further and higher education. Local consultation, as part of developing this scheme, has stressed the importance of working in schools to ensure that they are inclusive spaces.
- **Safety:** Existing evidence available nationally suggests that LGBTQ people are at greater risk than the general population of being victims of crime. Nationally, LGBTQ people are at greater risk of being victim to hate crime compared to heterosexual people, with recorded incidences increasing over time. Locally, of hate crime recorded on the MOPAC dashboard for Hackney in 2016/17, 115 (11%) were sexual orientation hate crimes and 16 (1.5%) were transgender hate crimes.
- **Health:** There is evidence that LGBTQ people's general health is worse than that of heterosexual people. More LGBTQ people than heterosexual people are dissatisfied with health services. Local research by City and Hackney Mind found that 50% of Hackney's LGBTQ population experience mental health difficulties. According to local data, over 2 in 5 (44%) of new STI diagnoses amongst men where sexual orientation is recorded are amongst gay and bisexual men. In 2015 over half (51%) of Hackney residents with a HIV diagnosis were men who probably became infected through sex with other men.
- **Children and young people:** Nationally, there is evidence of familial rejection, impacting on mental health and resulting in homelessness. Evidence from across all the policy areas shows young LGBTQ people face a hostile environment - in education, at home and in wider society - at a stage in their lives when they are particularly in need of support and validation.

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<sup>8</sup> Inequality among lesbian, gay bisexual and transgender groups in the UK: a review of evidence

<sup>9</sup> National LGBT Survey: Summary report 2018

<sup>10</sup> LGBT Action Plan 2018

- Older people: Nationally, evidence from across all the policy areas covered by the review shows older LGBTQ people, compared with older heterosexual people, are more concerned about the implications of ageing in relation to care needs, independence and mobility, health, housing and mental health. Locally, this concern has been raised within the Council's Adult Social Care service<sup>11</sup>.

#### **Key actions:**

- Work with Public Health, the local health Clinical Commissioning Group (CCG), Adults Services, Community Safety and Schools to agree how key inequalities can be better reflected in needs assessments and plans.
- Summarise this in a new LGBTQ equality plan. The Government's LGBT Equality Action plan can be used to inform a local refreshed plan for LGBTQ equality.
- Identify opportunities specifically to improve engagement with sexual health and mental health services by LGBTQ residents.

## **RELIGION OR BELIEF**

### **Charedi – health and economic inequalities**

The birth rate amongst the Orthodox Jewish population is very high especially amongst women aged 20-29. Many health indicators show that the Orthodox Jewish population experience health inequalities compared to the general population, for example both Charedi men and women are more likely to be overweight or obese than the Hackney population overall. Data also suggests that there is lower coverage in Orthodox Jewish locations for the five-in-one vaccine for one year olds. Most recent outbreaks of measles have been in locations with a concentration of Orthodox Jewish households. Tooth decay amongst reception age children is also higher in areas where the Orthodox Jewish community is higher, with half of children affected compared to a third of the total child population. Public Health have worked with partners and the Charedi community to undertake a health needs assessment which will be published later in 2018.

There is a distinct gender divide at GCSE within the Orthodox Jewish population with girls performing better than the borough average and Orthodox Jewish boys receiving far fewer formal qualifications. This is also true amongst the adult population with 35% of Orthodox Jewish women having five GCSEs at grades A\*-C compared with only 11% of Orthodox Jewish men. The Jewish population is most likely to have no qualifications at 44%. This is linked to the different educational pathway followed by boys, the majority of whom attend Yeshivas from 14 onwards to study religious scripture. In Hackney, around 29 yeshivas offer religious teaching to approximately 1,000-1,500 boys within the Charedi Orthodox Jewish community. The Council's role in enforcement or regulation of these settings is limited, however a recent Scrutiny review considered what else we could do.

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<sup>11</sup> Profiling the needs of LGBTQ people in Hackney

**Key actions:**

- Work with residents to implement the findings of the Charedi Health Needs Assessment
- Continue to work with the Charedi community on safeguarding and quality issues in educational settings, including yeshivas, responding to the recent Scrutiny Commission findings

**OTHER GROUPS****Looked after children****Key issues**

On March 2015, there were 345 looked after children (LAC) in Hackney. Children of Black ethnicity are over-represented among Hackney's looked after children (45%) but less than one third (29%) of the local 0-19 population. Nearly 50% of children in local authority care have mental illness, compared to 10% of the general population; this increases to 70% among children living in residential care. Of these 5% were unaccompanied asylum seekers.

The proportion of looked after children gaining five good GCSEs, including English and mathematics, continues to improve and at 34% for 2014–15 is much higher than the national average of 14%. This is nevertheless much lower than the Hackney average. In 2014–15, the proportion of care leavers in employment, education or training, at 70%, is much higher than Hackney's statistical neighbours (49%) and care leavers nationally (48%). The proportion of care leavers who entered higher education in 2016 was 16% almost twice the average for care leavers nationally.

**Key actions:**

- Ensure that tailored support for looked after children remains in place to support educational achievement and health and wellbeing for looked after children

**Enabling vulnerable migrants to thrive in Hackney****Key issues:**

Since January 2017, we have been looking at the needs of vulnerable migrants. A Council wide review was undertaken into how well vulnerable migrants access Councils services. The aim of the research was to find out what stops people from using the services, what impact this has on them and how our approach and external agencies' approaches could be adapted to overcome those barriers and ensure we meet the needs of vulnerable migrants.

The report outlines a number of recommendations. The first set of recommendations relate to improving signposting and outreach. To support this, the need to strengthen the relationship between the local authority and voluntary community sector was also identified. Meeting language and digital needs came up as a high priority. There were other more specific areas to work on such as increasing access to free childcare. Overall, 'hearing the migrant voice' came out as key. The report highlights a particular concern about the attitudes of migrants towards policing and reporting

crime. They may come from a country where they feared the police, they may fear reprisal from a perpetrator or come from a culture where there is a lot of shame about sharing personal details, and a desire to keep things private.

From population data (Census 2011) about language barriers, we estimate 14% of households in Hackney do not have English as their main language, and 6% of the population did not speak English well or at all (compared to 1.7% in England). Inability to speak English or to speak it well is higher in older age groups, with 11% of the 50-64 age group and 10% of the over 65s unable to speak English well.

We successfully secured funding from the then Department for Communities and Local Government to explore many of the issues identified in the research through the time limited [Integrated Communities programme](#). What has become clearer since beginning this programme is the extent to which migrants are made vulnerable because of the “hostile environment” created through central government policy and specifically the Immigration Act 2014. For example, there are anecdotal reports of landlords expressing reluctance to rent out accommodation to migrants, for fear of falling foul of the Act, which requires landlords to check the immigration status of prospective tenants. During 2018, the scale and seriousness of problems encountered by the “Windrush generation” has come to light. This is as a direct result of the hostile environment, with people unable to prove they are in the UK legally because the Home Office did not keep records. The Council has conducted a survey of local organisations that has found that there are significant numbers of affected residents in Hackney.

Those on a ten year route to settlement or those EU citizens who lose their treaty rights with no recourse to public funds can face destitution and homelessness.

In parallel, the Public Health Team have undertaken a Migrant Health Needs Assessment. This has found that migrants are healthier on arrival, but their health and wellbeing outcomes worsen in comparison to those born in the UK the longer that they remain here. Recent legislative changes and the introduction of health charges are rapidly changing the health environment.

As part of the Single Equality Scheme consultation, residents have also highlighted the need to understand the needs of smaller communities that may face specific inequalities. We therefore need to keep learning and remain open and flexible so we can respond to new needs and issues.

### **Key actions:**

- Through the Integrated Communities Programme, we will seek to put in place improvements which will be sustained beyond the life of the current funding:
  - improve equality of access to Council services
  - improve support for vulnerable migrants through better signposting and partnership working with the voluntary and community sector
  - review English as a Second or Other Language and employment needs and the way these needs are currently met, in terms of advice and guidance, provision and resources.
  - Improve reach and preventative work with very vulnerable and destitute migrants
  - Continue to identify new needs in newer and smaller communities.

- Undertake community engagement activity to explore attitudes and views of policing and of reporting of crime among vulnerable migrants.
- Ensure that the new approach to Advice meets the needs of vulnerable migrants
- Implement cross cutting recommendations of Public Health's Migrant Needs Assessment
- Develop advice and support tailored to migrants affected by the Windrush scandal and by Brexit

### Objective 3

#### Building a cohesive and inclusive borough

*Levels of community cohesion have remained very high since 2013, with nine in ten residents surveyed agreeing that the local area is a place where people from different backgrounds get along well with each other and the same proportion placing a strong value on social mixing. There is also an interest in encouraging and supporting community projects. However, there is a marked difference between the proportion of residents who feel people from different backgrounds get on well together (90%) and the proportion who feel people from different socio-economic backgrounds get on well together (70%).*

*Some of the main challenges relate to the way the population and economy have grown and changed over the last decade, leading to social polarisation and social isolation for some groups. However, in a busy, congested and densely populated place, there are also tensions between different groups.*

*To maintain our high levels of cohesion, we need to understand where there are strains in the community and where there are prejudices. We are also concerned about increases in hate crime and how we can ensure that there is no place for hate in Hackney. We are aware that some people feel excluded by the changes, feeling that the borough is no longer “for them” as it looks and feels very different and people may have lost their social networks or social spaces. Despite growing and visible affluence, average incomes remain lower than the London average. This means that many of our residents feel shut out of what is on offer in the borough in terms of shops, cafes or leisure because it is unaffordable.*

*There are also varying levels of trust and confidence in the Council which we need to address, along with making services as inclusive of Hackney’s diverse communities as possible.*

*Under this objective we set out the main actions we will take to promote tolerance, build a sense of belonging and promote inclusion.*

#### PROMOTING TOLERANCE

#### Communication and engagement

##### Key issues:

Levels of community cohesion remain very high with 9 in 10 residents surveyed agreeing that the local area is a place where people from different backgrounds get along well with each other. However residents have also told us that more could be done to promote tolerance. Focus groups with LGBTQ residents as part of Hackney a Place for Everyone called for more positive activities and statements about LGBTQ equality. Focus groups with disabled people and site visits to consider access and mobility have highlighted the need for residents to be more tolerant of those with mobility and access issues. Research into the needs of vulnerable migrants revealed

how the external environment had become more hostile for migrants and that they experience discrimination and prejudice.

**Key actions:**

- Deliver a communications campaign and cultural offer, aimed at staff and residents, which sets out our commitment to equality and cohesion and the actions we will take
- Develop awareness campaigns and training to promote equality awareness in an open and targeted way, across the Council
- Hackney Libraries and Museum will deliver a strong community facing offer of activities, events and exhibitions which celebrate Hackney's diverse heritage and communities.
- Understand the lines of tension and difference, and taking targeted, proactive approaches to address these through engagement.

**Tackling Hate Crime**

**Key issues:**

Over the past three years the number of recorded hate crimes across London has increased in each monitored category and this is also true in Hackney. Of hate crime recorded on the MOPAC dashboard for Hackney in 2016/17, 741 (70%) were race hate crimes, 165 (15.5%) were religious hate crimes, 115 (11%) were sexual orientation hate crimes, 25 (2%) were disability hate crimes; and 16 (1.5%) were transgender hate crimes.

**Key actions:**

- Develop and implement a Hate Crime Strategy which proactively tackles all types of hate crime, including race hate, religious hate (including anti-Semitism and islamophobia), homophobic hate, disability hate and transphobic hate.

**CREATING A SENSE OF BELONGING AND INCLUSION**

**Belonging and isolation**

**Key issues:**

**Making it easier to contribute to community life:** In the 2015 resident survey, residents expressed an appetite to contribute to their community through volunteering. In focus groups for the Community Strategy and Single Equality Scheme, there was discussion about how the Council could better enable communities to run activities in their communities, making it easier to hire space and run activities. Not all activities needed grant funding, and this could seem like the only route to securing support from the Council.

**Social Isolation and dissatisfaction:** Whilst just over three quarters of residents had a close bond with other residents, one in ten felt isolated and just over 1 in 4 know fewer people than a few years ago. Isolation is more likely to be experienced by semi-skilled, manual and very low income groups, social tenants and Asian



residents. One in five Muslim residents said they felt isolated. Social and community networks (social capital) can provide an important first level of support in the community and give people access to new opportunities. People who are categorised in lower occupational groups (Social Class C, especially those in C2<sup>12</sup>) are less likely than other social groups to feel that the borough is improving. Disabled people are also less likely to be satisfied with the local area.

**Barriers to mobility and access:** Mobility and access is a key concern for older and disabled residents who talked about access issues in the public realm and in businesses as part of the Hackney a Place for Everyone. Young people talked about safety, and how concerns about safety might impact on their mobility around the borough. This has been raised again recently in research in Hackney Wick and in community events in response to the increase in serious violent crime. Transport for London have identified the barriers to transport and mobility experienced by different groups. According to their research, LGB Londoners (69 per cent), BAME Londoners (70 per cent) and women (70 per cent) are the least likely to be 'unworried' about taking public transport and younger Londoners (65 per cent), BAME Londoners (62 per cent) and women (61 per cent) are the most likely to say that their frequency of travel is affected by this. 44% of disabled Londoners cite accessibility as a barrier to using public transport. Hackney a Place for Everyone identified concerns about poor driver and cyclist behaviour, including cyclists on the pavement and jumping red lights. This was also discussed in the focus group with disabled residents and was seen as inhibiting people who are less mobile from moving confidently around the borough.

**Building a sense of belonging:** Respondents also talked about a sense of division in areas where people can mix, with some residents feeling 'locked out' of the new cafes and shops. In recent consultation about the Scheme, residents have reinforced the importance of whole borough community events that are for everyone. In recent focus groups residents have also raised concerns about there being a lack of shops selling healthy affordable food. Young people in focus groups at Woodberry Down observed this, as did young black men and young people who participated in the research about Hackney Wick. Like the population overall, young people in focus groups valued parks and open spaces, but some felt they were not welcome to "hang out" and would be moved on and also that local leisure facilities were not welcoming for young people. Workspace is becoming increasingly unaffordable for the voluntary and community sector and this could affect the level and type of community activity available to promote equality and cohesion.

**Digital inclusion:** Whilst rates of digital inclusion are going up, there is still a proportion of the population who are not confident about accessing information and services online. This is becoming more of a pressing concern as Universal Credit fully rolls out in Hackney in 2018. We recognise that there will be some people who will not be able to go online for Council services; we want to encourage those who can to shift to digital channels, to free up limited time for those who need telephone or face to face support.

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<sup>12</sup> The use of Social Classes A – E are standard way to categorise people by social class, based on the occupation of the "Head of the Household." Social Class C covers C 1 (Supervisory or clerical and junior managerial, administrative or professional) and C 2 (Skilled manual workers).

Air quality: There are some parts of the borough which experience far worse levels of air pollution, leading to inequalities. These can also be parts of the borough where poorer people live.

### **Key actions:**

#### Social isolation

- Undertake further research into community belonging and isolation, focusing on groups who feel the most isolated

#### Making it easier for residents to contribute to community life and run activities in their local area

- Improving our understanding of the ways that social and community networks support better outcomes and of how social and community networks can be valued and strengthened
- Identify ways to make it easier for residents to run local activities, considering barriers such as venues, start up help and promotion
- Make it easier for residents to find opportunities to give their time through investing in volunteering brokerage and support

#### Access and mobility

- Review how accessible people find parks, and how inclusive they feel to all groups
- Work with businesses and local developers to promote inclusive practices
- Promoting Hackney as an accessible place for everyone and identifying and removing the barriers that might limit physical mobility for some groups such as disabled people, older people, families and children.

#### Tackling exclusion and building a sense of belonging

- Develop a new inclusive growth strategy, area based regeneration plans and place based approaches, which promote inclusive growth and benefit for local residents
- Through planning policy and our plans for street markets, we will protect and promote our street markets, ensuring that some focus on competitively priced fruit and vegetables
- Ensure that Council's assets are managed to ensure there is a supply of affordable workspace and we are protecting small businesses; work with partners to align their asset management plans with this wider objective
- Ensure that the voice of older people and their contribution to Hackney is heard, recognised and enhanced through a new Older People's Strategy.
- Work with residents to develop Hackney as a Child Friendly Borough
- Continue to support whole borough community events such as the Hackney Half Marathon and the Carnival. Continue to support play streets which allow people to get to know their neighbours on one street.

### Digital inclusion

- Develop a digital inclusion action plan which co-ordinates activities led by the Council and community to promote digital inclusion.

### Air quality

- Ensure that air quality improvement actions tackle these spatial inequalities.

## INCLUSIVE COUNCIL SERVICES

### Trust in the Council

#### Key issues:

The majority of residents (70%) are satisfied with how well Hackney Council runs things overall, and only one in seven (14%) are actively dissatisfied (in line with national figures). Residents are also far more likely to think Council services have got better rather than worse over the last two years despite the ongoing financial pressures facing the Council. There is a greater level of satisfaction in Council services among the 25-34 age group (78%) whereas 1 in 5 residents who are over 65+ are actively dissatisfied compared with 14% overall. Professional and managerial groups more likely to be positive about the Council whilst semi-skilled, manual and very low income groups more likely to be dissatisfied and to disagree that the quality of service is good. Social tenants are the least content with only 62% satisfied and 25% disagreeing that the quality of Council services is good. Black residents are also less likely to be satisfied or think the quality of Council services is good and this has gone down since 2013 by 10% from 69% to 57%. Nearly a third of disabled residents are not satisfied with services, double the population overall. People with children are also less likely to be satisfied as are longer term residents.

#### Key actions:

- Understanding people's lived experiences of public service changes / cuts and feeding this into service development through focus groups
- Targeted focus groups to understand what is driving dissatisfaction with the Council
- Gather differentiated views on trust and confidence and fair treatment e.g. through residents survey and other community insight work

### Inclusive services

#### Key issues:

Hackney has focused in recent years on ensuring that services are inclusive of LGBTQ residents in terms of service offer, policies and language. However, there is still more to do to ensure that services remain inclusive. Although we do not have direct control of schools we are also concerned about homophobic bullying in schools. Specifically, services are inconsistent about using inclusive language in relation to transgender and non-binary people, and few facilities are inclusive. A

gender neutral space and changing facility along with signage has been offered at London Fields Lido as an alternative option alongside segregated provision. This clearly signals trans. inclusion and has been received very well.

Qualitative insight from fathers through the Pembury Children's Community identifies opportunities for Council policies and services for parents to be more reflective and inclusive of the diversity of family units in Hackney, and specifically more inclusive of fathers. National research identifies opportunities for policies and services to be more inclusive of LGBTQ parents.

There is still more to do to ensure services are accessible and inclusive of disabled people, including those with mental health difficulties or neuro diverse conditions

**Key actions:**

- Work with services to identify areas for development in making services LGBTQ inclusive as part of a wider LGBTQ action plan (see above). This will specifically consider how services can be made more inclusive and welcoming for residents and staff who identify as trans or non-binary
- Develop a corporate position on trans and non-binary inclusive facilities
- Roll out training on trans awareness
- Identify ways to make staff and service policies and services more inclusive of fathers, co-parents and LGBTQ parents through an internal awareness campaign.
- Identify further actions needed to make Council services friendly for disabled people
- Research and develop guidance and advice on inclusive language
- Work with partners to make Hackney dementia friendly
- Continue to deliver the Mental Health Action Plan, led by a Member Mental Health Champion. This plan seeks to reduce stigma around mental health and to make Hackney a borough where improving mental health and wellbeing is at the heart of everything we do.

## Enabling objective 1:

### Embedding prevention into service delivery

This objective is about encouraging approaches which tackle inequalities “upstream” through early intervention, prevention and/ or tackling underlying issues. This work will draw on and share good practice across sectors in Hackney and nationally.

Some of the examples of good practice within the Council include:

- Developing a local approach to Contextual Safeguarding (as outlined above under actions in response to inequalities by age for Children and Young People)
- Ensuring that advice and support tackles underlying issues such as mental health: a new approach to debt and advice will be rolled out which focuses on a sustainable resolution, tackling underlying issues as well as presenting issues
- Pembury Children’s Community: Peabody and the Council have developed an approach that aims to ensure that every child and young person has the support they need, when they need it, so they are able to thrive and get the best out of life. This is based on taking a long term approach, understanding the assets and needs in the community and co-ordinating work across sectors to co-ordinate support “from cradle to career”
- Obesity Partnership: Childhood obesity is high across all ages but increases considerably between Reception and Year 6 and adolescents have the poorest diets of all groups. 11.6% of adults in Hackney who were registered with a GP were recorded as obese. This is the fifth highest prevalence in London.
- Pause Project: Over a 5 year period we had identified that 49 women had had, between them, 205 children removed into care. In 2013, Pause was launched, with a small team helping women take control of their lives and develop new skills rather than focusing on individual presenting issues.
- Improving outcomes for Young Black Men: a 10 year programme to improve outcomes for young black men. Our approach brings the voluntary and community sector together with the statutory sector, young black men, parents and the wider community to develop solutions.
- Making Every Contact Count: There are a number of programmes that develop the ways we reach vulnerable people through making the most of the points of contact we have in the Council. An example of this is embedding Public Health (PH) into the Private Sector Housing service and developing a Private Rented Sector Network.

Key actions:

- Share learning from these programmes across the Council and partners to promote a culture which focuses on prevention and early intervention
- Share learning from local partners and from outside of Hackney
- Build on a recent series of pilots within the Council which focus on making sure that people’s experiences and needs are carefully considered as part of designing new services.

## Enabling objective 2

### Promoting a culture of inclusive leadership

Hackney was rated Excellent on the Equality Framework for Local Government in 2013, and was re-accredited in 2018. The recent re-accreditation identified strong leadership and organisational commitment to equality and diversity, which was championed by Members and senior leaders. However, the review identified the workforce strand as the area where the Council was potentially most at risk. The review acknowledged that the Council was already aware of the issues and plans to address this. The peer review provides us with additional impetus. We are adopting a dual approach, focusing on workforce diversity and also leadership culture. We see this as a way of tackling underlying and systemic issues that might drive inequalities as well as promoting a more inclusive and positive workforce.

Research has shown that having a demographically diverse workforce can help businesses to be successful, drive innovation and capture new markets. In the public sector having a diverse workforce is seen as a way of bringing in a diversity of experiences and perspectives to better meet the needs of residents and improve service. It is also seen as a way of tapping into and harnessing talent from across the whole community. Research reported in the Harvard Business Review also makes the case that a workforce which reflects a diversity of perspectives also supports innovation. Our research into leadership culture also suggests that by questioning traditional behaviour patterns and decision making structures we will be better able to identify the institutional change which is needed to tackle key inequalities.

Actions which promote a demographically diverse workforce and those which promote “acquired diversity” can also reinforce each other. By promoting a more inclusive leadership culture, the workforce may become more welcoming to people from different backgrounds as well as ensuring that, where a workforce is not demographically diverse, there is a culture which values and draws on a diversity of perspectives. By promoting a demographically diverse workforce, you are more likely to promote an inclusive leadership culture that draws on the perspectives of people from different backgrounds.

The key drivers for Hackney are:

- The under-representation of BME and disabled staff at senior levels
- The under-representation of disabled staff at all levels
- The variations in workforce diversity between different directorates
- Much lower rates of satisfaction amongst disabled staff and (to a lesser extent) for BME staff

Key actions:

We will deliver:

- a coherent well utilised organisational development programme promoting equality and diversity for staff and managers
- an ongoing communications campaign that sets out the Council's overall approach and commitment to equality and cohesion, raises the profile of

specific equality issues and encourages behavioural and cultural change within the Council when needed

- support and guidance for managers to ensure they can manage disabled staff competently and confidently
- a programme to promote an inclusive leadership culture as part of addressing workforce diversity that embeds the value of inclusive leadership at all levels of the organisations
- positive actions to support progression for BME staff to management and leadership levels, based on research and insight into individual and institutional issues and barriers
- An equal pay audit for gender, ethnicity and disability

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<p><b>Scrutiny Panel</b></p> <p><b>3<sup>rd</sup> February 2020</b></p> <p><b>Item 7 – Update on the impact of Universal Credit in Hackney</b></p>	<p>Item No</p> <p><b>7a</b></p>
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## OUTLINE

Below is information about the impact of Universal Credit in Hackney. The figures are as at Dec 2019.

- 74% of Council Housing tenants on Universal Credit are in rent arrears (1,596 /2,146 tenants) - £1.848m arrears (Hackney Housing Service data).
- 20% of Food Bank clients primary reason for seeking help is because of benefit delays in 19/20 (down from 25% in previous years) (Trussel Trust Hackney data).
- 8,548 Universal Credit Claims in Hackney Central Job Centre, up by 908 in three months (As Hoxton includes Tower Hamlets claimants figures are provided for Hackney Central to provide an indication in the way claims are increasing).
- Key to managing the risks and impacts arising from Universal Credit is partnership working in Hackney. We have formed close working relationships between Job Centre Plus (who will lead on the UC claim process), Council services and the Hackney Voluntary and Community Sector, especially Advice and Guidance providers. We have developed a shared action plan which we use to ensure that residents are supported to manage the claim process and that potential difficulties that have arisen during the roll-out elsewhere are identified and addressed. We continue to fund an independent Advice Sector and to work with them to improve the support they can offer, and more effectively respond to increasing demand.
- Our cross sector Universal Credit Steering Group has maintained oversight of a partnership plan. We have tried to keep payment timeliness above 90% and DWP have attributed this high rate of timeliness to the close and constructive partnership working at a strategic and operational level, underpinned by the work of this group.
- Our Resident Sustainment Team continues to work very closely with vulnerable tenants and those affected by Universal Credit. Universal Credit cases are reviewed on a weekly basis. Contact is made with those not making payments to ensure they have submitted all relevant documents in relation to their claims. In July 2019, all tenants on Universal Credit were contacted to identify their support needs, and referrals were

made to our Financial Inclusion Team and external agencies where appropriate. The team was able to bring in just over £1m in unclaimed benefits in 2018/19 and so far this year they have brought in £646k.

- We have invested £800k in independent advice services. We are also working closely with the advice sector to improve the advice offer making it more person centred and solution focused.

Attending for this item will be:

**Michael Honeysett**, Director Financial Management

## **ACTION**

Members are asked to give consideration to the information above and ask questions.

<b>Scrutiny Panel</b> <b>3<sup>rd</sup> February 2020</b> <b>Item 7b – Quarterly Finance Update</b>	Item No <b>7b</b>
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### Outline

The finance reports attached cover:

- Council's Monthly Overall Financial Position (OFP) Report
- Capital Programme report

The reports above provide the following:

1. The Overall Financial Position (OFP) report is the sixth report for 2019/20 and is based on detailed November 2019 provisional outturn monitoring data from directorates. The Council is forecasting an overspend of £6,202k at year end. An explanation of each directorate's forecast outturn position is detailed in the directorate commentaries in the report.

The projected overspend primarily reflects reductions in external funding over time and increasing cost pressures in services, including social care, homelessness and special educational needs (SEN). Despite the publication of the 2019 Spending Review, significant uncertainty still remains about local government future funding and in particular, its sustainability. There is some clarity about the funding position for 2020/21, although allocations for funding this year will not be finalised until early February and it is unlikely that the funding levels for 2021/22 will be known until December.

2. The Capital programme report updates Members on the current position of the Capital Programme. Approval by Cabinet of the schemes, as set out in section 9 of this report, will enable officers to proceed with the delivery of the schemes.

In addition to the main reports are:

- Appendix 1 – Capital Update Report - Key Decision No. FCR Q43
- Verbal Update on Local Government Finance.

Attending for this item will be:

**Michael Honeysett**, Director Financial Management

## **Action**

The Commission is requested to give consideration to the reports and ask questions.

**2019/20 OVERALL FINANCIAL POSITION, PROPERTY DISPOSALS  
AND ACQUISITIONS REPORT (NOVEMBER 2019)  
KEY DECISION NO. FCR Q4**

<p><b>CABINET MEETING DATE 2019/20</b></p> <p><b>20<sup>TH</sup> JANUARY 2020</b></p>	<p><b>CLASSIFICATION:</b></p> <p><b>OPEN with EXEMPT APENDIX 1</b></p> <p>By Virtue of Paragraph(s) 3, Part 1 of schedule 12A of the Local Government Act 1972 appendices A &amp; B are exempt because they contain information relating to the financial or business affairs of any particular person (including the authority holding the information) and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>
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**WARD(S) AFFECTED: ALL WARDS**

**CABINET MEMBER**

**Councillor Rebecca Rennison**

**Cabinet Member for Finance and Housing Needs**

**KEY DECISION**

**Yes**

**REASON**

**Spending or Savings**

**GROUP DIRECTOR**

**Ian Williams: Finance and Corporate Resources**

## **1. CABINET MEMBER'S INTRODUCTION**

- 1.1 This is the sixth Overall Financial Position (OFP) report for 2019/20 and is based on detailed November 2019 provisional outturn monitoring data from directorates. We are forecasting an overspend of £6,202k at year end.
- 1.2 This overspend will be substantially funded by the application of the unspent 2018/19 Council Tax and NNDR Collection Fund surpluses carried forward into 2019/20. It must be noted that there is no guarantee that these surpluses will continue in future years and so they must be regarded as one-off funding streams only.
- 1.3 An explanation of each directorate's forecast outturn position is detailed in the directorate commentaries below.
- 1.4 As with 2018/19, our projected overspend primarily reflects reductions in external funding over time and increasing cost pressures in services, including social care, homelessness and special educational needs (SEN). Despite the publication of the 2019 Spending Review, significant uncertainty still remains about our future funding and in particular, its sustainability. We do now though, have some clarity about our funding position for 2020/21, although we will not receive our final funding allocations for this year until early February and it is unlikely that we will know our funding level for 2021/22 until December of next year.

## **2. GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES INTRODUCTION**

- 2.1 The OFP shows that the Council is forecast to have a £6,202k overspend which is equivalent to 0.5% of the total gross budget and 1.95% of the net budget. At year end, this overspend will be substantially funded by the application of the unspent 2018/19 Council Tax and NNDR Collection Fund surpluses carried forward into 2019/20. As there is no certainty that these surpluses will continue in future years they must be regarded as one-off funding streams that can only be used in 2019/20.
- 2.2 Where there are service overspends of a recurrent nature, and/or funding shortfalls, we have dealt with this in the growth assumptions in our medium-term financial plan and will manage down the overspends by a phased application of additional resources to the relevant services. It is necessary to do this in a phased way to smooth out the impact on the rest of the budget and council tax.

- 2.3 Cabinet is asked to approve the property proposal as discussed at **Exempt Appendix 1**. The Council has been approached by the owners of 2 Right to Buy properties in Council blocks to buy back their properties. Due to the high demand for affordable housing in the borough it is recommended to acquire these properties and return them to Social Housing (rented). The properties will be allocated to families in most need on the housing waiting list. The cost of the purchases is not directly viable to the HRA, however the combination of future rental income, saving from temporary accommodation and the value protection from future sale, justifies their purchase. The cost of the purchases will be funded from existing Housing Capital budgets. This proposal is considered in detail in attached Exempt Appendix 1.
- 2.4 On 20th December 2019, the Government published the 2020/21 Settlement. The main points are as follows: -
1. The announcement confirmed the funding announcements that were made following the publication of the 2019 SR.
  2. The Secretary of State confirmed the £1bn additional funding for adults and children's social care in 2020-21 and the continuation of existing grants. However, it is continuing to use Adult Social Care Relative Needs Formula only as the basis for distributing the Social Care Support Grant which disadvantages Hackney. These grants are likely to continue over the next four years, but the distribution could change.
  3. He confirmed that a 2% increase in council tax for social care and an increase of 1.99% for the core principle will be allowable before a referendum is required. This gives an allowable total of 3.99%
  4. The Business Rates element of the funding and Revenue Support Grant will increase by CPI.
  5. The New Homes Bonus Grant will be paid in 2020/21 but the baseline, which reduces all councils grant entitlements, will continue. The Government is not sure that the scheme in its current form is achieving the aims it was designed to and it will, therefore, consult on the future of the housing incentive in the Spring.
  7. The Independent Living Fund will continue
  8. The Government will eliminate the negative RSG in 2020-21 that affected some councils (but not Hackney) through use of forgone business rates.
  9. The Consultation period will be 4 weeks and the Government hopes to publish the final settlement before February recess.

## 10. Impact on Hackney

We have only just begun work on analysing the Settlement but based on an initial review of the main elements, the funding estimates are in line with those in the latest 2020/21 budget forecast. What is more important now is that we start to mobilise and lobby for the resources local government needs for future across the Board, including multiyear settlements, and where additional responsibilities are passed on, they come fully funded.

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

**TABLE 1: GENERAL FUND FORECAST OUTTURN AS AT NOVEMBER 2019**

Revised Budgets	Service Unit	Forecast: Change from Revised Budget after Reserves £k	Change from Previous Month £k
		£k	£k
86,623	Children's Services	1,777	215
91,094	ASC & Commissioning	3,873	174
32,764	Community Health	-	-
<b>210,481</b>	<b>Total CACH</b>	<b>5,650</b>	<b>389</b>
<b>36,338</b>	<b>Neighbourhood &amp; Housing</b>	<b>-147</b>	<b>-183</b>
<b>14,957</b>	<b>Finance &amp; Corporate Resources</b>	<b>303</b>	<b>-67</b>
<b>8,938</b>	<b>Chief Executive</b>	<b>396</b>	<b>-17</b>
<b>49,338</b>	<b>General Finance Account</b>	<b>0</b>	<b>0</b>
<b>320,052</b>	<b>GENERAL FUND TOTAL</b>	<b>6,202</b>	<b>122</b>
	Application of One-Off Funding	6,202	122
	<b>Forecast End Year Position</b>	<b>0</b>	<b>n/a</b>

## 3.0 RECOMMENDATIONS

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

- 3.2 To approve the recommendations for the property proposal as set out in Exempt Appendix 1.

## 4. REASONS FOR DECISION

- 4.1 To facilitate financial management and control of the Council's finances and to approve the property proposal.

### 4.2 CHILDREN, ADULT SOCIAL CARE AND COMMUNITY HEALTH (CACH)

The CACH directorate is forecasting an overspend of £5,650k after the application of reserves and drawdown - an increase of £389k from the previous month.

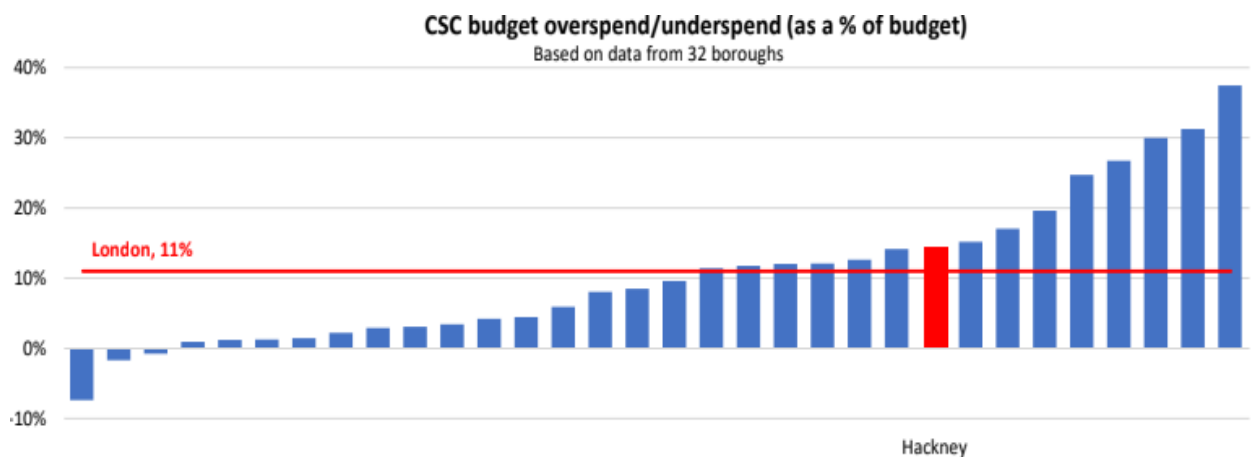


## Children & Families Service

Children & Families Service (CFS) is forecasting a £1,777k overspend after the application of reserves and grants and is an increase of £215k from the previous month. The draw down from reserves includes:

- £2,300k from the Commissioning Reserve, set up to meet the cost of placements where these exceed the current budget.
- £1,100k for additional staffing required to address a combination of increased demand across the service and management response to the Ofsted focused visit earlier in the year.
- £330k is drawn down to offset pressures in relation to the increase in young people currently held on remand.

The sustained pressure on CFS budgets is a position that is not unique to Hackney, as shown by the results of a survey on Children’s Social Care spend carried out jointly by the Society of London Treasurers (SLT) and the Association of Directors of Children’s Services (ADCS). The graph below shows how Hackney’s year end position for 2018/19 (before the use of reserves) compared to other London boroughs for Children’s Social Care.



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

Corporate Parenting is forecasting to overspend by £1,360k after the use of commissioning reserves and one-off staffing reserves. This position also includes the use of £1,200k of non-recurrent Social Care funding that was announced in the October 2018 Budget. Spend on LAC and Leaving Care (LC) placements (as illustrated in the table below) is forecasted at £20,500k compared to last year’s outturn of £18,300k – an increase of £2,200k.

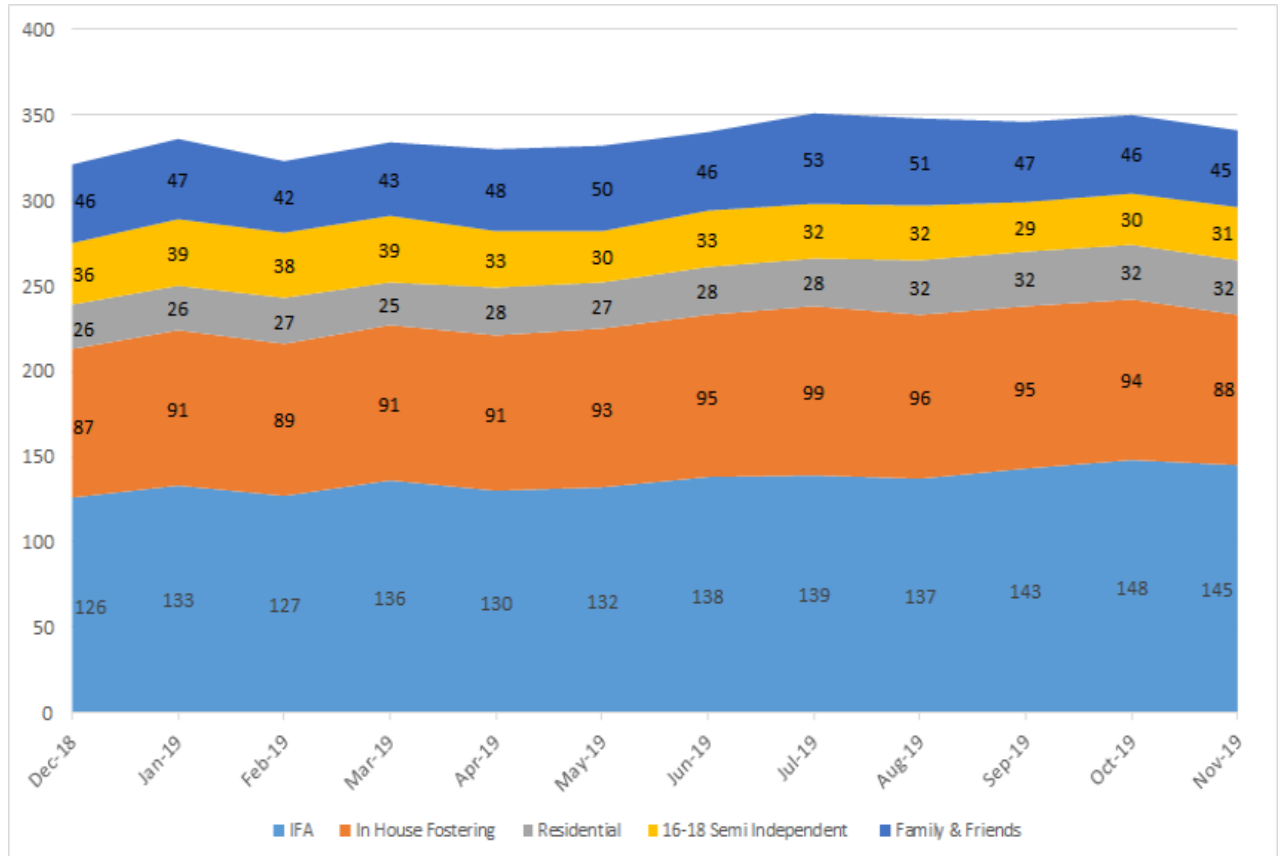
**Table 2: Placements Summary for LAC and Leaving Care**

Service Type	Budget	Forecast	Forecast Variance	Budgeted Placements*	Current Placements	Management Actions
Residential	4,331	5,315	984	22	31	<p>There are a number of initiatives in place to seek to contain these cost pressures, for example the Family Learning Intervention Project (FLIP), the Edge of Care workers, the Residential project and re-negotiation of high cost placements. The first two of these have been in train for some time and tracking of the financial impact is undertaken on a case by case basis. Evidence from this tracking suggests significant costs avoided suggesting the cost pressure would be significantly greater if these were not in place.</p> <p>We will continue to monitor residential placement moves and the resulting effect on other placement types across future periods. The impact of Mockingbird, the extended family model for delivering foster care with an emphasis on respite care and peer support, and new arrangements for implementing Supported Lodgings will also be reviewed going forwards.</p>
Secure Accommodation (Welfare)	-	140	140	-	1	
Semi-Independent (Under 18)	1,570	1,914	344	25	31	
Other Local Authorities	-	181	181	-	6	
In-House Fostering	1,800	2,134	334	76	88	
Independent Foster Agency Carers	6,488	6,998	510	134	145	
Residential Family Centre (M&Baby)	-	289	289	-	2	
Family & Friends	569	826	257	30	45	
Extended Fostering	-	30	30	-	1	
Staying Put	200	374	174	12	24	
Overstayers	290	495	205	16	23	
Semi-independent (18+)	1,370	1,847	477	112	110	
<b>Total</b>	<b>16,618</b>	<b>20,543</b>	<b>3,925</b>	<b>428</b>	<b>507</b>	

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

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

Table 3: Headcount Data for LAC



LAC and Leaving Care placements have increased by £144k and £87k respectively since October and these are primarily due to increases in Residential Family Centre and Semi-independent placements. Since this time last year there has been an adverse movement in the ratio between IFA and in-house placements. There was a brief improvement during the year, however this has declined in recent months. The improvement was driven primarily by the in-house foster carer recruitment which has seen some success and the matching officer post which has been in the structure since 2018. At around £50k per annum the cost of a child placed in independent foster care is double that of a placement with one of our own foster carers.

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

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

The Children in Need Service is forecast to overspend by £497k. The overspend is mainly due to staffing, relating to supernumerary social worker posts to meet service pressures from high caseloads and response to the Ofsted focused visit, maternity cover, and agency premiums associated with covering vacant posts. These items collectively total £510k. Underspends in non-staffing expenditure total £13k.

The Disabled Children's Service is forecast to overspend by £509k. Staffing is projecting an overspend of £213k due to additional staff brought in to address increased demand in the service. The remaining overspend is attributed to care packages (£408k, including Home Care, Direct Payments and Residential respite) and £35k on other expenditure. This is offset by a £148k reserve drawdown.

The Adoption Service is forecast to overspend by £266k. Primarily the overspend relates to the Regional Adoption Agency with our neighbouring boroughs, which has incurred transitional costs in staffing, inter-agency services, and on IT. A projected overspend of £36k from Adoption Support fund expenditure related to high cost cases that requires match funding contributions from the Council.

Parenting Support Services is forecast to overspend by £107k which relates to staff covering maternity, long term sick and one family support practitioner additional to the number of established posts.

Overspends across the service are partly offset by an underspend in the Directorate Management Team, Access & Assessment and Youth Justice Service.

The Directorate Management Team is forecasted to underspend by £602k. This is due to the utilisation of additional reserves within the service to offset staffing pressures, including those in Children in Need and Parenting Support service referred to above.

Access and Assessment is forecast to underspend by £72k. This is primarily from a lower forecast cost in Section 17 expenditure which is £58k less than the previous year's outturn.

The Youth Justice Service is forecasted to underspend by £68k from delays in recruiting Youth Justice practitioner posts. £425k from a combination of remand reserves and grant funding is used to offset pressure in the service due to a major incident resulting in three young people held on remand earlier this year.

## **Hackney Learning Trust**

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

HLT are forecasting a significant drawdown on the HLT reserve (between £4.0m and £5.0m), mainly due to pressures in special educational needs. This forecast has been updated following the latest funding updates announced by the government in July 2019. The forecast will continue to be adjusted as data on any new demands on HLT services become known throughout the year.

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

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

There is a risk of overspend in children’s centres due to the uncertain impact on demand for childcare following the September 2019 childcare fee increases. The financial impact is currently being assessed in detail and will be finalised after analysing occupancy-level reports from the centres. There is an estimated forecast overspend of £0.4m in this area incorporated into the overall HLT forecast.

### **Adult Social Care & Community Health**

The forecast for Adult Social Care is a £3,873k overspend. The revenue forecast includes significant levels of non-recurrent funding including iBCF (£1,989k), Social Care Support Grant (£1,200k), and Winter Pressures Grant (£1,400k). Recent announcements on social care funding as part of the Spending Review 2019 has provided further clarity on funding levels for 2020/21, however, it is still unclear what recurrent funding will be available for Adult Social Care post 2020/21. The non-recurrent funding was only intended to be a ‘stop-gap’ pending a sustainable settlement for social care through the Green Paper, however this is subject to ongoing delay. The implications of any loss of funding will continue to be highlighted in order that these can be factored into the Council’s financial plans. This will include ensuring that it is clear what funding is required to run safe services for adults. Alongside this the service continues to take forward actions to contain cost pressures.

Care Support Commissioning (external commissioned packages of care) contains the main element of the overspend in Adult Social Care, with a £2,900k pressure. The forecast includes £1,400k of the Winter Pressures grant to fund additional costs resulting from hospital discharges. It was anticipated that the grant funding would be released through the year to offset additional pressures from hospital discharges, however an analysis of information on discharge levels and care packages has identified that the full £1,400k has already been committed.

Service type	2019/20 Budget	November 2019 Forecast	Full Year Variance to budget	Variance from Oct 2019	Management Actions
	£k	£k	£k	£k	
Learning Disabilities	15,287	16,521	1,234	(49)	<ul style="list-style-type: none"> <li>- ILDS transitions/demand management and move on strategy</li> <li>- Multi-disciplinary review of care packages (delivered £720k)</li> <li>- Three conversations</li> <li>- Review of homecare processes</li> <li>- Review of Section 117 arrangements</li> <li>- Personalisation and direct payments - increasing uptake</li> </ul>
Physical and Sensory	12,843	13,559	716	(25)	
Memory, Cognition and Mental Health ASC (OP)	7,710	8,367	657	4	
Occupational Therapy Equipment	740	1,028	288	84	
Asylum Seekers Support	170	210	41	(1)	
<b>Total</b>	<b>36,749</b>	<b>39,684</b>	<b>2,935</b>	<b>13</b>	

The Learning Disabilities service is the most significant area of pressure with a forecast £1,234k overspend, which reflects a small improvement of £49k on the October position. The movement results from an additional one-off application of non-recurrent funding which has partly offset increased care package costs - these increases are primarily driven by increasing complexity of care needs for Learning Disability clients. The pressure is still significantly less than last year due to the application of both budget growth and one-off funds in this service area.

Work is ongoing with CCG colleagues to embed the joint funding model for high cost Learning Disability packages as business as usual. There is an agreement between both parties for all packages to be reviewed for joint funding. A process of financial reimbursement will be managed through the Learning Disability Section 75 review group on behalf of the Planned Care Workstream.

The CCG have committed to ring-fence £1,900k - £2,700k within their financial planning for 2019/20 and £1,900k has been factored into the forecast above. The partners also acknowledged that by implementation of the joint funding policy, the amount paid for health need will be based on the assessment of patient/residents and that health needs for individuals could be potentially less or more than the initial identified range. Progress has been slow in embedding the joint funding model which has resulted in fewer than expected cases going through the panel process to date. This is being closely monitored by all partners and measures have been taken to try to ensure the completion of all joint funding assessments by the end of the year, which includes having dedicated project support in adult services to ensure the smooth day to day operation of the process, given its high priority and funding risk.

Physical & Sensory Support is forecasting an overspend of £716k, whilst Memory, Cognition and Mental Health ASC (OP) is forecasting an overspend of £657k. The cost pressures in both service areas have been driven by the significant growth in client numbers as a result of hospital discharges, which has been partially mitigated by one-off funding from the Winter Pressures grant of £1,400k. There is an increased forecast in the cost of Occupational Therapy Equipment resulting in a forecast overspend of £288k increasing by £84k from the previous period.

Discussions have been held with the service in order to develop a set of management actions to mitigate the ongoing cost pressure as a result of increased clients being discharged from hospital with more complex needs. These actions include the creation of a multi-disciplinary team (MDT) to facilitate the review of care packages, and this has delivered savings to date of £757k (full year effect). As a result of the savings achieved the MDT project has been extended for a further six months to the end of Jan 2020.

The Mental Health service is provided in partnership with the East London Foundation Trust (ELFT) and is forecast to overspend by £675k. The overall overspend is made up of two main elements - a £815k overspend on externally commissioned care services and £140k underspend across staffing-related expenditure. The increased overspend is mainly as a result of new care packages and an increase in the estimated number of home care hours being commissioned across the year.

Provided Services is forecasting a £91k overspend which is largely attributed to:

- A Housing with Care overspend of £191k. The forecast includes additional resources to respond to issues raised from the CQC inspection in December 2018. The service has recently been re-inspected in July 2019, and the service has now been taken out of 'special measures' and our rating has changed to 'requires improvement'.
- Day Care Services are projected to underspend by £99k, primarily due to the current staff vacancies across the service.

Preventative Services is forecast to underspend by £595k which represents an underspend on the 'Concessionary Fares' budget due to a reduction in demand of £150k plus an on-going underspend of £220k within Median Road Resource Centre budget which supports wider Care Management service expenditure. Cost pressures of £77k are linked to staffing challenges for which the Hospital Social Work Team includes IBCF non-recurrent funds towards supporting staffing levels necessary to ensure hospital discharge targets are met. The remaining £350k decrease represents a virement from Commissioning to establish the Carers Redesign budget.

ASC Commissioning is forecasting a £880k budget overspend which reflects an increase of £368k on the previous position. £350k of this increase represents a virement to Preventative Services to establish the Carers Redesign budget. The remaining £18k increase in the overspend results from the need for additional resources to be allocated to the brokerage service. Delays in savings delivery from the Housing Related Support (HRS) service are still forecast at £634k.

## Public Health

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

The Sexual Health forecast has been updated to reflect the agreed increase of tariffs which commenced from 1 October 2019 across London following the recent Integrated Sexual Health Tariff (ISHT) review. There has been a 5% increase in sexual health costs, which is associated with PrEP activity (PrEP is Pre-Exposure Prophylaxis, which is the use of anti-HIV medication that keeps HIV negative people from becoming infected) and a progressive uptake of e-services alongside clinical service provision. Both activities are subject to continuous review with commissioners to ensure sustainable future provision remains within the allocated sexual health budget in future financial years

### 4.3 NEIGHBOURHOODS AND HOUSING

The forecast position for Neighbourhoods and Housing Directorate as at November 2019 is a £147k underspend - a reduction of £183k from the October position. The forecast includes the use of £2,000k of reserves, the majority of which are for one off expenditure/projects.

There is a forecast overspend in the Planning Service of £312k which is due to a projected shortfall against the planning application fee income target of £2,300k. The total shortfall £423k against the income budget is partly mitigated by additional income from other parts of the service.

The Planning Service is currently re-modelling staff expenditure in the Major Applications Team, with an opportunity for Team Leaders to take on additional case load work for major applications whilst achieving cost savings. This will reduce staffing costs to mitigate the impact of reduced income. However, it must be noted that the construction cycle is very consistent, with the planning and building control experiencing falls in income every 5 years as the construction industry periodically slows before recovering.

The Building Control service is forecast to overspend by £63k, though it is important to note that Building Control income is significantly higher than in 2018/19. The service has proposed a new staffing and fee structure that will improve income generation and achieve full cost recovery without losing share of the Building Control market.

Streetscene is forecast to under spend by £544k which is an improvement of £198k from the previous month which is due to additional income. There is ongoing analysis of Streetscene income to determine potential improvements in the outturn position for 2019/20, as initial figures indicate that due to increasing numbers of developments across the borough, Streetscene is likely to over achieve its income budget for the year resulting in an increased underspend for the full year. This analysis will also consider the sustainability of the additional income received in-year.



Parking, Leisure, Green Spaces and Libraries and Community Safety, Enforcement and Business Regulation are forecasting break-even positions, with Directorate Management continuing to forecast a marginal underspend.

Housing General Fund is forecast to be marginally under budget at this stage, mainly due to underspends within staffing.

Regeneration is forecast to be slightly over budget, a variance of less than 0.5%.

#### **4.4 FINANCE & CORPORATE RESOURCES**

The forecast is an overspend of £303k.

Financial Management and Control are forecasting an underspend of £400k due to vacancies across all services, while the Directorate Finance Teams are projecting an underspend of £103k which mainly relates to salaries and projected additional income from service fees

The overspend in Facilities Management (£370k) is primarily due to increases in business rates costs on council owned buildings in the borough which are partially offset by reserves. The largest increases are in Hackney Town Hall, Hackney Service Centre and Florfield Road.

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

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

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

#### **4.5 CHIEF EXECUTIVE**

Overall the Directorate is forecasting to overspend by £396k after forecast reserves usage, which is a decrease of £17k from October.

##### **Communications, Culture & Engagement**

The service is forecasting an overspend of £210k.

£150k of this relates to Hackney Today. Hackney Today was published fortnightly for the first quarter of the year but following a court order is now only published once every 3 months with a new information publication 'Hackney Life' published in the months in between. Due to this, advertising income has dropped significantly, from around £33k pcm to £6k pcm. Although distribution and print costs have halved, these only save £14k pcm. Staff costs are largely unaffected by the change in publication but have increased due to maternity leave. This projection does not include any legal costs which are not yet charged to the service (and will be funded from reserves) nor does it include the impact of this decision on other services such as Planning which will now have to place statutory notices in other publications.

The remaining £60k is in relation to venues, primarily due to costs relating to Hackney House, which the council is no longer responsible for.

The Culture team have spent a higher amount on the carnival this year due to increasing numbers of attendees and the moving of the main stage to a new location to take account of this. It has been agreed for the funding to come from Neighbourhood CIL.

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

The reserves usage is in relation to Hackney Young Futures Commission which is a manifesto commitment and Dalston Engagement. The Dalston engagement reserve is made up of income received by the service last year and set aside for this purpose.

## **Legal & Governance**

The combined Legal & Governance Service are forecasting an overspend of £186k on their budget.

There is an overspend reported in Governance which is primarily due to Internal Printing Recharges estimated at £34k which has no budget and £36k is for an unfunded Team Manager's post previously funded by HRA.

Recharge income and recharges to Capital are forecast to be under budget by £260k. The management team is also reviewing current and future income to establish sources of additional income for the 2020/21 financial year. The overspends are partially offset by underspend in Legal salaries (£35k) and external legal advice (£60k) There is an additional income from Traded Services £19k and HLT £30k.

All other services are forecast to come in at budget.

## 4.6 HRA

The projected outturn on the HRA is at budget.

### Income

There is a surplus of £369k on Dwelling Rents which is due to a new lease agreement for properties rented to housing associations. The other major variances are a surplus of £948k for Other charges for services and facilities which is mainly due to the extension of LBH collection of water rates on behalf of Thames Water; and a surplus of £777k on Additional Leaseholder income which is due to the closing of accounts and the release of actual leaseholder service charges. The commission earned on the Thames Water contract is to pay for the staff that collect the money. We currently only need to collect rent from about 60% of tenants, as about 40% are on full HB; but as we collect Thames Water charges from all tenants and leaseholders, we need to have staff/process/systems to collect from the remaining 40% of tenants. This cost is paid for by the Thames Water commission. The surplus is due to the fact that the contract extension was negotiated after the HRA budget was set and so the income is not accounted for in the budget, but the income is accruing throughout the year.

### Expenditure

Repairs and Maintenance is £1,306k over budget which is mainly due to reactive repair costs and an increase in legal disrepair expenditure. This is currently partly offset by vacant posts within the new R&M structure. The Special services overspend of £986k is due to agreed increased costs within estate cleaning, but this is expected to reduce in 2020/21 as the effects from restructuring of the service are realised.

There is an overspend on Supervision and Management which is due to an increase in recharges from housing needs.

There is an increased cost of capital due to the interest costs on the returned 1-4-1 funding from the pooling of capital receipts, but this is offset by a reduction in the Revenue Contribution to Capital (RCCO).

## 5.0 DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

This report is primarily an update on the Council's financial position and there are no alternative options here. The details of the exempt leasehold proposal are included in Exempt Appendix 1.

## 6.0 BACKGROUND

### 6.1 Policy Context

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

## **6.2 Equality Impact Assessment**

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

## **6.3 Sustainability**

As above

## **6.4 Consultations**

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

## **6.5 Risk Assessment**

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

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

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

## **8. COMMENTS OF THE DIRECTOR OF LEGAL AND GOVERNANCE**

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

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

- (i) Set appropriate financial management standards for the Council which comply with the Council's policies and proper accounting practices and monitor compliance with them.
- (ii) Determine the accounting records to be kept by the Council.
- (iii) Ensure there is an appropriate framework of budgetary management and control.
- (iv) Monitor performance against the Council's budget and advise upon the corporate financial position.

8.3 Under the Council's constitution although full Council set the overall budget it is the Cabinet that is responsible for putting the Council's policies into effect and responsible for most of the Council's decisions. The Cabinet must take decisions in line with the Council's overall policies and budget.

- 8.4 Paragraph 2.6.3 of FPR2 Financial Planning and Annual Estimates states that each Group Director in charge of a revenue budget shall monitor and control Directorate expenditure within their approved budget report progress against their budget through the Overall Financial Position (OFP) Report to Cabinet. This Report is submitted to Cabinet under such provision.
- 8.5 With regards to the Exempt Property proposal attached at Appendix 1, the legal considerations are contained within the appendix.
- 8.5 All other legal implications have been incorporated within the body of this report.

## 9.0 COMMENTS OF THE DIRECTOR OF STRATEGIC PROPERTY

With regards to the property proposal in Exempt Appendix 1, the comments are included in the appendix.

### Appendices

1. Exempt Appendix 1 – Property Proposal

<b>Report Author</b>	Russell Harvey – Tel: 020-8356-2739 Senior Financial Control Officer <a href="mailto:russell.harvey@hackney.gov.uk">russell.harvey@hackney.gov.uk</a>
<b>Comments of the Group Director of Finance and Corporate Resources</b>	Ian Williams – Tel: 020-8356-3003 Group Director of Finance and Corporate Resources <a href="mailto:ian.williams@hackney.gov.uk">ian.williams@hackney.gov.uk</a>
<b>Comments of the Director of Legal</b>	Dawn Carter-McDonald – Tel: 0208-356-4817 Head of Legal and Governance <a href="mailto:dawn.carter-mcdonald@hackney.gov.uk">dawn.carter-mcdonald@hackney.gov.uk</a>

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<p><b>Capital Update Report</b></p> <p><b>KEY DECISION NO. FCR Q43</b></p>	
<p><b>CABINET MEETING DATE</b></p> <p>20 January 2020</p>	<p><b>CLASSIFICATION:</b></p> <p>Open</p> <p>If exempt, the reason will be listed in the main body of this report.</p>
<p><b>WARD(S) AFFECTED</b></p> <p>All Wards</p>	
<p><b>CABINET MEMBER</b></p> <p>Philip Glanville, Mayor of Hackney</p>	
<p><b>KEY DECISION</b></p> <p>Yes</p> <p><b>REASON</b></p> <p>Spending or Savings</p>	
<p><b>GROUP DIRECTOR</b></p> <p>Ian Williams Finance and Corporate Resources</p>	

## **1. CABINET MEMBER'S INTRODUCTION**

- 1.1 This report on the capital programme for 2019/20 and future years updates members on the capital programme agreed in the 2019/20 budget, including a number of new schemes that require significant resources in order to take forward and fulfil some of this administration's 2018 manifesto commitments relating to investment in modernising and improving the Council's facilities and public infrastructure.
- 1.2 This report outlines significant investment to ensure that the Council's parks and open spaces are further improved and ensures that the necessary machinery is available to keep these clean and well maintained. It also provides for the introduction of further public conveniences within the parks, thus enhancing the facilities for residents and other users. We also know how important access to public toilets are for older Hackney residents and those with young families.
- 1.3 One of our policy commitments is to make Hackney more sustainable, this was a key element of our manifesto and underpins the Climate Emergency motion that we passed last year. This paper outlines additional funding for the provision of more drinking water fountains helping to reduce the use of single use plastic generated in the borough whilst at the same time ensuring that water is a free public good available to all. This not only helps tackle climate change, but will improve the health of our residents, reduce inequality, and encourage residents to be more active in our high quality and well served public spaces.
- 1.4 Significant resources are also provided for the maintenance and enhancement of the Council's leisure facilities, thus allowing work to continue to fulfil manifesto commitments that were made in this respect. Of note is the significant investment in maintaining Clissold Leisure centre to a high standard and the start of an exciting project to provide a learner pool at London Fields Lido, which will ensure that this much loved and well used facility is even better for families and those less confident swimmers. We are also taking forward a pilot for even greener energy using solar panels at our leisure centres.
- 1.5 Finally, further significant investment is provided for the refurbishment of both the Hackney Museum and the historic Stoke Newington Library, both also included in the administration's manifesto commitments and important free and accessible public assets. In total over the next two years we are committing to investing £8.2m in our parks, leisure centres and pools, museum and libraries.
- 1.6 I commend this report to Cabinet.

## **2. GROUP DIRECTOR'S INTRODUCTION**

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

## **3. RECOMMENDATION(S)**



3.1 **That the schemes for Neighbourhoods and Housing (Non) as set out in section 9.2 be given approval as follows:**

**Parks Equipment and Machinery:** Spend approval of **£74k in 2019/20** is requested to replace broken and end of life machinery of parks equipment and machinery used for grounds maintenance by the Council’s Parks Operations Department.

**Essential Maintenance to Leisure Centres and Leisure Development:** Virement and spend approval of **£750k (£375k in 2019/20 and £375k in 2020/21)** is requested to install a new sports hall floor for Clissold Leisure Centre, replacement of wetside floor tiles to Clissold Leisure Centre and to continue meeting the Council’s landlord obligations in respect of on-going maintenance at Kings Hall Leisure Centre.

**Parks Public Conveniences and Cafes:** Resource and spend approval for **£150k in 2019/20** and further resource approval for **£750k (£300k in 2020/21, £225k in 2021/22 and £225k in 2022/23)** is requested in order to meet the manifesto commitment in respect of increasing and enhancing the number of conveniences and cafes in the borough’s parks and open green spaces.

**Drinking Water Fountains:** Resource and spend approval for **£112k in 2019/20** is requested in order to meet the commitment to expand the number of water fountains in the borough located in parks, libraries, leisure centres and street locations.

**Hackney Museum Refurbishment:** Resource approval for **£350k (£150k in 2020/21 and £200k in 2021/22)** is requested in order to help meet the manifesto commitment to redevelop the Hackney Museum in order to ensure that it remains fit for purpose and to provide further opportunity for audience engagement and the use of digital technology.

**London Fields Learner Pool:** Resource approval of **£4,500k (£200k in 2020/21, £2,150k in 2021/22 and £2,150k in 2022/23)** is requested in order to meet the manifesto commitment to develop a new learner/training pool to expand and complement the current offer in the main pool.

**Stoke Newington Library Refurbishment:** Resource approval of **£4,500k (£2,686k in 2020/21 and £1,343k in 2021//22)** is requested in order to meet the manifesto commitment to bring forward improved facilities at the Stoke Newington Library in order that the facility remains fit for purpose in the future.

3.2 **That the re-profiling of the budgets as detailed in para 9.3 be noted and Appendix 1 be approved as follows:**

Summary of Phase 1 Re-profiling	To Re-Profile 2019/20	Re-Profiling 2020/21	Re-Profiling 2021/22	Re-Profiling 2022/23
	£'000	£'000	£'000	£'000
Non-Housing	(40,347)	39,290	200	857

Housing	(2,093)	2,093	0	0
<b>Total</b>	<b>(42,440)</b>	<b>41,383</b>	<b>200</b>	<b>857</b>

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

Summary of Capital Adjustments	Budget 2019/20	Change 2019/20	Updated 2019/20
	£'000	£'000	£'000
Non-Housing	3,357	(234)	3,123
Housing	34,127	0	34,127
<b>Total</b>	<b>37,484</b>	<b>(234)</b>	<b>37,250</b>

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

S106	2019/20 £'000	Total
	£'000	£'000
Capital	655	655
<b>Total S106 Resource and Spend approvals</b>	<b>655</b>	<b>655</b>

3.4 That the schemes outlined in section 9.6 be noted.

#### 4. REASONS FOR DECISION

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

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

#### 5. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None.

#### 6. BACKGROUND

##### 6.1 Policy Context

The report to recommend the Council Budget and Council Tax for 2019/20 considered by Council on 25 February 2019 sets out the original Capital Plan for 2019/20. Subsequent update reports considered by Cabinet amend the Capital Plan for additional approved schemes and other variations as required.

## **6.2 Equality Impact Assessment**

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

## **6.3 Sustainability**

As above.

## **6.4 Consultations**

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

## **6.5 Risk Assessment**

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

8.6 With regard to recommendation 3.3 and paragraph 9.3 where Cabinet is being invited to approve the allocation of monies from agreements under section 106 of the Town and Country Planning Act 1990, s.106 permits anyone with an interest in land to enter into a planning obligation enforceable by the local planning authority. Planning obligations are private agreements intended to make acceptable developments which would otherwise be unacceptable in planning terms. They may prescribe the nature of the development (for example by requiring that a percentage of the development is for affordable housing), secure a contribution to compensate for the loss or damage created by the development or they may mitigate the development's impact. Local authorities must have regard to Regulation 122 of the Community Infrastructure Levy Regulations 2010. Regulation 122 enshrines in legislation for the first time the legal test that planning obligations must meet. Hackney Council approved the Planning Contributions Supplementary Planning Document on 25 November 2015 under which contributions are secured under S106 agreements. Once completed S.106 agreements are legally binding

contracts. This means that any monies which are the subject of the Agreement can only be expended in accordance with the terms of the Agreement.

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

- 7.1 The gross approved Capital Spending Programme for 2019/20 currently totals **£287.063m (£158.605m non-housing and £128.459m housing)**. This is funded by discretionary resources (borrowing, government grant support, capital receipts, capital reserves (mainly Major Repairs Reserve and revenue contributions) and earmarked funding from external sources.
- 7.2 The financial implications arising from the individual recommendations in this report are contained within the main report.
- 7.3 If the recommendations in this report are approved, the revised gross capital spending programme for 2019/20 will total **£245.604m (£119.239m non-housing and £126.365m housing)**.

Directorate	Revised Budget Position	Jan 2020 Cabinet Update	Change 2019/20	To Re-Profile 2019/20	Updated Budget Position
	£'000	£'000	£'000	£'000	£'000
Children, Adults & Community Health	14,002	0	0	(4,201)	9,801
Finance & Corporate Resources	111,410	655	(133)	(21,748)	90,184
Neighbourhoods & Housing	33,193	270	(101)	(14,108)	19,254
<b>Total Non-Housing</b>	<b>158,605</b>	<b>925</b>	<b>(234)</b>	<b>(40,057)</b>	<b>119,239</b>
Housing	128,459	0	0	(2,093)	126,365
<b>Total</b>	<b>287,063</b>	<b>925</b>	<b>(234)</b>	<b>(42,150)</b>	<b>245,604</b>

## 8. COMMENTS OF THE DIRECTOR OF LEGAL

- 8.1 The Group Director, Finance and Corporate Resources is the officer designated by the Council as having the statutory responsibility set out in section 151 of the Local Government Act 1972. The section 151 officer is responsible for the proper administration of the Council's financial affairs.
- 8.2 In order to fulfil these statutory duties and legislative requirements the Section 151 Officer will:
- (i) Set appropriate financial management standards for the Council which comply with the Council's policies and proper accounting practices, and monitor compliance with them.
  - (ii) Determine the accounting records to be kept by the Council.
  - (iii) Ensure there is an appropriate framework of budgetary management and control.
  - (iv) Monitor performance against the Council's budget and advise upon the corporate financial position.

- 8.3 Under the Council's Constitution although full Council set the overall Budget, it is the Cabinet that is responsible for putting the Council's policies into effect and responsible for most of the Councils' decisions. The Cabinet has to take decisions in line with the Council's overall policies and budget.
- 8.4 The recommendations include requests for spending approvals. The Council's Financial Procedure Rules (FPR) paragraphs 2.7 and 2.8 cover the capital programme with 2.8 dealing with monitoring and budgetary control arrangements.
- 8.5 Paragraph 2.8.1 provides that Cabinet shall exercise control over capital spending and resources and may authorise variations to the Council's Capital Programme provided such variations: (a) are within the available resources (b) are consistent with Council policy.
- 8.6 With regard to recommendation 3.3 and paragraph 9.4 where Cabinet is being invited to approve the allocation of monies from agreements under section 106 of the Town and Country Planning Act 1990, s.106 permits anyone with an interest in land to enter into a planning obligation enforceable by the local planning authority. Planning obligations are private agreements intended to make acceptable developments which would otherwise be unacceptable in planning terms. They may prescribe the nature of the development (for example by requiring that a percentage of the development is for affordable housing), secure a contribution to compensate for the loss or damage created by the development or they may mitigate the development's impact. Local authorities must have regard to Regulation 122 of the Community Infrastructure Levy Regulations 2010. Regulation 122 enshrines in legislation for the first time the legal test that planning obligations must meet. Hackney Council approved the Planning Contributions Supplementary Planning Document on 25 November 2015 under which contributions are secured under S106 agreements. Once completed S.106 agreements are legally binding contracts. This means that any monies which are the subject of the Agreement can only be expended in accordance with the terms of the Agreement.

## **9. CAPITAL PROGRAMME 2019/20 AND FUTURE YEARS**

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

### **9.2 Neighbourhood and Housing (Non-Housing):**

- 9.2.1 **Parks Equipment and Machinery:** Spend approval of **£74k in 2019/20** is requested to replace broken and end of life parks equipment and machinery used for grounds maintenance by the Council's Parks Operations Department as set out in the table below. This capital spend maintains and enhances our long established parks and green spaces and contributes to the green infrastructure of the borough that reduces the impact on climate change. It also creates a pleasant and safe walking and cycling routes which helps our residents to live a healthier lifestyle. This capital project supports the Council's 2018-2028 Sustainable Community Strategy Priority 1 "A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth" and Priority 3 "A greener and environmentally

sustainable community which is prepared for the future”. This approval will have no net impact on the capital programme as the resources already form part of the approved programme.

No.	Description
2	Water Bowsers (one for tractor and one for van/buggy)
1	Spreader for Tractor
1	Mini Digger
5	Cabs for existing Kubota's
3	Out Fronts for existing Kubota's
1	Electric Buggy

9.2.2 **Essential Maintenance to Leisure Centres and Leisure Development:** Virement and spend approval of **£750k (£375k in 2019/20 and £375k in 2020/21)** is requested to install a new sports hall floor for Clissold Leisure Centre, replacement of wet side floor tiles to Clissold Leisure Centre and to continue meeting the Council's landlord obligations in respect of on-going maintenance at Kings Hall Leisure Centre. The Council's leisure facilities and activity programmes are fully inclusive. This capital spend will maintain the leisure facilities and ensure they are accessible and welcoming for the whole community. This improvement will improve the quality of life of existing local residents. This capital project supports the Council's 2018-2028 Sustainable Community Strategy Priority 1 "A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth" and Priority 5 "A borough with healthy, active and independent residents". This approval will have no net impact on the capital programme as the resources already form part of the approved programme.

9.2.3 **Parks Public Conveniences and Cafes:** Resource and spend approval for **£150k in 2019/20** and further resource approval for **£750k (£300k in 2020/21, £225k in 2021/22 and £225k in 2022/23)** is requested in order to meet the manifesto commitment in respect of increasing and enhancing the number of conveniences and cafes in the borough's parks and open green spaces. This funding will provide finance for the introduction/enhancement of 2 public conveniences per year over the 4 year period, starting with Hackney Downs and Millfields in 2019/20). It will also provide the capacity to increase the number of new cafes and catering outlets in the Borough's parks. This project meets various parts of the Council's Sustainable Community Strategy by ensuring that we have joined up policy to create healthy, safer streets and neighborhoods, which are pleasant places to spend time, play in, walk and cycle. Everyone feels that parks and green spaces are for them, including young people, disabled people and older people. It also helps to create a greener and environmentally sustainable community which is prepared for the future. This approval will be financed from the Council's discretionary capital resources.

9.2.4 **Drinking Water Fountains:** Resource and spend approval for **£112k in 2019/20** is requested in order to meet the commitment to expand the number of water fountains in the borough located in parks, libraries, leisure centres and street locations. The Council has made a clear commitment to significantly expand the number of free water fountains in the borough to help reduce the amount of plastic waste generated in Hackney, reduce indirect greenhouse gas emissions, mitigate against the effects of a warming climate and an increased propensity for extreme heat events and expand public health infrastructure. This approval will be financed from the Council's discretionary capital resources.

9.2.5 **Hackney Museum Refurbishment:** Resource approval for **£350k (£150k in 2020/21 and £200k in 2021/22)** is requested in order to help meet the manifesto commitment to redevelop the Hackney Museum in order to ensure that it remains fit for purpose and to provide further opportunity for audience engagement and the use of digital technology. This funding will allow the Council to make an application for approximately £1.1m of additional external grant funding.

Hackney Museum tells the histories of the London Borough of Hackney over the last 2,000 years. Our collections represent the everyday lives of people in the borough, many of whom have migrated from all over the world. They are largely donated by local people, often from communities whose experiences are missing from local history narratives. Community participation across the various strands of the Museum's work has enabled it to establish itself as a vital resource for local people by creating a sense of local belonging for settled and new communities. However, the permanent displays are ageing and becoming a barrier to furthering audience engagement, particularly with communities who suffer from growing inequalities. There is limited space for the collections to grow and opportunities for more digital engagement. It is intended that the redevelopment of the permanent museum will help to:

- Reinterpret the narrative and displays of migration and settlement to cover 150,000 years of history from paleolithic remains to what is now a vibrant and creative borough;
- Target engagement programmes to reach and reflect Hackney's hidden and under-represented communities;
- Be an educational resource for local schools;
- Support young people to develop new skills and knowledge about the local area;
- Enable local and global audiences to access our unique collections through the use of digital platforms.
- Secure space for the future growth of the collections.
- Increase income generation opportunities through the use of heritage assets.
- Contribute to our vision: Hackney - a place where everyone can access, benefit from and contribute to local heritage.

This approval will be financed from the Council's discretionary capital resources.

9.2.6 **London Fields Learner Pool:** Resource approval of **£4,500k (£200k in 2020/21, £2,150k in 2021/22 and £2,150k in 2022/23)** is requested in order to meet the manifesto commitment to develop a new learner/training pool to expand and complement the current offer in the main pool. Full and detailed feasibility studies

have been produced for the project and the allocation for 2021/22 will allow for the appointment of a design team in order to progress the project. This approval will be financed from the Council's discretionary capital resources.

9.2.7 **Stoke Newington Library Refurbishment:** Resource approval of **£4,500k (£2,686k in 2020/21 and £1,343k in 2021//22)** is requested in order to meet the manifesto commitment to bring forward improved facilities at the Stoke Newington Library in order that the facility remains fit for purpose in the future. Hackney has a number of libraries which are sited so that almost all residents live less than one mile from their nearest branch and one Museum. The library branches and the museum deliver an important and wide ranging offer to local residents. Stoke Newington Library however requires significant investment if it is going to continue to maintain the required standard of service to residents over the coming years. The first stage of this project will be to hire a design team in order that options can be assessed and worked up in order that subsequent works can be carried out. This approval will be financed from the Council's discretionary capital resources.

### 9.3 Re-Profiling of the Capital Budgets:

9.3.1 The capital programme is re-profiled twice each year to ensure that the budgets reflect changes in the anticipated development and progress of schemes within the approved programme. This helps to enhance capital budget monitoring and associated financing decisions. The table below summarises the re-profiling of the capital programme between years, the full details of which are shown in Appendix 1.

Summary of Phase 1 Re-profiling	To Re-Profile 2019/20	Re-Profiling 2020/21	Re-Profiling 2021/22	Re-Profiling 2022/23
	£'000	£'000	£'000	£'000
Children, Adults & Community Health	(4,201)	4,201	0	0
Finance & Corporate Resources	(21,748)	20,891	0	857
Neighbourhood & Housing (Non)	(14,108)	14,198	200	0
<b>Total Non-Housing</b>	<b>(40,057)</b>	<b>39,290</b>	<b>200</b>	<b>857</b>
Housing	(2,093)	2,093	0	0
<b>Total</b>	<b>(42,150)</b>	<b>41,383</b>	<b>200</b>	<b>857</b>

### 9.4 Capital Programme Adjustments:

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

Capital Adjustments	Budget 2019/20	Change 2019/20	Updated 2019/20
	£	£	£



<b>Children, Adults &amp; Community Health</b>			
Jubilee Primary	562,291	(21,418)	540,874
Tyssen AMP	516,618	21,418	538,036
DFC Holding Code	399,037	(13,041)	385,995
BSF Whole Life Costing	114,359	13,041	127,400
Clapton Girls BSF Life Cycle	116,000	(9)	115,991
Clapton Portico	8,523	9	8,532
BSF LC Early Failure Contingency	400,000	(16,985)	383,015
Ickburgh School Lifecycle	31,000	16,985	47,985
<b>Finance &amp; Corporate Resources</b>			
HSC Moves	48,977	(5,060)	43,917
Acquis Flat 16 Cranwood Crt	30,808	(18,308)	12,500
ICT Infrastructure Upgrades	0	250,000	250,000
Network refresh	918,681	(250,000)	668,681
Middleware Upgrade	1,900	(1,900)	0
Legal Case Management System	107,250	(107,250)	0
<b>Neighbourhood &amp; Housing (Non)</b>			
Comm Vehicles Parking Operations	89,313	(89,313)	0
Comm Vehicles Parking Aban	11,900	(11,900)	0
<b>Housing</b>			
Decent Homes	300,000	132,904	432,904
HiPs Central	10,279,281	1,046,373	11,325,654
HiPs South West	8,407,929	(1,395,247)	7,012,682
Lift Renewals	1,399,999	(155,333)	1,244,666
Boiler Hse Major Works	696,564	153,228	849,793
District Heating System	275,525	43,042	318,567
Hardware Smoke Alarms	27,056	19,700	46,756
Bridport	227,019	155,333	382,352
Estate Renewal Implementation	3,291,870	452,183	3,744,053
Kings Crescent Phase 1+2	144,151	(94,284)	49,867
Colville Phase 2	679,303	321,698	1,001,001
Aikin Court	141,860	(1,239)	140,621
Great Eastern Building	35,040	6,732	41,772
King Edwards Road	272,241	(272,240)	1
Alexandra National	0	51,480	51,480
ER1 Colville phase 4	1,025,600	1,082	1,026,682
ER1 Colville phase 5	20,500	7,450	27,950
ER1 Colville phase 6	1,786	19,349	21,135
ER1 Colville phase 7	0	82	82
Lyttelton House	4,391,224	(512,293)	3,878,931
Sheep Lane s106	0	20,000	20,000
Housing Supply Programme	1,744,151	306,643	2,050,794
Wimbourne Street	661,697	(306,643)	355,054
Kick Start Programme	18,200	(8,200)	10,000

Stock Transfer to HA	0	3,000	3,000
Woodberry Down Phase 2-5	86,446	(842)	85,604
Woodberry Down Tenancy Agree	0	6,042	6,042
<b>Total</b>	<b>37,484,099</b>	<b>(233,731)</b>	<b>37,250,368</b>

## 9.5 S106 Capital Approvals:

9.5.1 Capital Resource and Spend approval is requested for **£655k in 2019/20** in respect of the projects detailed below, to be financed by S106 contributions. The works to be carried out are in accordance with the terms of the appropriate S106 agreements.

Planning Site No.	Project Description	Agreement Development Site	2019/20 £'000	Total
2015/0877	Solar Pilot (Leisure Centres)	5-29 Sun Street, 1-17 Crown Place 8-16 Earl Street, and 54 Wilson Street, London, EC2M 2PS (ONE CROWN PLACE)	244	244
2015/2643		32-34 Wharf Road, London N1 7EG	6	6
2016/3736	Green Homes Fund	Hertford and Napier House 1-2 Cranwood Street London EC1V 9PE	18	18
2016/1347		Former Frampton Arms and land adjacent to Sherard and Catesby House 47 Well Street E9 7NU	9	9
2015/0844		Former Frampton Arms and land adjacent to Sherard and Catesby House 47 Well Street E9 7NU	116	116
2015/2643		32-34 Wharf Road, London N1 7EG	27	27
2015/1895		39-45 Gransden Avenue London E8 3QA	25	25
2016/2017 & 2016/2207		Former Kingsland Fire Station, 333 Kingsland Rd. E8 4DR	97	97
2016/1930		Tower Court Clapton Common London, E5 9AJ	113	113
<b>Total Capital S106 Approvals</b>			<b>655</b>	<b>655</b>

## 9.6 s106 Approvals For Noting:

- 9.6.1 The s106/CIL Corporate Board Meeting dated 4 December 2019 considered and approved the following bids for resource and spend approval. As a result **£8k in 2019/20** was approved to spend in accordance with the terms of the appropriate s106 agreements.

Planning Site No.	Project Description	Agreement Development Site	2019/20 £'000	Total
2010/2596	Hackney Downs Community Cycle Hub	Pembury Circus Land at Junction of Pembury & Dalston E5 8HH	8	8
<b>Total Capital S106 Approvals</b>			<b>8</b>	<b>8</b>

## APPENDICES

One.

## BACKGROUND PAPERS

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

None.

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# **Cabinet**

**20 JANUARY 2020**

## **CAPITAL UPDATE REPORT - Key Decision No. FCR Q43**

### **Appendix 1**

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## Appendix 1

Summary of Phase 2 Re-profiling	To Re-Profile 2019/20	Re-Profiling 2020/21	Re-Profiling 2021/22	Re-Profiling 2022/23
	£'000	£'000	£'000	£'000
<b>Children, Adults &amp; Community Health</b>				
Colvestone AMP	(124)	124	0	0
Parkwood AMP	(81)	81	0	0
Springfield AMP	(5)	5	0	0
Shoreditch Park AMP	(778)	778	0	0
Hillside CC AMP	(55)	55	0	0
Primary School AMP Needs	(128)	128	0	0
Ickburgh BSF Ph3	(94)	94	0	0
Woodberry Down CC Relocation	(451)	451	0	0
Shacklewell School	(388)	388	0	0
Berger School Works	(9)	9	0	0
Façade Development & Profession Cost	(94)	94	0	0
Gainsborough Façade Repair	(95)	95	0	0
London Fields Façade	(58)	58	0	0
Princess May Façade	(75)	75	0	0
Contingency Facade Repairs	(930)	930	0	0
Colvestone Façade	(21)	21	0	0
De Beauvoir Façade	(57)	57	0	0
Gayhurst Façade	(132)	132	0	0
Grasmere Façade	(59)	59	0	0
Hoxton Gardens Façade	(147)	147	0	0
Mandeville Façade	(10)	10	0	0
Millfields Façade	(63)	63	0	0
Morningside Façade	(11)	11	0	0
Queensbridge Façade	(80)	80	0	0
Randal Cremer Façade	(97)	97	0	0
Rushmore Façade	(37)	37	0	0
BSF LC Early Failure Contingency	(84)	84	0	0
Haggerston School Lifecycle	(36)	36	0	0
<b>Finance &amp; Corporate Resources</b>				
DDA	(368)	368	0	0
Reactive Maintenance	(72)	72	0	0
Asbestos Surveys	(558)	558	0	0
39-43 Andrews Road Works	(100)	100	0	0
HSC Flooring Replacement Works	(739)	739	0	0
HSC Lighting Upgrade	(202)	202	0	0
Christopher Addison Phase 2	(1,773)	1,773	0	0
Decant to MBH & Moves to CAH	(250)	250	0	0
HLT Maintenance Works	(12)	12	0	0
LandlordWks12-14 Englefield Rd	(369)	369	0	0

## Appendix 1

Wally Foster Centre	(200)	200	0	0
61 Evering Road	(100)	100	0	0
234-238 Mare Street	(15)	15	0	0
Dalston Lane Terrace	(61)	61	0	0
Property Overall	(350)	350	0	0
ICT General	(857)	0	0	857
Record Management Optimisation	(39)	39	0	0
Business Intelligence	(109)	109	0	0
New Payroll & Recruitment System	(112)	112	0	0
Network refresh	(119)	119	0	0
Devices for Hackney Residents	(50)	50	0	0
ICT Health Check	(50)	50	0	0
Financial Management System	(100)	100	0	0
Installation of AMR's	(50)	50	0	0
PV Solar Panel	(40)	40	0	0
INVAC Project	(20)	20	0	0
Tiger Way Development	(1,134)	1,134	0	0
PRU Nile Street	(3,900)	3,900	0	0
Britannia Site	(10,000)	10,000	0	0
<b>Neighbourhood &amp; Housing (Non)</b>				
Library Management System	(8)	8	0	0
Library Capital Works	(150)	150	0	0
Library Self-Issue Machines	(20)	20	0	0
Essential maintenance to Leis Facilities	(275)	275	0	0
Leisure Development in Borough	(100)	100	0	0
Abney Park	(70)	70	0	0
Shoreditch Park	(120)	120	0	0
Springfield Park Restoration	(700)	700	0	0
Hackney Marshes	(26)	26	0	0
Parks Strategy - Infrastructure	(50)	50	0	0
Daubeney Fields Play Area	(100)	100	0	0
West Reservoir Improvements	(70)	70	0	0
SS Road Safety	(472)	472	0	0
LED Lights on Highways	(500)	500	0	0
Develop Borough's Infrastructure	(150)	150	0	0
H/ways Oakwharf (0040-08) S106	(81)	81	0	0
Denne Terrace Retaining Wall	(290)	290	0	0
Central London Grid (Phase 1)	(300)	300	0	0
Cycle Super Highway	(300)	300	0	0
Regents Canal Denne Terr Wall	(31)	31	0	0
Bridge Maintenance Schemes	(100)	100	0	0
Clifton Street	(18)	18	0	0



## Appendix 1

Wenlock Rd/Sturt St/Shepherd	(15)	15	0	0
Highways works Denman House	(26)	26	0	0
Hgway Works Kings Crescent Est	(43)	43	0	0
The Shoreditch Public Realm	(236)	236	0	0
Highway works 258 Kingsland Rd	(24)	24	0	0
Highway Works 2-26 Bentley Rd	(31)	31	0	0
Pembury Circus Improvement Wks	(75)	75	0	0
Highway Works at 37 Cremer St	(55)	55	0	0
Highway Wks at The Stage	(219)	219	0	0
Public Realm at The Stage	(608)	608	0	0
Highway Wks 180-182 Lordship	(7)	7	0	0
Highway Wks Zaim Trading Est	(13)	13	0	0
Highway Wks Land 83UpperClapt	(58)	58	0	0
Highway Wks 97-137 Hackney Rd	(81)	81	0	0
Highway Wks 1-8 & Regen Way	(23)	23	0	0
Highway Wks at Mare St Studios	(215)	215	0	0
Highway Wks Cranwood&NapierHse	(134)	134	0	0
Comm Vehicles Waste Services	(4,200)	4,200	0	0
Local Transport Fund (TFL)	(50)	50	0	0
Corridors (TFL)	(1,168)	1,168	0	0
Hackney Street Markets Strat	(220)	220	0	0
Enforcement Strategy database	(900)	900	0	0
Hackney Central AAP Town Centre	(64)	64	0	0
Planning/Building Control hh	(15)	15	0	0
Ashwin St & St Johns CCTV	(6)	6	0	0
Shoreditch CCTV Cameras	(1,174)	974	200	0
Dalston TC Mngmt Projects S106	(43)	43	0	0
Hackney Central TC Mang.Proj	(3)	3	0	0
Dalston 2011/12 (CE)	(43)	43	0	0
Hackney Wick Regeneration	(177)	177	0	0
Dalston Public Toilets	(75)	75	0	0
80-80a Eastwy(GLA)	(485)	485	0	0
Trowbridge (GLA)	(50)	50	0	0
Ridley Road Improvements	70	(70)	0	0
<b>Housing</b>				
HiPs North West	(1,017)	1,017	0	0
HiPs South West	(1,829)	1,829	0	0
Estate Lighting	25	(25)	0	0
Door Entry System (Replacements)	138	(138)	0	0
Lifts Major Components	(23)	23	0	0
Water Mains/Boosters	(156)	156	0	0
Lift Renewals	(1,102)	1,102	0	0

## Appendix 1

Boiler Hse Major Works	16	(16)	0	0
Fire Risk Works	(4,071)	4,071	0	0
Lateral Mains	90	(90)	0	0
Re-wire	(118)	118	0	0
Green initiatives	(305)	305	0	0
Major Legal Disrepairs	(200)	200	0	0
Recycling Scheme	(165)	165	0	0
B/wide Housing under occupation	441	(441)	0	0
Disabled Facilities Grant	(150)	150	0	0
Landlords grant (LLG)	(41)	41	0	0
Warmth & security grant (WSG)	(50)	50	0	0
Bridge House Phase 2	528	(528)	0	0
ER1 Tower Court	3,103	(3,103)	0	0
Kings Crescent Phase 3+4	61	(61)	0	0
Colville Phase 2	1,023	(1,023)	0	0
Colville Phase 1 (Bridport)	26	(26)	0	0
ER1 Colville phase 3	(8)	8	0	0
St Leonard's Court	243	(243)	0	0
Frampton Park Regeneration	(641)	641	0	0
Nightingale	(25)	25	0	0
Marian Court Phase 3	(43)	43	0	0
Lyttelton House	(250)	250	0	0
Colville Phase 2C	172	(172)	0	0
Gooch House	(16)	16	0	0
Wimbourne Street	(211)	211	0	0
Buckland Street	(66)	66	0	0
Murray Grove	(256)	256	0	0
Downham Road 1	(133)	133	0	0
Downham Road 2	(67)	67	0	0
Balmes Road	(88)	88	0	0
Pedro Street	(8)	8	0	0
Mandeville Street	18	(18)	0	0
Tradescant House	(39)	39	0	0
Lincoln Court	(174)	174	0	0
Rose Lipman Project	(175)	175	0	0
Woolridge Way	(103)	103	0	0
81 Downham Road	(19)	19	0	0
Daubeney Road	(357)	357	0	0
Other Heads	49	(49)	0	0
Phase2 & Other Heads	3,903	(3,903)	0	0
Woodberry Down Phase 2-5	(26)	26	0	0
<b>Total</b>	<b>(42,150)</b>	<b>41,093</b>	<b>200</b>	<b>857</b>



<b>Scrutiny Panel</b> <b>3<sup>rd</sup> February 2020</b> <b>Item 8 – Scrutiny Panel Work Programme 2019/20</b>	Item No  <b>8</b>
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## **OUTLINE**

Attached is the updated work programme for the Panel for the year. Please note that this is a working document.

## **ACTION**

The Panel is asked for any comments, amendments or suggestions for the work programme.

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# Overview & Scrutiny

## Scrutiny Panel Scrutiny Commission

### *Rolling Work Programme June 2019 – April 2020*

All meetings take place at 7.00 pm in Hackney Town Hall unless stated otherwise on the agenda. This rolling work programme report is updated and published on the agenda for each meeting of the Commission.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
<b>Mon 18<sup>th</sup> Jul 2019</b>  Papers deadline: Mon 8 <sup>th</sup> July	Quarterly Finance Update	Finance and Corporate Resources Directorate Group Director Finance and Corporate Resources Ian Williams	Finance update to cover:  1. Update on council budget 2. Update on the Council's preparations for the new budget and revenue streams available to councils.
	Overview and Scrutiny Commission's Work Programme for 2019/20	Chief Executive's Directorate Overview and Scrutiny Team Tracey Anderson	Discussion and review of the Overview and Scrutiny function work programme for 2019/20. Update from each scrutiny commission Chair on their work programme for 2019/20.
	Scrutiny Panel Work Programme 2019/20	Chief Executive's Directorate Overview and Scrutiny Tracey Anderson	Discuss and agree the Scrutiny Panel work Programme for 2019/20

Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Review of the Statutory Guidance for Overview and Scrutiny in Local Government	Chief Executive's Directorate Overview and Scrutiny Team Tracey Anderson	Discussion about the statutory guidance issued to overview and scrutiny in local government by the Ministry of Housing, Communities and Local Government (MHCLG) following the Communities and Local Government Select Committee's inquiry into overview and scrutiny and a commitment by Government in early 2018.
<b>Mon 7 Oct 2019</b>  Papers deadline: Wed 25 <sup>th</sup> Sept	Update on Overview and Scrutiny Communications Support	Chief Executive's Directorate Director Communication, Culture and Engagement Polly Cziok,	Update on the offer from the Division to Scrutiny, including details on the enhancements made in relation the communication support since implementation in municipal year 2018/19.
	Annual report on Complaints and Members Enquires	Chief Executive's Directorate Business Analysis and Complaints Team Bruce Devile	Annual report of the Council's Complaints and Members Enquires for 2017/18.
	Scrutiny Panel Work Programme 2019/20	Chief Executive's Directorate Overview and Scrutiny Tracey Anderson	Review of the Scrutiny Panel work Programme for 2019/20
	Sustainable Procurement Strategy	Finance and Corporate Resources Directorate	Discussion to cover  1. The new sustainable procurement strategy 2. Delivery of the manifesto commitment in relation to the review of contracted services for in sourcing vs out sourcing.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
			<ol style="list-style-type: none"> <li>3. The criteria used to assess if a contract should come back in house or continue as a contracted service.</li> <li>4. The council's approach to enable local businesses (SMEs in Hackney) to access procurement opportunities with the Council.</li> </ol>
<p><b>Mon 3<sup>rd</sup> February 2020</b></p> <p>Papers deadline: Wed 22<sup>nd</sup> Jan</p>	<p>Quarterly Finance Update</p>	<p>Finance and Resources Directorate Ian Williams</p>	<p>Finance Update</p> <ol style="list-style-type: none"> <li>1. Update on local government finance.</li> <li>2. Update about the impact of universal credit</li> </ol>
	<p>Cabinet Question Time Mayor Philip Glanville</p>	<p>Chief Executive's Directorate Mayor's Office Ben Bradley / Tessa Mitchell</p>	<p>CQT session with the Mayor.</p> <ol style="list-style-type: none"> <li>1. Devolution and Policy – Mayor's Ask of New Government to Support Local Government</li> <li>2. Brexit – Council's preparation for exit from the European Union</li> <li>3. Climate change – The council's response to climate change emergency and how it will be monitored</li> <li>4. Organisational Development – Council's work since the harassment and bully claims.</li> </ol>
	<p>Update on Overview and Scrutiny and Communications</p>	<p>Chief Executive's Directorate Director Communication, Culture and Engagement Polly Cziok,</p>	<ol style="list-style-type: none"> <li>1. How scrutiny councillors can use the different communications channels more effectively</li> <li>2. The communication strategy or system in place for non-executive councillors?</li> <li>3. How to make their work accessible to the public through different communication channels</li> <li>4. The barriers and challenges that need to be</li> </ol>

Dates	Proposed Item	Directorate and officer contact	Comment and Action
			overcome to enable scrutiny chairs to communicate more flexibly with the public?
	Single Equalities Scheme	Chief Executive's Directorate Strategy, Policy and Economic Development Head of Policy and Strategic Delivery Sonia Khan	Update on the Council's Single Equalities Scheme
	Scrutiny Panel Work Programme 2019/20	Chief Executive's Directorate Overview and Scrutiny Tracey Anderson	Review of the Scrutiny Panel work Programme for 2019/20
<b>Wed 13 May 2020</b> Papers deadline: Fri 1 May	Quarterly Finance Update	Finance and Corporate Resources Directorate Group Director Finance and Corporate Resources Ian Williams	Finance Update Update on financial implications of new Waste Strategy.
	Chief Executive Question Time	Chief Executive's Directorate Chief Executive Tim Shields	Question time session with the Chief Executive



Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Update on the Advice Services Review	Chief Executive's Directorate Strategy, Policy and Economic Development Head of Policy and Strategic Delivery Sonia Khan	Update following the implementation of the advice services review.
	Scrutiny Panel Work Programme 2019/20	Chief Executive's Directorate Overview and Scrutiny Tracey Anderson	Review of the Scrutiny Panel work Programme for 2019/20
	Poverty Strategy	Chief Executive's Directorate Strategy, Policy and Economic Development Head of Policy and Strategic Delivery Sonia Khan	Update on the poverty strategy.
	Information about how the learning from complaints is cascaded and used by service areas	TBC - All Group Directors	A briefing from each Group Director to explain how they use and cascade the learning from complaints to make improvements to services.

