



# CABINET

Monday, 19th October, 2020  
at 6.00 pm

All Council meetings until further notice will be held remotely. Please see the attached link to view the live stream for this meeting  
<https://youtu.be/Ca1rCQf1TgA>

## MAYOR AND CABINET (The Executive)

### Councillors:

Mayor Philip Glanville (Chair)

Mayor of Hackney

Councillor Anntoinette Bramble (Vice-Chair)

Deputy Mayor of Hackney and Cabinet Member for Education, Young People and Children's Social care  
Cabinet Member for Energy, Waste, Transport and Public Realm

Councillor Jon Burke

Councillor Christopher Kennedy

Cabinet Member for Health, Adult Social Care and Leisure

Councillor Clayeon McKenzie

Cabinet Member for Housing Services

Councillor Guy Nicholson

Cabinet Member for Planning, Business and Investment

Councillor Rebecca Rennison

Deputy Mayor of Hackney and Cabinet Member for Finance, Housing Needs, and Supply

Councillor Caroline Selman

Cabinet Member for Community Safety, Policy and the Voluntary Sector

Councillor Carole Williams

Cabinet Member for Employment, Skills and Human Resources

Councillor Caroline Woodley

Cabinet Member for Families, Early Years and Play

### Mayoral Advisers:

Councillor Sem Moema

Private Renting and Housing Affordability

Councillor Yvonne Maxwell

Older People

### Tim Shields

Chief Executive

Contact: Jessica Feeney, Governance Services Officer

Tel: 020 8356 1266

[Jessica.feeney@hackney.gov.uk](mailto:Jessica.feeney@hackney.gov.uk)

9 October 2020

The press and public are welcome to attend this meeting remotely via the link - All Council meetings until further notice will be held remotely. Please see the attached link to view the live stream for this meeting <https://youtu.be/Ca1rCQf1TgA>

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

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

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

## ADDITIONAL MEETING INFORMATION

### Meeting Dates

30 November 2020  
14 December 2020  
25 January 2021  
22 February 2021  
17 March 2021  
26 April 2021  
24 May 2021

### Public Involvement

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

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

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

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

### Contact for Information

Jessica Feeney  
Tel: 020 8356 1266  
Email: [Jessica.feeney@hackney.gov.uk](mailto:Jessica.feeney@hackney.gov.uk)



# CABINET AGENDA

## Monday, 19th October, 2020

### ORDER OF BUSINESS

**1 Apologies for Absence**

**Item No Urgent Business**

**2** The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 15 below. New items of exempt business will be dealt with at Item 18 below).

**Wards Affected**

**Contact Officers**

Administrator

**Item No Declarations of interest - Members to declare as appropriate**

**3** A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 8.1-15.2 of Section Two of Part 5 of the Constitution and Appendix A of the Members' Code of Conduct.

**Wards Affected**

**Contact Officers**

Administrator

**Item No Notice of intention to conduct business in private, any representations received and the response to any such representations**

<b>4</b>	<p>On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the “Regulations”), members of the public can make representations about why that part of the meeting should be open to the public.</p> <p>This agenda contains exempt items as set out at <b>Item [16] : Exclusion of the Press and Public</b>. No representations with regard to these have been received.</p> <p><u>This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.</u></p>
<b>Wards Affected</b>	
Administrator	
<b>5</b>	<b>Questions/Deputations</b>
<b>Item No</b>	<b>Unrestricted minutes of the previous meeting of Cabinet held on 29 September 2020</b>
<b>6</b>	To agree the minutes of the previous meeting of Cabinet held on 29 September 2020 <span style="float: right;"><b>(Pages 1 - 50)</b></span>
<b>Wards Affected</b>	
Administrator	
<b>Item No</b>	<b>2020/21 Overall financial position, property disposals and acquisitions report which takes account of the estimated financial impact of COVID 19 and the on-going emergency - Key Decision No. FCR R. 4</b>
<b>7</b>	This report will advise Cabinet of the August 2020 OFP latest position on the Council’s budgetary position in 2020/21. <span style="float: right;"><b>(Pages 51 - 80)</b></span>
<b>Wards Affected</b>	
All Wards	
<b>Contact Officers</b>	
Russell Harvey, Senior Financial Control Officer Tel: 020 8356 3611	
<b>Item No</b>	<b>Capital Update Report - Key Decision No. FCR R.5</b>
<b>8</b>	This report on the capital programme for 2020/21 updates members on the capital programme agreed in the 2020/21 budget. <span style="float: right;"><b>(Pages 81 - 88)</b></span>

<b>Wards Affected</b>		<b>Contact Officers</b>	
All Wards		Michael Honeysett, Director of Financial Management Tel: 020 8356 3611	
<b>Item No</b>	<b>Child-Friendly Places Supplementary Planning Document (SPD) - Key Decision No. NH Q55</b>		
<b>9</b>	The Child Friendly SPD will sit alongside and complement policies in the borough wide Local Plan 2033. Once adopted, the SPD will form part of the Council's Statutory Development Plan and will be used to determine planning applications borough wide, as well as a blueprint for other Council service areas and external stakeholders. Approval of this report is sought to consult Hackney's residents, businesses, stakeholders and statutory bodies on the draft Child Friendly SPD.		<b>(Pages 89 - 192)</b>
<b>Wards Affected</b>		<b>Contact Officers</b>	
All Wards		Lizzie Bird, Deputy Manager, Strategic Planning Tel: 020 8356 8007	
<b>Item No</b>	<b>City and Hackney Safeguarding Adults Board Annual Report 2021/20 and Strategy 2020/25 - Non Key Decision</b>		
<b>10</b>	This report outlines the Board's new strategy for 2020/25 and the annual report for 2019/20. It focuses on the new principles underpinning the strategy, its strategic priorities and how these will be delivered for 2020/21, key achievements and data for 2019/20. The report also highlights the actions that the Board has taken in response to the Covid-19 outbreak.		<b>(Pages 193 - 286)</b>
<b>Wards Affected</b>		<b>Contact Officers</b>	
		Raynor Griffiths, City and Hackney Safeguarding Adults Board Manager Tel: 020 8356 1751	
<b>Item No</b>	<b>Cabinet Response to the Skills, Economy and Growth review Scrutiny Commission Investigation, 'Making the Local Economy Work for Hackney' - Non Key Decision</b>		
<b>11</b>	The Cabinet is asked to approve the content of this response to the Skills, Economy and Growth review Scrutiny Commission Investigation, 'Making the Local Economy Work for Hackney'.		<b>(Pages 287 - 302)</b>
<b>Wards Affected</b>		<b>Contact Officers</b>	
		Councillor Guy Nicholson, Cabinet Member for Planning, Culture and Inclusive Economy Tel: 020 8356 3270	
<b>Item No</b>	<b>Section 85 Local Government Act 1972 – Resolution To Extend Six Month Rule And Changes To Cabinet Membership/Portfolios - Non Key Decision</b>		

12

The purpose of this report is to enable the Cabinet to note a dispensation of the 6 month rule for Councillor Rickard, and Councillor Selman on the grounds of their respective maternity leave.

(Pages 303 - 306)

**Wards Affected**

**Contact Officers**

Andrew Spragg  
Governance Team Leader  
Tel: 0208 356 5036

**Item No      Schedule of Local Authority School Governor appointments**

13

To agree the School Governor appointments.

**Wards Affected**

**Contact Officers**

**Item No      Appointments to Outside Bodies**

14

The schedule lists appointments to outside bodies.

**Wards Affected**

**Contact Officers**

**Item No      New items of unrestricted urgent business**

15

To consider any items admitted at Item 2 above.

**Wards Affected**

**Contact Officers**

**Item No      Exclusion of the press and public**

**16** Note from the Governance Services Manager

Item 17 allows for the consideration of exempt information.

Item 18 allows for the consideration of exempt information in relation to item 6 respectively.

**PROPOSED RESOLUTUON :**

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraph, 3 & 5 of Part 1, schedule 12A of the Local Government Act 1972.

Wards Affected	Contact Officers

<b>Item No</b>	<b>2020/21 Overall financial position, property disposals and acquisitions report which takes account of the estimated financial impact of COVID 19 and the on-going emergency - Key Decision No. FCR R. 4</b>
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<b>17</b>	Appendix 2 is exempt from publication under para 3 of Part 1, Schedule 12a of the Local Government Act 1972 (as amended).	<b>(Pages 307 - 308)</b>
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Wards Affected	Contact Officers

<b>Item No</b>	<b>Exempt minutes of the previous meeting of Cabinet held on 29 September 2020</b>
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<b>18</b>	To confirm and sign the exempt minutes of the Cabinet meeting held on 29 September as a correct record	<b>(Pages 309 - 358)</b>
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Wards Affected	Contact Officers
	Administrator

<b>Item No</b>	<b>New items of exempt urgent business</b>
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<b>19</b>	To consider any EXEMPT items admitted at Item 2 above.
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Wards Affected	Contact Officers

## Access and Information

### Copies of the Agenda

The Hackney website contains a full database of meeting agendas, reports and minutes. Log on at: [www.hackney.gov.uk](http://www.hackney.gov.uk)

### Council & Elections Website – [www.hackney.gov.uk](http://www.hackney.gov.uk)

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

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

## DEMOCRATIC PROCESS

### Representation

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

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

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

### Scrutiny Procedures

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

### Executive Meetings and Key Decisions Notice

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

The Executive Meetings and Key Decisions Notice showing Key Decisions to be taken is available on the Council's website. If you would like to receive a paper copy please contact Governance Services (Tel: 020 8356 1266). Or email: [jessica.feeney@hackney.gov.uk](mailto:jessica.feeney@hackney.gov.uk)

### Emergency Procedures

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

### Advice To Members And Officers On Handling Exempt Papers

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

## Rights of Press and Public to Report on Meetings

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

Those wishing to film, photograph or audio record a meeting are asked to notify the Council's Monitoring Officer by noon on the day of the meeting, if possible, or any time prior to the start of the meeting or notify the Chair at the start of the meeting. The Monitoring Officer, or the Chair of the meeting, will advise that this meeting is being held remotely.

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

Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting. If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.



## ADVICE TO MEMBERS ON DECLARING INTERESTS

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

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

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

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

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

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

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

And you are aware that that other person has that interest

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

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

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

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

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

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

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

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## Further Information

Advice can be obtained from Dawn Carter-McDonald, Interim Director of Legal and Governance on 020 8356 6234 or email [dawn.carter-mcdonald@hackney.gov.uk](mailto:dawn.carter-mcdonald@hackney.gov.uk)



**FS 566728**

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## RESTRICTED MINUTES OF A MEETING OF THE CABINET

TUESDAY, 29TH SEPTEMBER, 2020

**Councillors Present:** Mayor Philip Glanville in the Chair

Deputy Mayor Anntoinette Bramble (Vice-Chair),  
Cllr Jon Burke, Cllr Christopher Kennedy,  
Cllr Clayeon McKenzie, Cllr Guy Nicholson,  
Cllr Caroline Selman, Cllr Carole Williams and  
Cllr Caroline Woodley

**Apologies:** Councillor Rebecca Rennison and Councillor Sem Moema

**Also in Attendance:** Mr Watson – Victoria Ward Resident

### **1 Apologies for Absence**

Apologies were received from Cllr Rennison and Cllr Moema.

**NOTED**

### **2 Urgent Business**

There were no items of urgent business.

**NOTED**

### **3 Declarations of interest - Members to declare as appropriate**

There were no new declarations of interest.

**NOTED**

### **4 Notice of intention to conduct business in private, any representations received and the response to any such representations**

There were no representations received.

**NOTED**

### **5 Questions/Deputations/Petitions**

There were no formal deputations, questions or petitions.

The Mayor advised that, at his discretion, he would permit a member of the public to speak during consideration of item 10 – the emergency transport strategy.

**NOTED.**

**6 Unrestricted minutes of Cabinet Procurement Committee - 6 July 2020**

**RESOLVED**

That the unrestricted minutes of the meeting of the Cabinet Procurement Committee held on 6 July 2020 were received and noted.

**7 Unrestricted minutes of the previous meeting of Cabinet held on 20 July 2020**

**RESOLVED**

That the unrestricted minutes of the meeting of the Cabinet held on 20 July 2020 were confirmed as an accurate record of the meeting.

**8 2020/21 Overall financial position, property disposals and acquisitions report which takes account of the estimated financial impact of COVID 19 and the on-going emergency. - Key Decision No.FCR Q 97**

The Mayor introduced the report on behalf of Councillor Rennison. It highlighted that the Council was due to submit the income related shortfall of 9.4 Million at the end of this month. The Mayor stated that the Council had faced a decade of austerity and how budget making for next year would be crucial.

**RESOLVED**

To update the overall financial position for July, covering the General Fund, HRA and Capital.

**REASONS FOR DECISION**

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

**CHILDREN, ADULT SOCIAL CARE AND COMMUNITY HEALTH (CACH)**

**Summary**

The CACH directorate is forecasting an overspend of £13.9m after the application of reserves and drawdown of grant with COVID-19 related expenditure accounting for £11.3m of the reported overspend.

## Children & Families Service

Children and Families Service (CFS) is forecasting a £3.080m overspend as at the end of July against budget after the application of reserves including a £1.735m forecast drawdown in respect of COVID-19 related spend. The draw down from reserves includes:

- £3.869m from the Commissioning Reserve, set up to meet the cost of placements where these exceed the current budget.
- £1.6m for additional staffing required to address a combination of increased demand across the service and management response to the Ofsted inspection.

The forecast also incorporates £4.650m of Social Care Grant funding (that is an additional £3.450m in 2020/21 when compared to last year). Set against this, there is a significant increase in spend driven by looked-after children (LAC) and leaving care (LC) placements costs within Corporate Parenting where the overall spend is forecast to increase by £4.9m (£0.9m has been identified as relating to COVID-19) compared to last year. There is also an increase in forecast spend on staffing across CFS of £2.87m when compared to last year (£0.6m has been identified as relating to COVID-19 and £0.67m relates to an increase in the employer pension contribution from 15.6% to 18.5%). £1.6m is linked to increased staffing levels agreed in response to increased demand and additional posts agreed to assist in responding to the Ofsted recommendations arising from the inspection in November 2019 in which the Council received a 'requires improvement' judgement.

Corporate Parenting is forecast to overspend by £2.72m after the use of £3.9m of commissioning reserves (includes £0.943m of COVID-19 expenditure). This position also includes the use of £2.9m of Social Care funding that was announced in the October 2019 Budget. The overall position for Corporate Parenting has increased by £1.06m since May 2020 and this is due to a significant increase in high cost LAC placements such as Residential Care (£801k) and Independent Fostering Agency (£217k). Gross expenditure on LAC and LC placements (as illustrated in the table below) is forecasted at £27.5m compared to last year's outturn of £22.7m – an increase of £4.8m (this includes £0.943m of COVID-19 expenditure).

**Table 3: Placements Summary for LAC and Leaving Care - gross costs**

Service Type	Budget £000	Forecast £000	Forecast Variance £000	Funded Placements*	Current Placements

Residential	3,131	7,531	4,400	16	40
Secure Accommodation (Welfare)	-	121	121	-	-
Semi-Independent (Under 18)	1,570	3,098	1,528	25	50
Other Local Authorities	-	84	84	-	2
In-House Fostering	2,400	2,254	(146)	98	92
Independent Foster Agency Carers	6,488	7,726	1,238	131	152
Residential Family Centre (P&Child)	-	212	212	-	1
Family & Friends	569	1,017	448	25	44
Extended Fostering	-	56	56	-	2
Staying Put	200	704	504	8	33
Overstayers	290	748	458	13	32
UASC	700	1,065	365	17	27
Semi-independent (18+)	1,370	2,860	1,490	78	120
<b>Total</b>	<b>16,718</b>	<b>27,476</b>	<b>10,758</b>	<b>411</b>	<b>595</b>

\*based on the average cost of placements.

This is the gross position of an adverse variance of £10.7m for placements excluding any income. This is mitigated by reserves of £3.9m, £2.2m Social Care Grant; UASC Income of £1.7m; and other income of £0.3m to get to a net reported position of £2.7m.

**Table 4: LAC/ Leaving Care Placement Analysis**

Placement Type	Annual Forecast £ 000	Weekly Cost £ 000	Weekly Unit Cost (Avg)	Current YP No	Last month YP No
Residential Care (inc. HLT element)	8,167	167	4,165	40	35
Secure Accommodation (Welfare)	121	-	7,385	0	1
In-House Fostering	2,254	43	469	92	92
Independent Foster Agency	7,726	145	951	152	149
Semi-Independent (Under 18)	3,098	59	1,186	50	47
Semi-independent (18+)	2,860	40	337	120	112
Family & Friends	1,017	19	431	44	49
Residential Family Centre (Parent & Child)	212	3	3,487	1	2
Other Local Authorities	84	2	810	2	2
<b>Total</b>	<b>25,539</b>	<b>478</b>	<b>19,221</b>	<b>501</b>	<b>489</b>



One of the main drivers for the cost pressure in Corporate Parenting continues to be the rise in the number of children in costly residential placements which has continued to grow year-on-year and the number of under 18s in high-cost semi-independent placements. Where children in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. We are also seeing an increase in the number of Independent Fostering Agency (IFA) placements and a stagnation in the number of in-house fostering placements. IFA placements (£50k) are double the cost of in-house fostering placements (£25k).

The forecast for LAC and Leaving Care Placements is an increase of £4.9m compared to last year, and this is largely attributed to increases in Semi-independent placements (both under and over 18s) of £2.1m; Residential care £2.4m; and IFAs £0.6m, this includes approximately £0.9m in relation to COVID-19 additional expenditure. If we exclude the COVID-19 expenditure, the increase compared to the 2019/20 outturn is £3.9m. Management actions are being developed by the service to reduce the number and unit cost of residential placements. Given that the average annual cost of a residential placement is approximately £200k, a net reduction in placements would have a significant impact on the forecast.

This year we continue to see significant pressures on staffing, however this has been partly offset by the social care grant funding which has been allocated to the service. This is mainly due to over-established posts recruited to meet an increase in demand (rise in caseloads), additional capacity to support the response to the Ofsted focused visit at the end of last year and cover for maternity/paternity/sick leave and agency premiums. Given the outcome of the recent inspection referred to above, alongside further increased demand in the system, as well as the ongoing impact of COVID-19, it is likely that staffing costs will continue to be above establishment and this is being built into future financial plans.

Disabled Children's Service is forecast to break-even after the use of £447k of reserves. Staffing is projecting an overspend of £169k due to additional staff brought in to address increased demand in the service. This is offset by £215k of additional social care grant. Commissioning is projecting a £564k overspend primarily attributed to care packages (£391k Home Care, £255k Direct Payments) and £30k on other expenditure partially offset by a £82k underspend on Short breaks. This position is also offset by £100k of internal procurement income.

Directorate Management Team is forecast to overspend by £386k after a drawdown of £635k reserves for Post Ofsted staffing pressure and £166k Social Care Grant on creation of 2 Service Manager posts. £397k of staffing

pressure in relation to COVID-19 is forecast in this area, this includes an estimate of additional staffing relating to delays in closing cases.

Children in Need is forecasted to underspend by £23k after the use of reserves. There are significant levels of non-recurrent funding in the service including £625k of Social Care Grant funding in recognition of staffing pressure at the start of the financial year. Recruitment to permanent Social Worker posts are in progress which should address the high numbers of agency staff currently in this service.

Access and Assessment is forecasted to underspend by £98k after the use of reserves. There are significant levels of non-recurrent funding in the service including approximately £600k of reserve funding to provide additional capacity following the Ofsted inspection last year. This month, staffing is underspending by £51k due to delayed recruitment to vacant posts and £47k relates to underspend in Section 17 and other non-staffing expenditure.

Overspends across the service are partly offset by small underspends in Children in Need, Access and Assessment, No Recourse to Public Funds and Youth Justice. Youth Justice is forecasted to underspend by £64k primarily due to late recruitment to vacant posts.

Management action which is being taken to mitigate the overspend is shown below

### Management actions to contain CFS overspend

Service unit	Description	Commentary on action
Corporate Parenting	Joint funding on health and children's social care packages	The Transition Steering Group has agreed a process and individual placements are in the process of being reviewed. Placement contributions from the CCG towards eligible healthcare needs will be backdated to 1 April 2020.

Corporate Parenting	Review and reduction in high cost placements as part of budget review meetings.	Reviewing high cost residential, semi-independent and IFA placements on a rolling monthly basis to see if any packages can be stepped down. Residential and semi-independent placements are expensive so a reduction in placements can have a significant impact on the forecast.
Corporate Parenting	Mockingbird Project and Supported Lodgings	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.
Corporate Parenting	FLIP & Edge of Care	Work undertaken by FLIP and Edge of Care workers aimed at preventing children and young people coming into care and supporting young people back to their families.
Service wide	Improved flexible use of staffing and recruitment controls	The Director of Children and Families is developing an improved system for monitoring staffing levels, enhancing flexible use of staff across the service, and increasing controls over recruitment.

### Hackney Learning Trust

HLT has a budget of £25.7m net of budgeted income of circa £240m. This income is primarily Dedicated Schools Grant of which the majority is passported to schools and early years settings or spent on high needs placements. As at the end of July 2020, HLT is forecasting to overspend by around £9.3m. Approximately £3m of this is the forecast financial impact of the COVID-19 outbreak. The balance of the overspend (£6.3m) is mainly because of a £8.6m forecast over-spend in SEND, offset by forecast £2.3m of savings in other areas of HLT. The £8.6m over-spend in SEND is a result of previously reported factors, mainly a significant increase in recent years of children and young people with Education Health and Care Plans (EHCP's).

The Government has formally confirmed its intention to ensure that local authorities are not left with the burden of SEND cost pressures and have issued new funding regulations which state that deficits arising from DSG shortfalls will not be met from local authorities' general funds unless Secretary of State approval is gained. The finance teams are working on what exactly this will mean for the Council's finances and are also consulting with the auditors and other Councils. At this time, it is thought that it is unlikely these changes to funding regulations will have a material impact on the forecast. The Government expectation is that the DSG overspend will remain in the Council's accounts as a deficit balance which will then reduce in future years as additional funding is received. However, Government's commitment to this

additional funding and the level this will be at is not clear. There is therefore a financial risk to the Council of carrying this deficit forward and we will need to consider options for mitigating this risk which might include setting aside a reserve equivalent to the deficit at year end.

The tables below provide a breakdown of the forecast against service areas in the HLT and an explanation for significant variances.

**Variances**

	Variance £'000	Variance due to COVID £'000	What the variance might have been excluding C19 £'000
SEND Forecast (excluding transport)	8,055	388	7,667
SEND Transport	1,034	80	954
HLT forecast other	236	2,527	-2,290
<b>Net variance</b>	<b>9,326</b>	<b>2,995</b>	<b>6,331</b>

<b>HLT Budget Commentary Excluding the C19 Impact</b>				
Service area	2020/21 budget £k	Forecast Year-end Exp Excl C19 £k	Variance Excluding C19 £k	Budget commentary
High Needs and School Places	47,578	56,199	8,621	The forecast assumes an increase in spend by around £3.8m from what was incurred in 2019/20. A group of key Council officers will meet to develop/refine the forecast. Furthermore, officers are undertaking a fresh review of options for reducing spend and therefore the recurrent deficit.

Education Operations	3,684	3,661	-23	Immaterial variance
Early Years, Early Help and Wellbeing	41,318	41,919	600	This reflects forecast spending in children's centres and residual costs associated with an in-year closure of a school-based children's centre where the full-year budget was vired as savings so is partly offset under contingencies and recharges. A full financial review of the children's centres is currently underway.
School Standards and Performance	1,843	1,859	16	Immaterial variance
Contingencies and recharges	11,055	9,514	-1,541	Forecast under-spends in contingency and savings delivered in previous years.
Delegated school funding to maintained mainstream schools	133,844	132,900	-944	Forecast variance reflects Schools Forum agreement to vire from Schools Block of the DSG to the High Needs block to contribute to the SEND pressure.
DSG income	-213,611	-214,012	-400	Estimated additional Early Years DSG
<b>TOTAL</b>	<b>25,711</b>	<b>32,040</b>	<b>6,329</b>	

### Adult Social Care & Community Health

The forecast for Adult Social Care is a £6.6m overspend. Covid-19 related expenditure accounts for £4.9m of the reported budget overspend. To note, this overspend does not include Covid-19 NHS discharge related spend of £1.3m where there is an agreement to fully recharge the cost to CH-CCG or provider support from the Infection Control Fund (£0.5m).

The overall position for Adult Social Care last year was an overspend of £4.027m. The revenue forecast includes significant levels of non-recurrent funding including iBCF (£1.989m), Social Care Support Grant (£4.644m), and Winter Pressures Grant (£1.405m).

Announcements on social care funding as part of the Spending Round 2019 provided further clarity on funding levels for 2020/21, however, it is still unclear what recurrent funding will be available for Adult Social Care in the longer term. The on-going 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 continued 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 Covid 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 £5.10m pressure against the £39.69m budget. Covid-19 related expenditure accounts for £4.1m of the total budget pressure. The forecast also includes £1.4m of the Winter Pressures grant to fund the ongoing additional care package cost because of hospital discharges. The full £1.4m had already been committed at the beginning of the financial year.

**Care Support Commissioning (£k)**

Service type	2020/21 Budget	Jul 2020 Forecast	Full Year Variance to budget	Variance from May 2020	Management Actions
Learning Disabilities	16,735	17,587	851	46	<ul style="list-style-type: none"> <li>- ILDS transitions/demand management and move on strategy</li> <li>- Three conversations</li> <li>- Review of homecare processes</li> <li>- Review of Section 117 arrangements</li> <li>- Personalisation and direct payments</li> <li>- increasing uptake</li> </ul>
Physical and Sensory	13,748	16,825	3,078	(528)	
Memory, Cognition and Mental Health ASC (OP)	8,297	9,334	1,037	587	
Occupational Therapy Equipment	740	652	(88)	(66)	
Asylum Seekers Support	170	393	223	68	
<b>Total</b>	<b>39,689</b>	<b>44,790</b>	<b>5,101</b>	<b>106</b>	

Physical & Sensory Support is forecasting an overspend of £3.1m. This includes a forecast of £2.4m of additional funding support for care providers in response to the COVID-19 pandemic. The remaining pressure of £700k relates directly to the number and complexity of care support packages in Physical and Sensory Support. The overall position has improved by £528k on the previously reported May position. The gross forecast spend on care packages in Physical Support is £18.5m (£17.3m in 19/20) and in Sensory Support is £1.09m (£1.04m in 19/20). The forecast also includes £350k of iBCF and £755k of Winter Pressure funding towards care packages in 20/21.

Memory, Cognition and Mental Health ASC (OP) is forecasting an overspend of £1,037k. The overall position has moved adversely by £587k on the last reported May position, primarily driven by significant growth in client activity within long term care services. The gross forecast spend on care packages for

20/21 is £12.2m (£12.2m in 19/20). Previous reductions in forecast overspend relating to reduced service user numbers due to mortality driven by the Covid-19 pandemic have now been offset by new service users primarily in nursing care settings. £500k of Winter Pressure funding and £350k of iBCF have been applied to these care packages in 20/21.

The Learning Disabilities service is forecasting an overspend of £0.9m. There continues to be increased pressures related to new clients and the cost of increasing complexity of care needs for Learning Disability clients. The gross forecast spend on care packages in Learning Disabilities is £32.3m (£30.9m in 19/20). The forecast also includes significant non-recurrent funding from the iBCF (£1m) and social care (£4.6m) grants. In addition, a contribution from the NHS of £2.7m (£2.1m in 2019/20) for jointly funded care packages for service users has been factored into the forecast. This is building on the work completed in 2019/20 to agree the share of funding for complex care packages.

The Mental Health service is provided in partnership with the East London Foundation Trust (ELFT) and is forecast to overspend by £1.105m. The overall position is made up of two main elements - a £1.35m overspend on externally commissioned care services and £243k underspend across staffing-related expenditure. The gross spend on care packages in Mental Health (ELFT) is £4.97m (£4.9m in 19/20).

Provided Services is forecasting a £252k overspend against a budget of £9.87m. This is largely attributed to:

- Housing with Care overspend of £597k, of which £595k is in relation to the significant cost of additional agency staff cover employed for staff absences due to shielding or self-isolating at present due to Covid-19.
- Day Care Services are projected to underspend by £345k, primarily due to the current staff vacancies across the service and that the Oswald Street day centre is currently closed.

Preventative Services is forecasting an overspend of just £35k against a budget of £19.57m. Forecast underspends on Concessionary Fares (£57k) and the Interim Bed facility at Leander Court (£171k) are offset by pressures of staff costs within the Hospital Social Work team and the Information and Assessment team.

ASC Commissioning is forecasting a £209k underspend, which masks significant one-off reserve funding of £1.795m in 20/21 supporting activity within commissioning - across teams and projects including the project management office, the commissioning team, the direct payments team and supporting the Lime Tree and St Peters' care scheme prior to recommissioning. Disabled Facilities Grant funding has been applied in 20/21 to the Telecare contract. Additional grant funding has been received for domestic violence services resulting in a favourable £70k variance to budget.

Care Management and Adult Divisional Support is forecasting a £300k overspend which is driven primarily by staffing costs within the Integrated Learning Disabilities team (£268k). The team has a relatively high number of agency staff which management is actively addressing with planned recruitment campaigns.

Management action which is being taken to mitigate the overspend is shown below

**Management actions to contain ASC overspend**

Service unit	Description	Commentary on action
Implementing the three conversations practice model	Implementing a transformative frontline practice culture change that emphasises personalisation, a strengths-based approach and 'quality conversations' with individuals in order to connect them with the appropriate support at the right time.	<ul style="list-style-type: none"> <li>Based on evidence from other authorities that have implemented this approach, the conversion rate of those contacting us for the first time and ending up with a care package will reduce from between 5% - 10%</li> <li>These figures are still very indicative and may vary once the programme begins to be implemented and we have emerging evidence coming out of the innovation sites.</li> </ul>
Homecare processes	Improving the efficiency of home care processes in Adult Services so that more assurance can be provided on the controls in place to manage this significant area of spend.	<ul style="list-style-type: none"> <li>We plan to reduce our current levels of spot purchasing of homecare</li> <li>We will reduce any overpayments to providers by tighter management of homecare payments processes</li> </ul>
Personalisation and DPs	Increasing uptake of direct payments by improving process efficiency, developing the market for personal assistants, and promoting personalisation with staff.	<ul style="list-style-type: none"> <li>Increase the number of people receiving their care through a Direct Payment by an additional 25 - 50 people.</li> </ul>
ILDS Move on Strategy and transitions demand	Working with our service users with learning disabilities supporting them to live in a safe way in the most independent setting for them. This will include growing our shared lives provision in the long-term. Working with young people with learning disabilities from an earlier age to manage their transition to adult services and developing the right market provision for this cohort that promotes independence.	<ul style="list-style-type: none"> <li>Low end: Step down 5 users from supported living to shared lives. Based on average package cost. High end: Step down 5 users from residential care to shared lives. Based on average package cost.</li> <li>Between 5 - 15 % reduction against the package cost once someone has moved from Children's/Education to Adults, assuming we can put in place a less costly package because we have developed a stronger day opportunity offer.</li> </ul>
Joint Funding (LD and Operational Services)	Working in collaboration with the CCG to develop processes for the funding and review of health and social care packages.	<ul style="list-style-type: none"> <li>Effective processes developed in 2019/20 for Learning Disabilities and the review of packages should be completed by the end of October 2020. This will help to establish a baseline for future years.</li> </ul>
Housing Related Support Phase 2	The proposal for HRS Phase 2 is to ensure good contract management and review the evidence base from the new HRS contracts (phase 1) to look at working closely with providers to identify which services are delivering the best outcomes and value, and varying investment and contracts accordingly.	<ul style="list-style-type: none"> <li>Next step is for this proposal to be discussed / approved by Members with agreed timeframes.</li> </ul>



<p>Review of Housing Care</p>	<p>Working with the service to review and remodel the Housing with Care service to develop extra care and supported living provision. Objectives include admissions avoidance, supporting DToC and effective management of voids in the scheme.</p>	<ul style="list-style-type: none"> <li>● Project paused due to CQC inspections, and subsequent focus on delivering associated action plans.</li> <li>● Planning work commenced in early 2020 then paused due to Covid</li> <li>● Timescales currently being re-scoped with a view to starting this project.</li> </ul>
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## Public Health

Public Health is forecasting a breakeven position, and this includes £55k for the Covid 19 triage service and delays in the delivery of planned savings (£375k).

The Public Health grant increased in 2020/21 by £1.569m. This increase included £955k for the Agenda for Change costs, for costs of eligible staff working in organisations such as the NHS that have been commissioned by the local authority. The remaining grant increase has been distributed to Local Authorities on a flat basis, with each given the same percentage growth in allocations from 2019/20. There is a separate grant allocation for PrEP related activity that was recently announced, and the local authority will receive £344k to fund the costs incurred this year.

The service has pressures in demand led services including sexual health and is working closely with commissioners to ensure provision remains within the allocated sexual health budget in future financial years. In this year this is being offset by underspends in other areas of the service and from the increased grant allocation.

Hackney has been allocated £3.1m of the total £300m announced by Government to support Local Authorities to develop and action their plans to reduce the spread of the virus in their local area as part of the launch of the wider NHS Test and Trace Service. This funding will enable the local authority to develop and implement tailored local Covid 19 outbreak plans. A working group has been established and plans are being developed to allocate these funds accordingly.

Mortuary costs have substantially increased during Covid 19, and the response to the pandemic plan required the Mortality Management Group to activate the Dedicated Disaster Mortuary (DDM) plans for London. Additional capacity was required rapidly to ensure that there was enough capacity to meet predictions in the initial wave. This has come at an increased cost of approximately £23m to date across London, and based on ONS figures, Hackney's estimated additional cost is likely to be £740k. In anticipation of a potential second spike, a further £16m fund will be created as a provision across London, and Hackney's share of this will be a further £510k. This has been factored into the reporting position this month.

## Detailed impact of COVID-19 on CACH

This is set out below

Impact of COVID-19 on CACH Costs and Income

Additional Spend £000	Reduced Income £000	Net Effect £000	Sub-Service	Variance Narrative
640	-	640	FLIP  Young Hackney and DAIS  CIN, A&A and DCS  DMT	<b>Workforce Pressure</b> Termination dates for some Family Learning Intervention Project ( FLIP) staff have been extended and support is being provided to other service areas via Rapid Support.  This is for an additional YH business support officer and DAIS intervention officer due to a peak in workload created by COVID-19  Delays in CIN agency staff leaving due to COVID-19 lockdown; A&A staff unable to obtain work permit due to COVID-19; additional DCS staff due to increase in workload.  Increase staffing pressure due to workload cases that are not closed because of COVID-19.
690	-	690	Corporate Parenting (LAC)	<b>LAC placement costs</b> This relates to CP placements costs, and is due to delays in step-downs, placements being extended (i.e. beyond their 21st birthday) as well as additional support hours. Also increased residential placements due to unavailability of foster carers during this period.
315	-	315	Corporate Parenting (LC)  NRPF	<b>Care Leavers</b> April/May actual = £18k plus June £18k plus July £27k, then £27k a month for 8 months =£279k.  This also includes increasing the subsistence payment by 25%, £25 internet allowance for each family and Free School Meal allowance for children who were not receiving a school meal allowance from their school during COVID-19 lockdown
90	-	90	DCS / Short Breaks	<b>Other</b> This assumes pressure to apply a 10% increase to DCS home care packages in line with home care for adult providers.
2,400		2,400	ASC - Care Support Commissioning	<b>ASC - Supporting the Market</b> Additional funds provided to care providers - estimated across 12 months
648		648	ASC - Provided Services & ASC Commissioning	<b>ASC - Workforce Pressures</b> Cost of engaging additional care staff to cover permanent officers shielding or self-isolating. Estimated cost of support workers for COVID-19 Urgent Housing Pathway (£54k)
1,413		1,413	ASC - Care Support Commissioning	<b>ASC - Additional Demand</b> Several care packages across ASC are now being funded by NHS discharge

				funds. This is the full year estimate of the additional demand cost of care packages not being supported by NHS discharge funding.
	300	300	ASC - Care Support Commissioning	ASC - Loss of care charges income
150			ASC Commissioning	Delay in delivery of Housing Related Support savings
55		55	PH	<b>PH - COVID 19 Triage Service</b> Contracted cost for the year
1,250		1,250	PH	<b>PH - Additional Mortuary costs</b>
375			PH	Delay in delivery of PH savings in Substance Misuse and the Healthier City and Hackney Fund
30	438	468	HLT	<b>High Needs and School Places</b> Kench Hill Charity grant and loss of SEND traded income.
	141	141	HLT	<b>Education operations</b> Loss of traded income and additional ICT costs
	1,018	1,018	HLT	<b>Early Years, Early Help and Wellbeing</b> Loss of child care income in children's centres.
	462	462	HLT	<b>Schools Standards and Performance</b> Loss of traded income.
906	-	906	HLT	<b>Contingencies and Recharges</b> Mainly potential payments to schools to compensate for loss of children centre income and potentially supporting schools with additional costs through COVID-19 in areas not covered by Government schemes.
<b>9,662</b>	<b>2,359</b>	<b>11,321</b>	<b>Total</b>	

## NEIGHBOURHOODS AND HOUSING

The forecast position for Neighbourhoods and Housing Directorate is a £13.7m overspend, primarily as a direct result of COVID19. The forecast includes the use of £1.2m of reserves, the majority of which are for one off expenditure/projects.

The estimated total COVID19 impact in Neighbourhoods and Housing as of July 2020 is £13.2m of which £11.0m is an income shortfall and £2.2m is additional expenditure.

Environmental Operations is showing an overspend of £3.618m, which is an adverse movement of £214k from May position. The movement relates to an increase in agency forecast for COVID cover until the end of Sep 2020 and

additional purchase of PPE. The overall overspend is made up of £2.549m relating to a shortfall in income mainly from commercial waste and hygiene services due to the lockdown as businesses have closed and all services which require going to residents' homes have been ceased in line with Government guidelines. A further £783k expenditure relates to additional supplies and services such as PPE, and hand sanitisers for all staff. £286k is the net non-COVID-19 overspend in the service which relates to various operational running costs within the service.

The Parking service is showing a net overspend of £6.1m accounted for by a £6.5m income shortfall. There has been a positive movement of (£164k) from May 2020 position due to staffing under spends. The lockdown has meant a reduced amount of income in all income streams within Parking. In the first two months of the lockdown parking income dropped by 44% from last year. If this pattern is maintained for the full year then income forecast is likely to be in the region of £14.6m against a budget of £25.8m, which would be a shortfall in income of £11.2m in the parking account. The current forecast in parking income is £19.2m, which is still a shortfall in income of £6.5m (25%) from budget. This forecast assumes people's behaviour going back to some sort of normality in the coming months.

The Parking income model is being updated on a weekly basis considering actuals being received and activity volumes which will inform the forecast accordingly in the coming months.

Market and Shop Front Trading is overspent by £849k of which £796k is an income shortfall and £75k is additional expenditure both of which are a direct result of the lockdown. There is an adverse movement of £43k from May 2020 position as additional safety and security measures are put in place for the markets to open. The combined Markets and Shop Trading income budget is £1,600k and it is expected that half of that is likely to be achieved now the lockdown is being lifted. Even though the lockdown is beginning to be lifted on markets' activities it is difficult to make the markets safe for social distancing and therefore take-up of market stalls is limited because the footfall into markets is limited due to the need to maintain social distancing. This will continue to be the case for the foreseeable future and will be reflected in the reduced income forecast in the market's budget over the coming months.

Streetscene is showing a net overspend of £417k which is a positive movement of (£59k) from the May 20 position due to staffing. The current forecast is showing a shortfall in income of £479k. The service is expecting things to improve in the coming months as the lockdown eases in the construction industry.

Other than the impact of COVID-19, Libraries & Heritage and Leisure and Green Spaces are forecasting a break-even position and the COVID detail is listed in the table below.

Planning is forecasting an overspend of £1.5m which is due to a shortfall in planning applications fee income, PPA (Planning Performance Agreement & CIL income. The shortfall in planning application fee income is linked to a decline in the number of very large major applications being received rather than a significant fall in overall planning application numbers for the past 2

years. This has further resulted in a reduction in the CIL and s106 income for the 1st quarter, further increasing the overspend this month by £692k.

There are several large schemes at the pre-application stage which are due to be submitted in early 2020/21. The development industry is also putting on hold the submission of major planning applications until there is more clarity on the impact of Covid-19, Brexit and the Hackitt review on build cost and sales value as this impacts the viability and deliverability of their schemes.

Despite a 20% uplift in planning fees 2 years ago, the income has consistently fluctuated between £1,500k to £1,700k over the past 3 years. With a budget of £2,200k and a plateau in the housing market, this level of income is unachievable. The income target for minor applications of £1,200k is forecast to be achieved, however the cost of determination of minor applications is more than the fee received as Local Authorities have not yet been afforded the option by the Government of setting their own fees. In practice, major applications help subsidise minor applications therefore the shortfall in new major applications will also detrimentally affect this cross subsidy. This is a national issue which the LGA is highlighting to government, stating

"Council planning departments work hard to approve nine in 10 planning applications as quickly as possible with the number of permissions granted for new homes doubling since 2012. However, taxpayers are still having to subsidise a £180 million annual bill to cover the cost of processing applications, which is why councils need to be able to set their own planning fees."

The Head of Planning is taking the following actions to address this budget pressure for 2020/21:

- The implementation of a new planning back office system will deliver process and cost efficiencies especially within the planning application registration and validation process, these efficiencies will help offset any underachievement of income.
- Review of the Planning Service cost base including non-staff costs.
- Benchmarking with other planning authorities with a focus on sustainable caseloads.
- Review of the Growth Team activity and Planning Performance Agreements

Within the Housing General Fund, there are some small underspends within Staffing which are offset partly by increased staffing expenditure within Regeneration.

### Impact of COVID-19 on N&H

Additional Spend, £000	Reduced Income £000	Net Effect £000	Sub-Service	Variance Narrative
113	101	214	Libraries & Heritage	The service is not expecting any income during 20/21 for library fines, room bookings, sales etc due to the

				initial closure and future uncertainty of how the long-term service will operate. The additional expenditure was based on a prudent approach to security where the contract had not changed despite the closures. Additional deep cleaning was required before the service could reopen in its reduced form and some allowance had been made for this. The change in forecast to May is due to the measures required to safely reopen a restricted service in terms of additional daily cleaning and security staff on site during the library opening hours.
715		715	Leisure Services	This is the estimate of additional costs required to support GLL who manage the Leisure centres within Hackney. The total amount is being taken from the contract surplus share which GLL are holding on Hackney's behalf.
145	379	524	Events & Green Spaces	Parks & Green Spaces have two main areas of expenditure relating to COVID-19, which are additional emptying and cleaning of the bins (£74k) across parks and green spaces and cleaning of the toilets (£71k) (which had to be re-opened due to increased usage of the parks since lockdown). The loss of income is primarily down to the Events Team - as no bookings are expected this year and Parks in general where all income including from internal sources is on a much reduced expectancy or none at all (corporate volunteering and General parks Events).
783	2,549	3,332	Environment Ops	Environment Ops has three main areas of expenditure that have been impacted heavily by Covid-19. The use of agency staff to cover both sickness and staff absences, use of agency staff to cover food deliveries for the council, internal vehicle cleaning every day and where required to help the service or Council (£441k). This forecast is up to the end of Sept 20, the figures will be reviewed after this to update the forecast. The ongoing

				<p>purchase of PPE and other equipment to aid daily operational works, such as masks, gloves, and sanitizers (£302k). The virus has also had a large impact on income especially Comm Waste due to so many businesses closing during the ongoing lockdown (£2,361k), also an increase in the bad debt provision of (40K) to account for more defaulters due to either struggling to reopen or struggling to continue as going concerns.</p> <p>Hygiene Services - the inability to go into people's homes and buildings (£137k) and (£50k) on Bulky waste collections which had a significant drop off in requests in Apr and May 20. Whilst the lockdown has started to ease, and businesses slowly start to reopen there is still much uncertainty surrounding how many clients will reopen or struggle to continue in business or pay existing charges.</p>
0	6,568	6,568	Parking	<p>There has been a significant impact on Parking services due to COVID19 in all income areas from PCNs, Pay and Display, Suspension and Permits. Current full year income forecast is £19.3m against a budget of £25.8m <b>which is a shortfall in income of £6.5m.</b> There are various minor underspend variances in other areas of the service of (£397k) giving a net overspend position of £6.1m.</p>
74	796	870	Markets and Shop Front Trading	<p>Market stalls and Shop Front Trading have been heavily impacted by COVID19 as shops and markets have been closed since the lockdown. There has been no income in quarter one. As the lockdown continues with the Government advice on markets being able to open, the take up has been very little and it is difficult to make the areas safe for social distancing.</p>
	479	479	Streetscene	<p>All the variance relates to income shortfall. Whilst the current circumstances have decimated some areas, in particular around NRSWA (s74), there are some signs of</p>

				recovery. The service anticipates that utilities and developers will start to use their services as lockdown eases and "normal" circumstances resume. The forecast figures are a current cautious projection for this year.
420	94	514	Community Safety, Enforcement & Business Regulation	Civil Protection - £256k overspend consists of expenditure for: 1) PPE sourced for procurement. 2) Overtime, extra staff costs and other expenses for staff recruited for COVID-19, after authorisation by Gold. 3) Training provided to other teams such as Gold Loggists. 4) Extra infrastructure and equipment costs for needs such as temporary mortuaries, the Mobile Testing Unit site, the PPE Sub regional Hub, Food Hub etc. Enforcement - reduced income £24k due to less Fixed Penalty Notices. Enforcement officers' overtime £69K. CS Enforcement BR Management £28K, High court fees for Hackney Marshes & London Fields, £60K Security patrols in Parks. Licensing & Technical Support - Reduced income £70K TENS. Business Regulation EH & TS - Specialist Noise Advice and Control Officer overtime £7K
2,250	10,966	13,216		

## FINANCE & CORPORATE RESOURCES

Finance and Resources is forecasting an overspend of £14.805m (before the inclusion of reduced council tax and business rates income of £20.500m (primarily reflecting lower forecast collection rates). Of this £14.313m is owed to COVID-19, which leaves a non-COVID overspend of £492k which is spread across various services.

The impact of COVID-19 on the directorate is as follows: -

Commercial Property is forecasting a £2.8m rental loss relating to COVID-19 and £165k additional security costs. £1.8m is expected to be written off and currently we have a 'deferred' amount of £0.78m. Of this 50% is assumed to be paid by year end. There is also increased expenditure on security and patrols of retail properties during lockdown.

Additional cost pressures in Revenues and Benefits sum to £3m. The collection of benefits overpayments has reduced by £1.6m because of COVID-19. The



**Tuesday, 29th September, 2020**

remaining £1.4m is primarily owed to loss of court costs income (£0.9m), additional staffing requirements across the service to deal with increased workload resulting from COVID-19 (particularly claims management), increased administrative costs associated with re-billing (print costs and postage costs), and anticipated additional expenditure on the Discretionary Crisis Support Scheme.

Customer Services is reporting a COVID-19 related cost of £282k relating to additional staff and software needed to add capacity to handle support for vulnerable residents.

There is an estimated £3.8m of Housing Needs costs arising from COVID-19 which result from two main sources. Firstly, the service has incurred additional staff costs to carry out the rough sleeping initiative and to move people into emergency accommodation and latterly into more settled accommodation; and has incurred additional direct costs of emergency accommodation. The service has also incurred costs with landlord incentives, required to secure accommodation and is forecasting having to make provision for those residents in Temporary Accommodation unable to pay their rents due to COVID-19.

Registration Services have been severely affected by COVID-19 which has created a forecast £500k shortfall resulting from a significant reduction in Ceremony Services (75%) and Citizenship Awards (50%). The impact of COVID-19 has led to a decrease of approximately 56% of income compared to last year whilst expenditure on staffing has also increased as there has been a requirement for sessional staff to cover front line services whilst some vulnerable staff work from home.

The Central Procurement and the Energy Team is forecasting COVID-19 related costs of £2.6m. The COVID expenditure relates to PPE which is being managed as a coordinated effort across the council with the ordering being led by Procurement. The spend on PPE to date is approximately £1.9m. It is difficult to try to estimate the usage going forward, and several items of equipment are still held in stock such that in some instances the stock levels will be sufficient for several months. However, the use of PPE will probably be required over a longer period of time than may have been anticipated at the start of lockdown, so a forecast of £0.7m further expenditure has been added to the spend to date to try to account for this.

There is a £245k COVID-19 cost in ICT resulting from the requirement for additional agency staff and equipment to ensure staff are able to work from home; and there are additional operational costs in Facilities Management (Cleaning) arising from COVID-19.

## **CHIEF EXECUTIVE**

Overall, the Directorate is forecasting to overspend by £1.54m of which £1.468k is owed to COVID-19.

Policy, Strategy & Economic Development are reporting an overspend of £770k all of which is due to COVID-19, arising from food parcels for residents who cannot access or afford food during COVID-19, security and moving costs

(£649k) and Emergency Grants to 4 organisations in the Voluntary Sector to provide COVID-19 related services (£121k)

Communications is forecasting an overspend of £770k, most of which is due to the impact of COVID-19, which has reduced film income by £75k; venues income by £430k (refunds and lost bookings) and advertising income by £52k.

Legal and Governance, Chief Executive Office and HR are forecast to come in at budget.

## **Housing Revenue Account (HRA)**

The impact of COVID-19 on the HRA is to increase net expenditure (income less expenditure) by total of £3.1m

It is estimated that there will be increased arrears of £1.7m in respect of dwelling rents, tenant charges and commercial income arising from COVID-19. It is assumed there will be an increase in irrecoverable debts and therefore an increase in the bad debt provision. Income, especially rent collection, is being monitored on a weekly basis and improvements in the rent collection rate will inform the level of provision for bad debts as the year progresses.

There is also likely to be a further reduction in rent income and tenant charges during the year arising from voids, increased expenditure on Housing Repairs and reduced Commercial properties income - Q1 rental charges have been deferred and Property Services are currently reviewing deferral of Q2 rents. It is estimated that income collection will reduce by £100k as some properties will require rent reductions / rent free periods. Any non-payment of rents will be accounted for within the bad debt provision. In addition, Community halls income is forecast to reduce due to a lack of bookings. The total reduction is an estimated £420k.

There are also variations from budget which are not related to COVID-19 but the only significant variation is within Special Services (£100k). The Special Services variance is due to increased costs of the integration of the Estate Cleaning service which is being reduced over 3 years. The overspend here is offset by variations to budget within other services.

## **CAPITAL**

This is the first OFP Capital Programme monitoring report for the financial year 2020/21 and COVID-19 has had a significant impact on project timing. The actual year to date capital expenditure for the four months April 2020 to July 2020 is £20.7m and the forecast is currently £215m, £131.7m below the revised budget of £346.7m.

In each financial year, two re-profiling exercises within the capital programme are carried out in order that the budgets and monitoring reflect the anticipated progress of schemes. In normal circumstances the phase 1 re-profiling is done as part of Quarter 2 capital monitoring but considering the additional financial pressures arising from Covid-19, the decision to bring forward phase one re-

profiling as part of Quarter 1 capital monitoring was taken. September Cabinet is asked to approve a total movement of £126.7m into future years. A summary of the forecast and phase 1 re-profiling by directorate is shown in the table below along with brief details of the reasons for the major variances.

**Table 1 Summary of the Capital**

<b>Table 1 – London Borough of Hackney Capital Programme – Q1 2020-21</b>	<b>Revised Budget Position</b>	<b>Spend as at end of Q1</b>	<b>Forecast</b>	<b>Variance (Under/Over)</b>	<b>To be Re-profiled Phase 1</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Children, Adults & Community Health	16,446	146	6,740	(9,705)	8,905
Finance & Corporate Resources	15,292	680	13,693	(1,598)	2,748
Mixed Use Development	105,203	8,010	60,487	(44,716)	44,716
Neighbourhoods & Housing (Non)	47,282	3,549	26,146	(21,136)	15,693
<b>Total Non-Housing</b>	<b>184,222</b>	<b>12,386</b>	<b>107,066</b>	<b>(77,156)</b>	<b>72,062</b>
AMP Capital Schemes HRA	94,358	4,952	49,147	(45,211)	45,211
Council Capital Schemes GF	1,007	261	1,404	397	(397)
Private Sector Housing	2,464	90	1,020	(1,444)	1,444
Estate Renewal	28,758	306	33,879	5,122	(5,122)
Housing Supply Programme	21,592	499	15,464	(6,128)	6,128
Other Council Regeneration	14,314	2,235	6,986	(7,328)	7,328
<b>Total Housing</b>	<b>162,493</b>	<b>8,342</b>	<b>107,900</b>	<b>(54,593)</b>	<b>54,593</b>
<b>Total Capital Expenditure</b>	<b>346,715</b>	<b>20,728</b>	<b>214,966</b>	<b>(131,749)</b>	<b>126,656</b>

CHILDREN, ADULTS AND COMMUNITY HEALTH

The current forecast is £6.7m, £9.7m below the revised budget of £16.4m. More detailed commentary is outlined below.

<b>CACH Directorate Capital Forecast</b>	<b>Revised Budget</b>	<b>Spend</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Adult Social Care	1,136	7	197	(939)
Education Asset Management Plan	5,887	111	1,577	(4,309)
Building Schools for the Future	586	12	97	(489)
Other Education & Children's Services	1,226	(7)	964	(262)
Primary School Programmes	4,054	(73)	1,957	(2,096)
Secondary School Programmes	3,558	96	1,949	(1,609)
<b>TOTAL</b>	<b>16,446</b>	<b>146</b>	<b>6,740</b>	<b>(9,705)</b>

Adult Social Care

The overall scheme is forecasting an underspend of £0.9m against the respective budget of £1.1m. The two main capital projects in this area are Oswald Street and Median Road Day Resource Centre. Oswald Street Day Centre project is complete and the expenditure this year relates to health and safety and fixtures. The minor variance relates to final accounts and will be reprofiled to 2021-22 when these are expected to be settled. The new day centre was officially opened back in October 2018 and brings all existing day centre services together under one roof and will be used by people with a range

of complex needs including dementia, learning disabilities, physical disabilities, and autism.

Median Road feasibility was concluded last year but there is more detail to work through. On this basis the resources held for Median Road will be reprofiled to 2021-22 and a small budget held this year for further feasibility studies. This capital project is the first phase of the Council's proposal to transform the current configured Median Road Resource Centre into a new facility which provides interim care services, intermediate care services and residential nursing care accommodation to adults with learning disabilities.

#### Education Asset Management Plan

The overall scheme is forecasting an underspend of £4.3m against an in-year respective budget of £5.9m. The main variance relates to Shoreditch Park Primary School which is forecasting a £2.2m underspend against the in-year respective budget of £2.6m. The roof and kitchen alterations are completed. The next round of capital works includes the first-floor internal alteration, music room, playground, and toilet refurbishment. All are due to be completed by the end of the year. The structural repairs to the main school are completed. The Art block element of the project is likely to spend 15% of its budget this financial year and the balance has been reprofiled. Due to Covid-19, the external toilet works have been deferred until Summer 2021. The MUGA element is ongoing and planned to complete this financial year. The resurfacing of the playground is currently on hold with the external gate works now completed. The refurbishment of the internal toilets has been completed and it is currently in the defect period. The variance will be reprofiled to 2021-22.

#### Building Schools for the Future

The overall scheme is forecasting an underspend of £0.5m against the in-year respective budget of £0.6m. The works at Stormont College SEN and Mossbourne are complete and part of the underspend this financial year will be offered up as savings and the remainder will be used to support the cooling works at Ickburgh which is on-going with no delays anticipated at this time.

#### Other Education & Children's Services

The overall scheme is forecasting an underspend of £0.3m against the in-year respective budget of £1.2m. There are no asbestos works planned for this financial year therefore the funding for this has been re-profiled to 2021-22. The tendering at The Garden School SEND is due in January 2021 and the revised budget is currently re-profiled to actual spend. These capital works will increase the number of the Post-16 places for pupils with Autistic Spectrum Disorder and Severe Learning Difficulties Places.

The forecast for Gainsborough SEND is the cost of technical advisers projected for this financial year. The plan is to complete the scheme this financial year with any overspends supported from the 2021-22 budget which will be reprofiled accordingly. Retention payments are planned for 2021-22. This project aims to provide additional capacity for 10 additional resourced provision placements to allow primary aged children with Social, Emotional and Mental

Health Needs (SEMH) to access a mainstream setting at a level which supports their learning and development.

### Primary School Programmes

The overall Primary School Programme is forecasting an underspend of £2.1m against the in-year respective budget of £4.1m. The most significant variance is Woodberry Down which is reporting an underspend of £1m against the in-year respective budget of £1.1m. The expenditure this financial year will be consultants' costs projected up to the tender phase with costs relating to ground-breaking works and the remaining budget has been re-profiled to 2021-22.

Further surveys at several schools have been carried out for the next phase of remedial works to the facades and it recognises additional works are required. This is the rolling programme of health and safety remedial works to facades of 23 London School Board (LSB) schools that began in 2017. On the outcome of these surveys there will be a spending approval request via CPRP bid to increase the current budget from the available resources which was already approved during budget setting. The overall variances have been reprofiled to 2021-22 to support any retention payments and to support the next phase of the programme.

### Secondary School Programmes

The overall scheme is forecasting an underspend of £1.6m against the in-year respective budget of £3.6m. The two main significant variances relate to The Urswick School Expansion and Stoke Newington School Drama Theatre and associated ancillary spaces.

The Urswick School Expansion works to the science lab will start later in the year and the expansion of the school element will start possibly in early 2021-22. The variance has been re-profiled to 2021-22 to reflect the actual expected delivery of the works. This capital project is to support the increased pupil growth of the school to the 6th Form Entry to include the additional three general classrooms, two seminar rooms, science studio, ICT room, general stock room and ICT equipment store.

The Stoke Newington School forecast includes the works identified this year and the projected retention for the refurbishment of the drama theatre. During the BSF programme, Stoke Newington was one of the three schools that was partially refurbished rather than rebuilt and as a result there were certain areas that still required upgrading to BSF standards. This drama theatre is one such area. It is crucial for the delivery of the drama curriculum, as well as for use as an assembly hall and for general teaching.

### FINANCE AND CORPORATE RESOURCES

The overall forecast in Finance and Corporate Resources is £74.2m, £46.3m under the revised budget of £120.5m. More detailed commentary is outlined below.

	£000	£000	£000	£000
Property Services	10,126	502	9,846	(280)
ICT	4,150	292	2,882	(1,268)
Financial Management	209	(109)	520	311
Other Schemes	807	(4)	445	(362)
<b>Total</b>	<b>15,292</b>	<b>680</b>	<b>13,693</b>	<b>(1,598)</b>
Mixed Use Development	105,203	8,010	60,487	(44,716)
<b>TOTAL</b>	<b>120,494</b>	<b>8,691</b>	<b>74,180</b>	<b>(46,315)</b>

### Strategic Properties Services - Strategy & Projects

The overall scheme is forecasting an overspend of £2.9m against the in-year respective budget of £10.1m. Covid-19 has impacted the wider Corporate Estate Rationalisation (CER) Programme with increased staff working from home and the re-opening of public buildings with strict rules of social distancing. The main variance relates to the refurbishment of the Council Office building Christopher Addison House which is forecasting an overspend of £0.8m. Several design issues relating to the structure were realised after work had commenced by the contractor. This has resulted in proposed variations to the contract which if approved will increase the ceiling price of the main contract. There will also be an increase to other costs associated with the project, but these will be covered by the existing contingency. Assuming the approval is given, the project is scheduled to complete in October 2020. This programme is part of the wider Corporate Estate Rationalisation (CER) Programme and the need to consolidate the Council's buildings to make better use of the space.

The other significant variance relates to the flooring replacement to the Council's Hackney Service Centre. The decision to bring forward several works at this building was taken. A large part of the Council's workforce continues to work from home which is a good opportunity to complete all the works this financial year. The budget from 2021-22 has been re-profiled back to current year to cover this overspend.

### ICT Capital

The overall ICT scheme is forecasting an underspend of £1.3m against the in-year respective budget of £4.1m. The main variance relates to the resources held for the overall ICT capital programme which will support future capital projects planned for 2021-22. The variance has therefore been re-profiled.

The rolling programme of the End-user and Meeting Room Device Refresh should have ended last financial year but due to priorities shifting to home working, more support is required relating to the roll out of new devices. Several additional chrome books have been purchased as part of the new way of working. Expenditure this financial year will be on staffing and hardware with the remainder of the budget to be earmarked for installing kit in Christopher Addison House, meeting room refresh and hardware. This is dependent on council plans as kit may be transferable from existing buildings if they are not at full capacity. This project relates to the roll out of the device refresh model for council staff and meeting room devices across the core Hackney campus.

The other variance is the Hackney Learning Trust G-Suite work which is underway but the actual migration to G-suite is likely to start in September due to most staff being on school holidays. This project is for consultation and implementation only so no devices will be purchased. The variance has been re-profiled to 2021-22.

### Other Schemes

The overall scheme is forecasting an underspend of £0.4m against the in-year respective budget of £0.8m. These schemes cover smart meter data, the home energy efficiency measures (Green Homes Fund), Solar PV Panel and the pilot of Solar Panel in Leisure centres. The forecast spend is to pay the current installer, planning applications costs and cost of two plaques for the pilot solar panels. There will be further feasibility studies on the wider solar panels' rollout for the Council's stock, therefore, the variance has been re-profiled to 2021-22.

### Mixed Use Developments

Tiger Way and Nile Street is forecasting an underspend of £10.1m against the in-year respective budget of £14.1m. The Design and Build (D&B) projects at Tiger Way are in the defects periods. Outstanding defects are being undertaken on a priority basis; where works are a priority for reasons of health, safety, and security they have been undertaken by McLaren and their subcontractors. Until recently defects that were not a priority had been put on hold, but more recent updates from Government have enabled McLaren and their subcontractors to put in place revised safe methods of working and action practically all of the lower priority defects too. The situation continues to be the subject of regular review in accordance with the latest Government advice. In addition to the above defects, the replacement of the Nightingale School roof is a significant piece of defect rectification at Tiger Way. In respect of Covid-19 the principal contractor, McLaren, is organising the works in compliance with site operating procedures and guidance issued by construction industry organisations. Close liaison has been maintained with the school, so that the operations of McLaren do not conflict with those of the school, who have their own Covid-19 operating procedures relating to their teaching environment to comply with. The variance relates to final accounts, forecasted voids and associated costs, project management costs, sales agent and marketing fees and has been re-profiled to 2021-22.

Britannia Site is forecasting an underspend of £34.6m against the in-year respective budget of £87.6m. Phase 1a (Leisure Centre) is on target for completion in March 2021. Phase 1a - South elevation is being fast tracked to enable the temporary energy centre installation in September. Pool works continue to increase in momentum to make up for lost time due to COVID-19. Phase 1b (School) is on target for completion in May 2021. Phase 1b - Windows have commenced to ground and first floors. Concrete topping to precast concrete floors is now complete and lift installations have commenced. Morgan Sindall continues to progress at speed and there are no major issues to report. Phase 2a (Homes) is still awaiting Section 77 approval and will be reprofiled once this is received. Phase 2b remains under review. The variance has been re-profiled to 2021-22 to reflect the actual programme of works.

### NEIGHBOURHOODS AND HOUSING (NON-HOUSING)

The overall forecast in Neighbourhoods and Housing (Non-Housing) is £26.1m, £21.1m under the revised budget of £47.3m. More detailed commentary is outlined below.

N&H – Non-Housing Capital Forecast	Revised Budget	Spend	Forecast	Variance
	£000	£000	£000	£000
Museums and Libraries	6,070	222	1,310	(4,760)
Leisure Centres	1,590	0	1,490	(100)
Parks and Open Spaces	13,457	649	7,025	(6,432)
Infrastructure Programmes	12,411	543	7,294	(5,117)
Environmental & Other EHPC Schemes	5,409	1,055	5,162	(246)
Public Realms TfL Funded Schemes	4,185	1,045	1,425	(2,760)
Parking and Market Schemes	358	0	0	(358)
Other Services	900	0	100	(800)
Regulatory Services	79	0	0	(79)
Safer Communities	1,133	3	1,133	0
Regeneration	1,691	31	1,206	(484)
<b>Total</b>	<b>47,282</b>	<b>3,549</b>	<b>26,146</b>	<b>(21,136)</b>

### Museums and Libraries

The overall scheme is forecasting an underspend of £4.8m against the in-year respective budget of £6.1m. Several of the capital works relating to Hackney's museum and libraries have been reviewed considering Covid-19 and are unlikely to progress this financial year. Therefore, the variance has been re-profiled to 2021-22.

### Leisure Centres

The overall scheme is forecasting to come in line with the in-year respective budget of £1.6m. The leisure centres have been closed to the public since Covid-19 and during this closure the Council has attempted to progress vital repair works. The works to pools have been delayed due to the contractor's staff being furloughed which has led to the delayed opening of some of the pools. The phased re-opening of services at our leisure centres started from 25 July 2020 with additional safety and hygiene measures in place in line with coronavirus regulations. The forecast this financial year will fund the essential works to the roof of King's Hall Leisure Centre and essential repair works at Clissold Baths to continue meeting the Council's landlord obligations in respect of on-going maintenance. It is likely that the repair works that are currently being done at London Fields Lido (not new works) will also need to be funded from this budget. This capital spend will maintain the leisure facilities and ensure they are accessible and welcoming for the whole community.

### Parks and Open Spaces

The overall scheme is forecasting an underspend of £6.4m against the in-year respective budget of £13.5m. The most significant variances relate to Abney Park restoration project, Shoreditch Park and West Reservoir Improvements.



**Tuesday, 29th September, 2020**

The Abney park project is underway following the successful grant application to the National Lottery Heritage Fund (NLHF) in December 2019. We have entered the delivery stage of the project to refurbish the chapel, building of a new cafe, rebuilding of the Southern entrance and delivery of activity programme. Covid-19 has had very little impact on the project as the design team are successfully working remotely. The project is on target for on-site work in May 2021. The underspend of £1.5m has been re-profiled to 2021-22 to reflect the anticipated delivery of the programme of works.

Shoreditch Park feasibility and design works will be completed in 2020-21 and the main construction works will take place early in 2021-22. Like most projects the variance is mainly due to Covid-19 and the known financial pressures facing the Council.

Springfield Park Restoration is on budget (£2.6m). The construction site closed for six weeks because the contractor was experiencing problems sourcing materials and they were unable to work on site and adhere to the Government's social distancing regulations. The site has now reopened, and progress is being made with utility suppliers and providers on new supplies, routes, and metering. Stables Marketing has been affected as most agents are furloughed and the market is slow. The closure has meant that the practical completion date has been pushed back to December 2020. The NLHF are aware of the delay to the programme and it has no impact on the funding or our ability to meet their requirements.

West Reservoir Improvements Project is a big project and it is likely that the plans may have to be scaled down. The project has been put on hold for this financial year and will be reviewed next year. The variance has been re-profiled to 2021-22.

Play areas, sport courts and toilets were closed since Covid although most have now reopened or are planned to be opened by September/October in line with strict rules from Public Health. The development works have been put on hold and the variance re-profiled to 2021-22.

The parks have remained open during the lockdown and remain the main hub for recreational space for the community. Expenditure this financial year will be essential repair and maintenance and the variance re-profiled.

### Infrastructure

The overall scheme is forecasting an underspend of £5.1m against the in-year respective budget of £12.4m. Covid-19 has impacted the delivery of several projects and up to 50% of the overall budget has been re-profiled to 2021-22. The department is conducting a full review of the capital projects to identify critical sites and produce a slimmed down version of the programme of works. This includes Park Trees, Highways Surface Water Drain Risk, LED Lights on Highways Bridge Maintenance Schemes, and highways works to several sites in the borough. The main risk will be costs potentially being higher in the future if work is delayed.

### Environmental Services and Other

The overall scheme is forecasting to come in line with the in-year respective budget of £5.4m. The only underspend relates to bin weighing equipment which will be procured in 2021-22 and the variance re-profiled.

Public Realm's TfL Funded Schemes

The overall scheme is forecasting an underspend of £2.8m against the in-year respective budget of £4.2m. All of these schemes are grant funded to facilitate the delivery of the TfL funded schemes to implement measures to reduce road traffic accidents and fund projects to encourage sustainable transport within the borough. Most of these schemes are being ceased due to TfL funding shortfall. All spend to date will be claimed and the remaining budget offered up as savings. The Council's department is conducting a full review of the capital projects to identify a new replacement scheme.

Regeneration (Non-Housing)

The overall scheme is forecasting to come in line with the in-year respective budget of £1.7m with a minor underspend. Full spend of budget confirmed by the Project Manager before the end of Mar 2021. Contract for works to the Multi Games Area at 80-80a Eastway including the erection of support classrooms and structures will be signed imminently.

HOUSING

The overall forecast in Housing is £107.9m, £54.6m below the revised budget of £162.5m. More detailed commentary is outlined below.

Housing Capital Forecast	Revised Budget	Spend	Forecast	Variance
	£000	£000	£000	£000
AMP Housing Schemes HRA	94,358	4,952	49,147	(45,211)
Council Schemes GF	1,007	261	1,404	397
Private Sector Housing	2,464	90	1,020	(1,444)
Estate Regeneration	28,758	306	33,879	5,122
Housing Supply Programme	21,592	499	15,464	(6,128)
Woodberry Down Regeneration	14,314	2,235	6,986	(7,328)
<b>Total Housing</b>	<b>162,493</b>	<b>8,342</b>	<b>107,900</b>	<b>(54,593)</b>

AMP Housing Schemes HRA

The overall scheme is forecasting an underspend of £45.2m against the in-year respective budget of £94.4m. The projected underspend at Quarter 1 represents the latest assessment of Covid-19 and its enduring impact on capital projects and in particular their starting times.

Contract 1 contributes 50% of the reprofiling with uncertainties arising from; social distancing, a backlog of Section 20 applications (where we must consult leaseholders on any major works taking place in the block) and access for Kitchen and Bathroom installations. Contract 1 is also undergoing renegotiation of its principal contracts under Project Partnering Contract (PPC) and through the South East Consortium for circa £40m.

Both the Electrical and Mechanical sectors have downgraded their programmes but are hopeful of improving their forecast for Quarter 2 following the collation and assessment of field intelligence. The variance has been reprofiled to 2021-22 to recognise the change which has affected the programme of works.

### Council Schemes GF

The overall scheme is forecasting an overspend of £0.4m against the in-year budget of £1m. This relates to the allowance made for major repair works at multiple Hostels (Housing Needs) properties and the Borough Wide Housing Under Occupation where some regeneration properties are being used as Temporary Accommodation. Borough-wide Housing regeneration void works for Temporary Accommodation have accelerated along with the works at 111 Clapton Common. The budget from 2021-22 has been re-profiled back to current year to cover this overspend.

### Private Sector Housing

The main variance relates to the Disabled Facilities Grant which is forecasting an underspend of £1.1m against the in-year budget of £1.9m. There is a reduction in spend due to Covid 19 access issues. The variance has been reprofiled to 2021-22 to recognise the change affecting the programme of works.

### Estate Regeneration

The overall scheme is forecasting an overspend of £5.1m against the in-year respective budget of £28.8m. The Estate Regeneration (ERP) was first approved in 2011 (updated in 2015, refreshed in 2016 and updated in 2019) is a Council-led programme that will deliver nearly 3,000 homes across 18 sites/estates including 195 refurbished properties. The programme will deliver new homes of mixed tenure of social rent, shared ownership and outright sale focused on meeting existing and future housing needs with the aim of achieving the highest proportion of genuinely affordable homes that is viable. The progress on the capital projects is set out below:

Tower Court works have accelerated again after a slow down due to Covid-19. The budget from 2021-22 has been re-profiled back to current year to cover this overspend.

Kings Crescent Phase 1 and 2 sites are now complete and the spend in 2020-21 relates to retention payment.

Kings Crescent Phase 3 and 4 on site dates will be early 2021-22. Expenditure this year relates to Design fees and Planning.

Colville Phase 2 site was handed over and the spend in 2020-21 relates to final construction payment and consultant fees.

Colville Phase 2C demolition due to start next financial year and the spend this year relates to consultancy and survey fees.

The Colville Phase 4 and 5 estimated four buybacks to be completed this financial year.

St Leonard's Court site handed over and the spend in 2020-21 relates to consultant fees and sales and marketing.

Nightingale spend relates to consultation fees.

Marian Court Phase 3 demolition takes place this financial year and procurement is on-going.

Garage Conversion Affordable Workspace design work and surveys to be carried out this financial year.

Sheep Lane purchase of 'off the shelf' units should be handed over in Quarter 3.

### Housing Supply Programme

The overall scheme is forecasting an underspend of £7.3m against the in-year respective budget of £14.3m. The Housing Supply Programme (HSP) was approved by Cabinet in 2016 (updated 2020) to focus on delivering new homes on Council owned sites for social rent and shared ownership. The additional affordable housing will help meet the challenge of reducing the number of families being housed in temporary accommodation. The progress on the capital projects is set out below:

Gooch House works are currently forecast to start in Quarter 4 of 2020-21.

Wimbourne Street is due to start on site next financial year. Procurement will take place during 2020-21.

Buckland Street is due to start on site next financial year. Procurement will take place during 2020-21.

Murray Grove procurement to take place during this financial year.

Downham Road 1 and 2 planning application to be submitted this financial year. Design work ongoing.

Balmes Road planning application to be submitted this financial year. Design work ongoing.

Pedro Street project now started on site and works to accelerate during this financial year.

Mandeville Street works have now re-started after slowing during the Covid period. Due for handover in April 2021.

Tradescant House planning application to be submitted this financial year. Design work ongoing.

Lincoln Court design options being considered. Planning application to be submitted before the end of the financial year.

Rose Lipman project now started on site and works to accelerate during this financial year.

Woolridge Way project now started on site and works to accelerate during this financial year.

81 Downham Road project now started on site and works to accelerate during this financial year.

Daubeney Road project now started on site and works to accelerate during this financial year.

Hereford Road planning application to be submitted this year. Design work ongoing.

#### Woodberry Down Regeneration

The £7.3m underspend on Woodberry Down is based on a reduction of Buybacks this financial year and the variance re-profiled to 2021-22. The Woodberry Down Regeneration was first approved by Cabinet in 2004 with the forecast to deliver over 5,500 homes over a 20 year period and is being delivered by a partnership of the Council, Berkeley Homes, Notting Hill Genesis, Woodberry Down Community Organisation and the Manor House Development Trust.

### **DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

This budget monitoring element report is primarily an update on the Council's financial position and there are no alternative options here. With regards to the Property Proposal, letting of the building on a floor by floor basis has been considered but this is not considered to be viable because of the significant management cost (including a concierge, maintenance, and statutory compliance) and the much higher risk of voids.

### **9 Capital Update Report - Key Decision No. FCR Q 96**

The Mayor introduced the report.  
RESOLVED

**That the schemes for Finance and Corporate Resources as set out in section 9.2 be given approval as follows:**

Tier 1 Commercial Asset Solar Project: Resource and spend approval of £700k (£310k in 2020/21 and £390k in 2021/22) is requested for the installation of solar panels on the roofs of nine corporate sites in the borough.

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

Residual Waste Wheeled Bins: Resource and spend approval of £683k in 2020/21 is requested for the procurement of plastic wheeled bins as part of the introduction of fortnightly residual waste collections.

Dalston & Hackney Town Centres Feasibility Studies: Resource and spend approval of £335k (£30k in 2020/21 and £305k in 2021/22), resource approval of £1,505k (£505k in 2021/22 and £1,000k in 2022/23) is requested to commission development feasibility studies for various sites in Dalston and Hackney.

Connecting Green Spaces - Daubeney Fields: Resource and spend approval of £40k in 2020/21 and virement and spend approval of £20k in 2020/21 is requested to fund the redesign of the entrances to the park.

**That the schemes for Housing as set out in section 9.4 be given approval as follows:**

Street Lighting SLA: Virement and spend approval of £1,000k in 2020/21 is requested to support the maintenance of Street Lighting for the Council's Housing Estates as a result of the asset survey in August/September 2018.

PAM Delay Costs Covid-19: Virement and spend approval of £1,000k in 2020/21 is requested to support the expenditure for the delay in costs associated with Covid-19.

**That the re-profiling of the budgets as detailed in para 9.5 and Appendix 1 be approved as follows:**

Summary of Phase 1 Re-profiling	To Re-Profile 2020/21	Re-Profiling 2021/22	Re-Profiling 2022/23
	£'000	£'000	£'000
Non-Housing	(74,148)	71,873	2,275
Housing	(54,593)	54,593	0

Total	(128,741)	126,466	2,275
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That the capital programme adjustments summarised below set out in detail in para 9.6 be approved accordingly.

Summary of Capital Adjustments	Budget 2019/20	Change 2019/20	Updated 2019/20
	£'000	£'000	£'000
Non-Housing	8,313	(3,644)	4,669
Housing	136,840	0	136,840
<b>Total</b>	<b>145,153</b>	<b>(3,644)</b>	<b>141,509</b>

That the schemes outlined in section 9.7 be noted.

#### REASONS FOR DECISION

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

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

#### DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None.

### 10 Emergency Transport Strategy - Key Decision No. NH Q 93

The Mayor invited Mr Watson to the meeting to make his contribution.

Mr Watson explained that he was a Victoria Ward resident. Mr Watson explained to members that he attended a previous meeting held in June and spoke in relation to the experimental traffic order around London Fields. The Cabinet were informed of the work that the Children with Voices and its volunteers had carried out throughout the Covid-19 Pandemic. The work consisted of delivering food to vulnerable residents around the borough and throughout this period many of those volunteers had key worker exemption parking permits. However since the EPO was introduced, all parking exemptions were terminated which in turn caused a lot of stress and difficulties for the volunteers, some volunteers were able to cycle but in some circumstances a car had been necessary for longer distances. Previously as a volunteer the vehicle used by the individual would be listed on an exemption list, Mr Watson said that he had now seen a letter which read that the list had been closed. Mr Watson asked the Mayor and Cabinet to help reinstate the exemptions so that community volunteer work

could continue without the risk of parking tickets. Mr Watson thanked the Cabinet for his opportunity to speak.

Councillor Burke provided a response to Mr Watson. It was stated that Hackney was the first authority to provide a key worker exemption list, Hackney introduced this before the government put out a pledge for authorities to do so. Councillor Burke said that as time went on more and more people were travelling in and out of the borough, however if volunteers were seen to be unpacking and delivering they would not be given a parking ticket. Mr Watson was invited by Councillor Burke to speak with himself and the Head of Service to work through the issue.

Councillor Burke introduced the report to Cabinet Members, it was expressed that the report was a testament to the amount of work that the Officers, Councillors and the Mayor had put in. The ETP was necessary for the past present and future, it was emphasised that the number of vehicles on Hackney's roads had doubled, and Hackney had the highest pedestrian and fatality rates and pollution rates within London. Hackney requires a low traffic neighbourhood so that safety can be ensured on the roads and to also mitigate the global warming crisis. Hackney Council voted for a climate emergency motion, and the Council is committed to half carbon emissions by 2030.

Councillor Kennedy thanked and supported Councillor Burke for the measures that were being brought forward. Councillor Kennedy felt that the measures would help residents with their mental and physical health.

Councillor Bramble thanked Mr Watson for attending the meeting and contributing, then expressed her support for Councillor Burke.

## **RESOLVED**

That Cabinet approve the overall Emergency Transport Plan and the projects contained within it as a live document that establishes the first and most immediate response to a quickly changing situation and works alongside existing Hackney policy. The projects are summarised below in **Table 1 (Hackney Emergency Transport Plan 2020 - Programme)**

Subject to obtaining funding from the DfT Emergency Active Travel Fund as detailed in paragraph 2.7, that Cabinet approve the Stoke Newington Church Street Town Centre Scheme and:

- a) Authorise the Head of Streetscene to make and implement the necessary Experimental traffic order, subject to the requirements of the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996,
- b) Authorise the Head of Streetscene to make minor adjustments to the proposals as required, following design development and feedback from key stakeholders, including local residents.
- c) Authorise the Head of Streetscene to decide whether to make permanent or not the related experimental traffic orders following consideration of all objections/responses received in the statutory six month period. Any such decision shall be recorded in writing and signed by the Head of Streetscene in consultation with the Cabinet Member for Energy, Waste, Transport, and Public Realm.



**Table 1 (Hackney Emergency Transport Plan 2020 - Essential Works Programme)**

Scheme name & Description	Scheme Status	TMO Advertised	Resident Notification Letters	Start Date of Implementation	End Date of Implementation (Go Live date)	Cabinet Action Required
<b>School Streets</b>						
School Streets programme involving 39 School Streets schemes	<b>Funded - TfL Streetspace - £350K</b> <b>Funded - Council Capital - £100K</b>	from 20/08/20	from w/c 31/08/20	31/08/20	07/09/20	Note progress
<b>Healthy Town Centres</b>						
Stoke Newington Church Street - Busgate, 5 neighbourhood closures, pavement widening outside shops	<b>Bid Submitted - Emergency Active Travel Fund (EATF) Tranche 2 - £685K</b>	tbc - ~Sept 2020	tbc - ~Oct 2020	tbc - ~Q4 2020	tbc - ~Q4 2020	Approve but note that at the time of writing it is dependent on a successful bid outcome from the DfT's Emergency Active Travel Fund.
Hackney Central - Proposals in development	<b>In development</b>	tbc	tbc	tbc	tbc	Note progress: (scheme subject to future Cabinet approval)
Broadway Market - Scheme implemented (temporarily)	<b>Implemented - Temporary</b>	Done	Done	Done	Done	Note progress
Chatsworth Road - 'bus gate' proposals	<b>Bid Submitted - EATF Tranche 2 - £200K</b>	tbc - ~Sept 2020	tbc - ~Oct 2020	tbc - ~Q4 2020	tbc - ~Q4 2020	Note approval will be sought subject to successful funding bid)
<b>Low Traffic Neighbourhoods</b>						
Barnabas Road	<b>Implemented - Experimental Traffic Orders</b>	Done	Done	Done	Done	Note progress
Gore Road	<b>Implemented Experimental Traffic Orders</b>	Done	Done	Done	Done	Note progress
Ashenden Road	<b>Implemented Experimental Traffic Orders</b>	Done	Done	Done	Done	Note progress

Ufton Road	<b>Implemented - Experimental Traffic Orders</b>	Done	Done	Done	Done	Note progress
Hackney Downs (5 road closures around Brooke/Evering Road)	<b>Funded - DfT EATF Tranche 1 - £100K</b>	13/08/20	13/08/20	W/c 24/08/20	W/c 24/08/20	Note, progress
Hoxton West (3 road closures, 1 busgate)		30/07/20	10/08/20	W/c 24/08/20	W/c 24/08/20	Note - approved by previous Cabinet
London Fields closures (5 Road closures, 1 busgate) & Pritchards Road Busgate		20/08/20	20/08/20	W/c 03/09/20	W/c 03/09/20	Note - approved by previous Cabinet
Mount Pleasant Lane		10/09/20	10/09/20	W/c 28/09/20	W/c 28/09/20	Note progress
Southwold Road banned turn		10/09/20	10/09/20	W/c 28/09/20	W/c 28/09/20	
Elsdale Street and Mead Place		10/09/20	10/09/20	W/c 28/09/20	W/c 28/09/20	
Clissold Crescent		03/09/20	03/09/20	W/c 14/09/20	W/c 14/09/20	
Marcon Place and Wayland Avenue		03/09/20	03/09/20	W/c 14/09/20	W/c 14/09/20	
Hertford Road		03/09/20	03/09/20	W/c 14/09/20	W/c 14/09/20	
Shore Place		03/09/20	03/09/20	W/c 14/09/20	W/c 14/09/20	
Cremer Street & Weymouth Terrace		03/09/20	03/09/20	W/c 14/09/20	W/c 14/09/20	
<b>Strategic Cycle Routes</b>						
Balls Pond Road - Completing missing link to facilitate better crossing for cyclists and pedestrians on Balls Pond Road	<b>Funded - TfL Streetspace - £400K</b>	Done	01/09/20	14/09/20	01/12/20	Note progress
Queensbridge Road Phase 1 - To complete the southern portion of the Queensbridge Road Central London Cycle Grid	<b>Funded - TfL Streetspace - £400K</b>	Done	Done	Done	Done	Note progress
Queensbridge Road Phase 2 - Installation of light segregated cycle lanes on a 600-metre stretch of the key north-south Queensbridge Road	<b>Funded - TfL Streetspace - £50K</b>	24/09/20	21/09/20	05/10/20	31/10/20	Note progress

Green Lanes - Installation of light segregated cycle tracks on a 2km stretch of this road	<b>Funded - TfL Streetspace - £400K</b>	17/09/20	14/09/20	28/09/20	06/11/20	
CFR 3 - Modal filters at Powell Road at Kenninghall Road, and Downs Park Road.	<b>Funded - TfL Streetspace - £50K</b>	tbc	tbc	tbc	tbc	
Seven Sisters Road - Implementation of segregated with flow cycle lanes on Seven Sisters Road	<b>Bid Submitted - EATF Tranche 2 - £180K</b>	tbc	tbc	tbc	tbc	Note - (Scheme likely to be implemented by TfL subject to successful funding bid)
<b>Supporting Measures</b>						
Cycle Training - Cycle training practices focusing on the west of the Borough	<b>£60K Bid submitted to TfL</b> <b>£185K Bid Submitted DfT EATF Tranche 2</b>	NA	tbc - ~Sept	tbc - ~Sept	Continuous implementation	Note progress
Cycle Parking - Providing cycle parking in various forms including public cycle parking bays, cycle parking at primary schools and a 300-space cycle parking hub in Shoreditch	<b>£277K - Bid Submitted DfT EATF Tranche 2</b> <b>£60K DfT Bid</b> <b>£260K - Allocated</b> <b>£106 funding</b>	tbc - Various TMO's needed	tbc	tbc	tbc	Note progress

## REASONS FOR DECISION

This plan does not replace the [Hackney Transport Strategy 2015-2025](#); the [Local Implementation Plan 2019-2022](#) (LIP) or the [Local Plan 2033](#) and is consistent with the aims and objectives of those strategies. This ETP is consistent with, and subservient to, the Local Transport Plan, also known as the Hackney Transport Strategy 2015-2022 which was approved by full Council in 2015.

In March 2020 Government asked local authorities to take measures to reallocate road space to people walking and cycling, both to encourage active travel and to enable social distancing during restart while public transport capacity remains constrained. TfL's response to this was to create a "London Streetspace Plan".

This ETP represents our response to Transport for London's "London Streetspace Plan", which sets out TfL's emergency spending plan in regard to the pandemic. In this regard, and for the purpose of the scheme of delegation, the ETP serves as a short term supplement to Hackney's response to the London Mayor's Transport Spending Plan and Borough spending plan for transportation, also known as the

"Local Implementation Plan (2019-2022)", which received Cabinet level approval in 2019. We are, therefore, also seeking similar Cabinet-level approval for the ETP.

Cabinet is asked to approve Stoke Newington Church Street Town Centre scheme because it affects multiple wards and, although plans for the street were outlined in the LIP and supported by the LEN16 project funded by the Mayor's Air Quality scheme, the current proposal involving DfT funding has not been to Cabinet before.

TfL's London Streetspace Plan involves engaging and working with London's boroughs to make changes to focus on three key areas, but specifically in relation to this report 'reducing traffic on residential streets, creating low-traffic neighbourhoods right across London to enable more people to walk and cycle as part of their daily routine, as has happened during lockdown'. These proposals are consistent with the advice and guidance from both the Government and the Mayor for London. They are also consistent with the Council's Transport Strategy.

Hackney's Emergency Transport Plan (ETP) provides an action plan for how Hackney is responding to the impacts of Covid-19 on the local transport network. It gives a fuller justification for the actions taken so far, and recommends a large number of further actions guided by the same rationale.

The proposal set out here builds upon the success of the early rollout of the traffic filters approved at the June Cabinet meeting.

The plan outlines the expansion of liveable LTNs right across the borough through the reallocation of road space; new permeable filters that eliminate through-traffic and rat-runs, while maintaining full access to residential areas incorporating further investment in green infrastructure and tree planting.

### **Stoke Newington Town Centre**

The Stoke Newington scheme consists of

- a. A 'bus gate to operate 7am to 7pm east of the main junction of Church Street with Lordship Road, west of the junction with Marton Road.
- b. Point closure at Yoakley Road at its junction with Church Street.
- c. Point closure at Bouverie Road at its junction with Church Street.
- d. Point closure at Oldfield Road between the junctions with Kynaston Road and Sandbrook Road.
- e. Point closure at Nevill Road between the junctions with Barbauld Road and Dynevor Road.
- f. Pavement widening and bus boarders.
- g. Cycle parking.

Stoke Newington Church Street Town Centre scheme was put forward for a funding bid. Town Centres form a distinct strand in TfL's Streetspace Plan, which states:

*"Proposals for town centres and high streets should be developed to:*

- *Provide additional space for people to access goods and services while socially distancing*
- *Encourage local trips that can be made either on foot or by cycle, providing space for those walking and cycling including introducing more cycle parking*
- *Recognise that some people still need to travel by public transport and provide space for people to access public transport while socially distancing*
- *Link to the surrounding population through the temporary cycle network or by removal of severance by building on or introducing low traffic neighbourhoods*

- Support the long-term delivery of the Mayor's Transport Strategy."

Source: <http://content.tfl.gov.uk/lsp-app-five-interchanges-town-centres-v2.pdf>

The scheme in Stoke Newington Church Street incorporates many of the suggestions we have received from recent stakeholder engagement events. It would transform the area by widening the pavements, thus greatly enhancing local walking conditions. The 'bus gate' and the neighbourhood filters will not only create a brand new east-west cycle-friendly route through the town centre, but also make crossing Church Street easier for pedestrians as well as cyclists on the north-south CS1. Traffic would be reduced on this street by the installation of a new 'bus gate' halfway along the street which will be supported by five neighbourhood filters to close off rat runs.

The Council was successful in a £500,000 MAQF round 3 bid for a Low Emission Neighbourhood on Church Street and the surrounding streets. The project, named **LEN16**, has four main themes:

- Transition away from Internal Combustion Engine (ICE) vehicles (cargo bike hire, promoting Ultra Low Emission Vehicle (ULEV) uptake),
- Improving air quality (anti-idling, traffic calming, business engagement),
- Delivering Healthy Streets (pedestrian crossings, junction redesign and improved public realm),
- Transitioning to a zero emissions future (restricting polluting traffic on Stoke Newington Church Street).

The original plan was for these projects to be delivered over a 3 year period. We have already undertaken a Delivery and Serving study to understand local freight patterns and to engage with businesses. We conducted initial public engagement in January/February 2020 through a workshop and on-line comments which identified the volume and speed of traffic, air pollution and the lack of pavement width as issues. Ideas proposed by residents included pedestrianisation or a bus gate.

In June 2020 we were able to apply to the DfT Emergency Active Travel fund and have proposed a scheme that seeks to deliver many of the **LEN16** proposals within a shorter timescale.

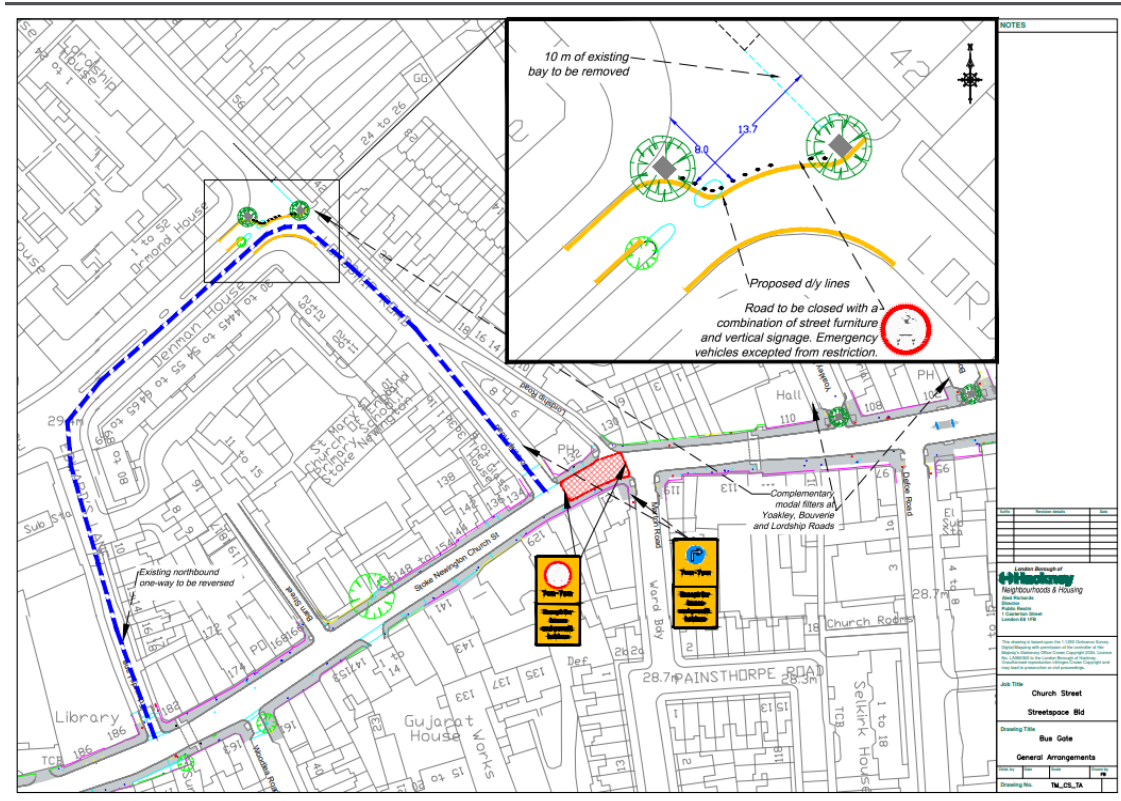
It should be noted that as of 16/09/20 the outcome of the application for funding for the current proposals is unknown.

The design minimises the number of neighbourhood closures needed in order to remove any potential rat-runs that would try to avoid the bus gate. Considerations were placed to distribute the traffic evenly across the wider area, e.g. ensuring that not all delivery and servicing traffic would have to take the A10 or Albion Road.

The recommended location of the bus gate is east of the main junction with Lordship Road, west of the junction with Marton Road with operational hours of 7am to 7pm, as shown below in **Figure 1**. This location best meets the considerations listed above, and these times would benefit the main commuting and shopping hours whilst giving delivery & servicing traffic sufficient operational flexibility. The map below shows the detail of the proposed bus gate and the proposed closure on Lordship Road. The 'bus gate' and road closures would also reduce traffic on Albion Road, as Lordship Road is not accessible for north-south through traffic anymore.

**Figure 1: Proposed 'bus gate' location**

*(larger version is contained in Appendix A; Maps and Figures*



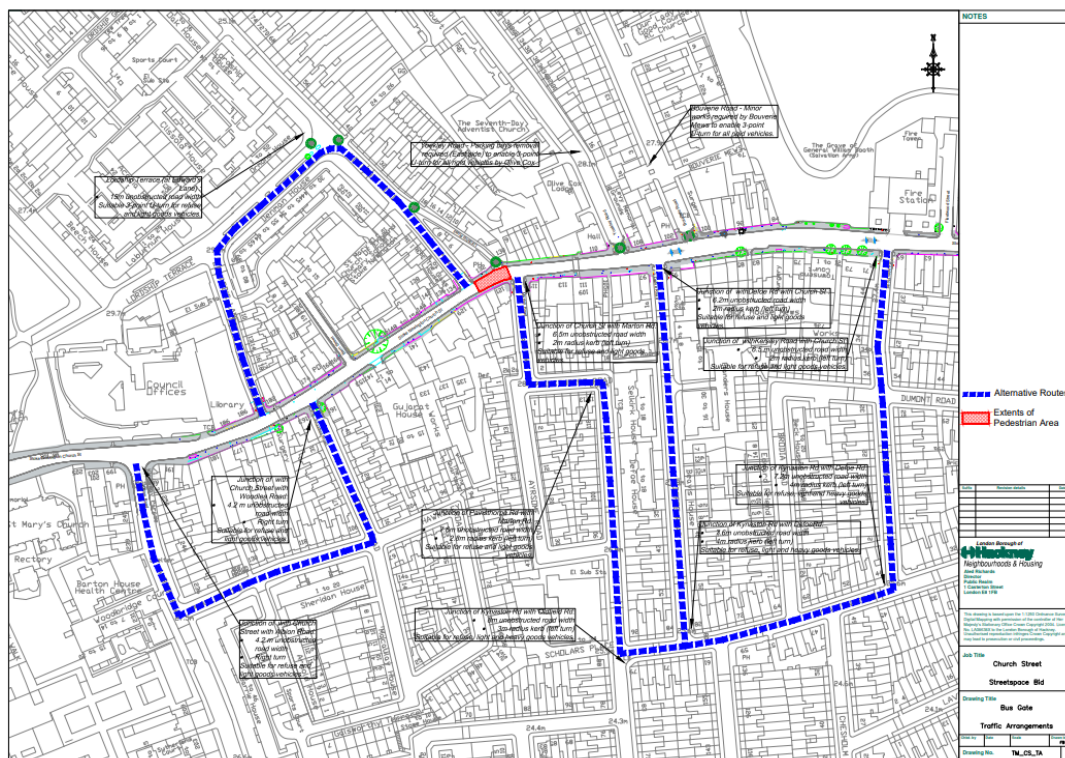
The placement of the bus gate at the junction with Lordship Road is the only location that would remove all major traffic flows whilst minimising any potential impact on access for deliveries and servicing to the shops and local businesses on Church Street. To complement this bus gate and to mitigate the impact of traffic being diverted away from Church Street four modal filters are proposed:

- Yoakley Road at its junction with Church Street
- Bouverie Road at its junction with Church Street
- Oldfield Road between the junctions with Kynaston Road and Sandbrook Road
- Nevill Road between the junctions with Barbauld Road and Dynevor Road

In addition the existing northbound one way on Edward's Lane would be reversed. This would enable eastbound traffic to divert away from the bus gate via Lordship Road and Lordship Terrace. Westbound traffic on the approach to the bus gate could divert via Marton Road/Oldfield Road/Defoe Road. A map of 'escape routes' is shown below in **Figure 2**.

**Figure 2: 'Escape routes' for traffic to avoid the bus gate**  
 (larger version is contained in Appendix A; Maps and Figures)

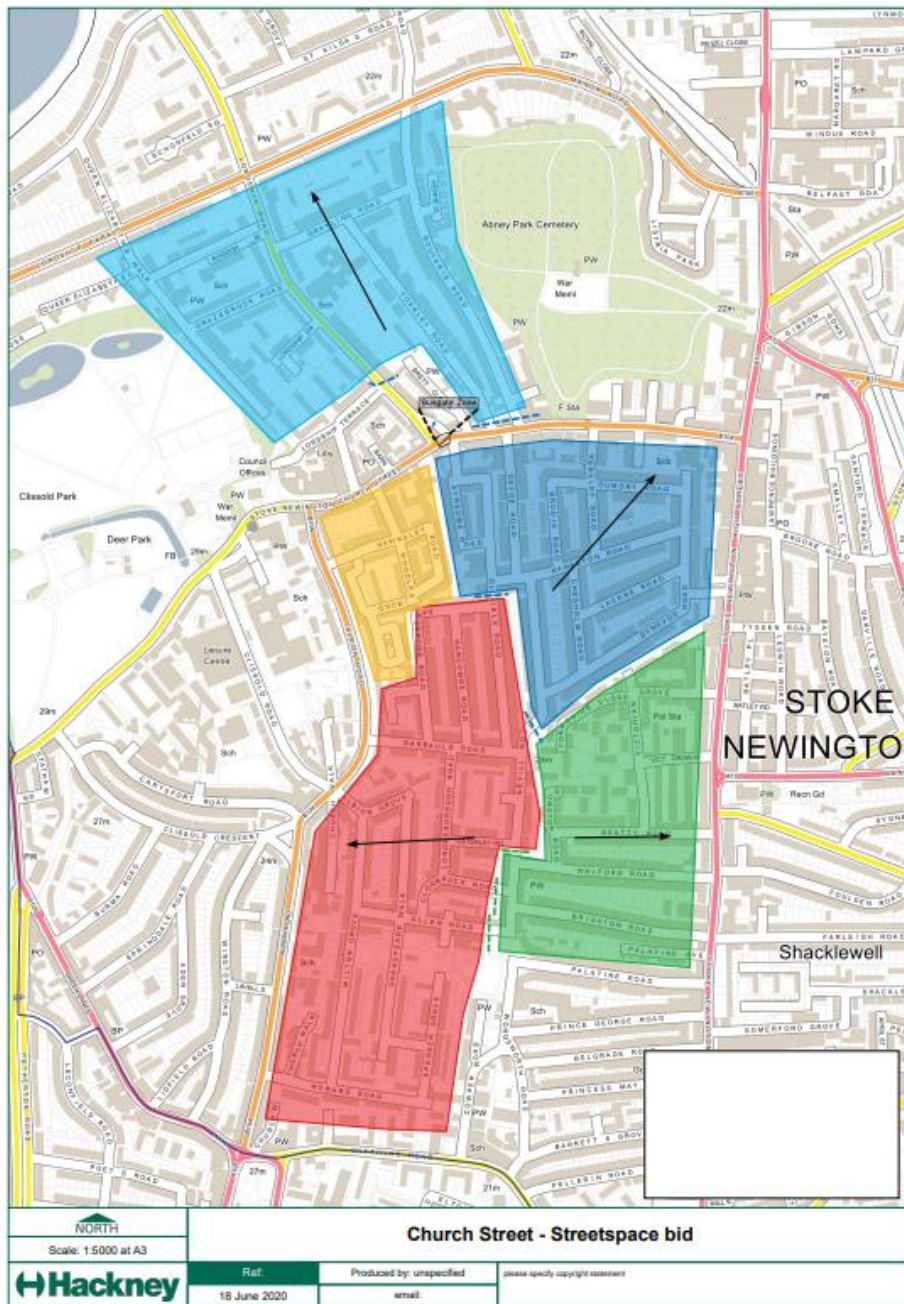




The modal filters at Yoakley Road and Bouverie Road would complement the School Streets scheme for Grazebrook Primary School for which we have been successful in being allocated LSP funding.

The proposed modal filters will create Low Traffic Neighbourhoods to the north and south of Church Street, which will encourage local people to walk and cycle to Church Street and beyond such as by using CS1 cycle superhighway. The new LTNs are shown below in **Figure 3**.

**Figure 3: Stoke Newington proposed Low Traffic Neighbourhoods**  
 (larger version is contained in Appendix A; Maps and Figures)



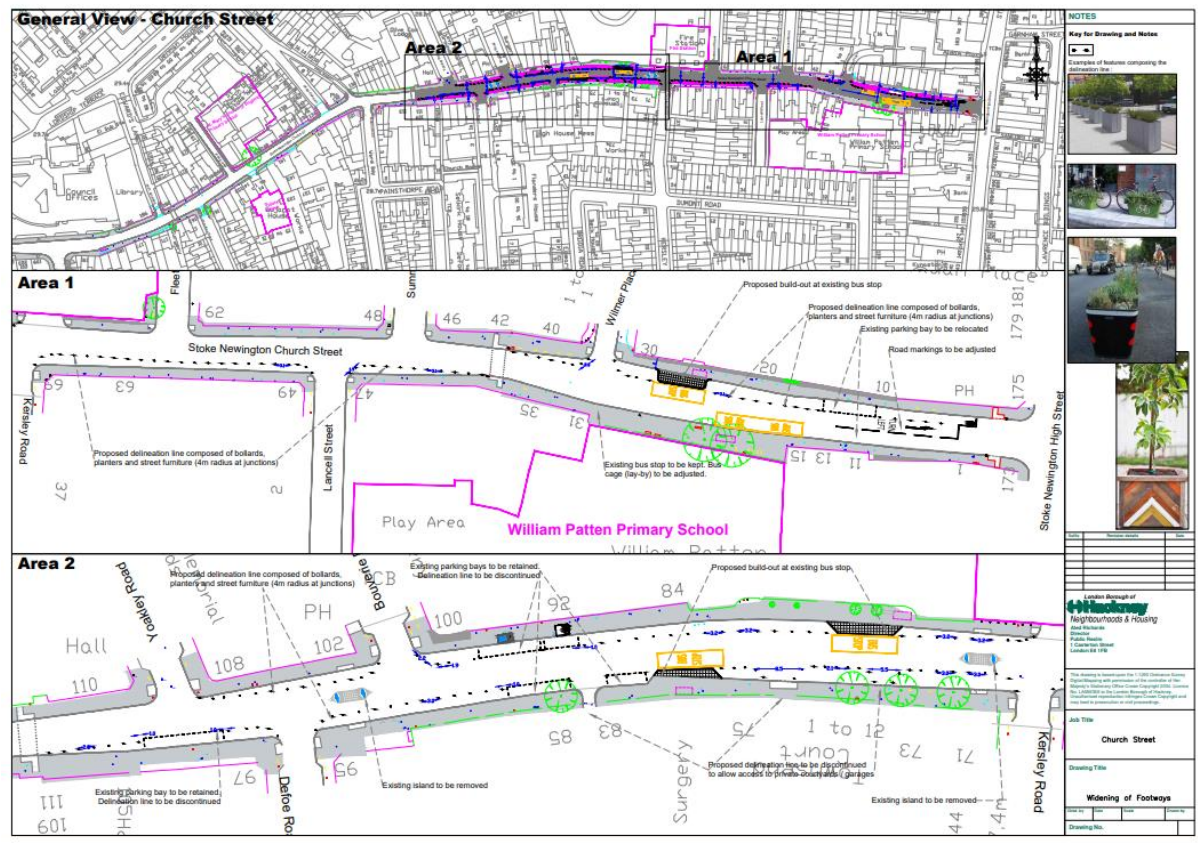
### *Pavement Widening and Bus Stop Boarders*

Pavement widening will be possible at several locations, as can be seen in the plan below. At bus stops, the pavement will be widened with tarmac which is something that TfL have championed on some of their red routes. At other locations bollards and planters will demarcate the extra pedestrian space and narrow the carriageway width. We are aiming to target widening pavements at those locations where the benefit to pedestrians would be highest.

Wider pavements will make it easier to cross as the distance is lessened. It will also allow people to 'step out' into the road to adhere to social distancing without interacting with traffic. Whilst for this first phase the majority of the converted space will be demarcated by bollards, it is envisioned that in the future when more funding is released the pavements themselves could be extended and continuous crossings at side streets could be created. A map of the proposed bus boarders and pavement widening is in **Figure 4** below.



**Figure 4: Stoke Newington proposed bus boarders and pavement widening**  
 (larger version is contained in Appendix A; Maps and Figures)



### Stoke Newington Cycle Parking

The EATF bid is also seeking funding for more cycle parking space. Currently 25 new Sheffield stands are proposed. These could be installed in parking bays at strategic locations, for example where the CS1 joins Church Street. Precise locations are still subject to further investigation.

### Stoke Newington Church Street Summary

The Stoke Newington proposals have been carefully chosen, taking full advantage of the results of public engagement, to balance effectiveness with deliverability in the short term. The scheme also has the longer-term potential to create and protect healthy streets in one of Hackney’s main town centres while also guarding against the immediate risks of a car-based recovery from COVID-19.

### The Hackney School Streets Programme

The ETP also provides further details on the current rapid delivery of School Streets (timed road closures) at 39 primary schools during September. Which, added to our existing 9 School Streets schemes, will result in the largest commitment of its kind in the UK, covering almost every primary age child attending a state school. The Council is doing this to protect the borough’s school children from the potential for increased road danger and deteriorating air quality around schools and to continue to support and encourage active travel to schools by walking and cycling.

### Strategic Cycle Routes

There are plans for the fast-tracking of two new cycle routes on Green Lanes and Queensbridge Road. The borough is also bringing forward elements of Cycle Future Route (CFR) 3 between Dalston and Clapton and we are seeking funding for elements of CFR 2 on Seven Sisters Road despite the earlier suspension of the CFR programme by Transport for London (TfL). The reasons for these new cycle routes is to improve conditions for cycling (either by segregating or filtering), to encourage cycling uptake to take pressure off reduced capacity public transport, and to avoid the dangers of a car-led recovery from COVID-19.

### **Supporting Measures**

Importantly, there are also measures for bus prioritisation; a review of bus lane hours of operation and the provision of new cycle parking and a cycling support package including cycle training. These will operate alongside the full 'business as usual' programme as set out in the Hackney Transport Strategy. The reason for these programmes are to tackle important barriers to cycling uptake, such as lack of places to park bikes and the skills and confidence needed to ride a bike. As above, this will take the pressure off reduced capacity public transport and avoid the dangers of a car-led recovery from COVID-19.

### **DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

**Emergency Transport Plan** - It would have been possible to bring forward a transport response to the Covid-19 crisis on a scheme by scheme basis but this would make strategic response to the pandemic difficult and would be an inefficient use of officer and Member time.

Good practice design processes include consideration of alternative options for all major elements of design in Council schemes.

**Stoke Newington Church Street Town Centre Scheme** - A 'do nothing' approach for Stoke Newington Church Street was considered but was rejected for a variety of reasons. Notably, there are current issues with social distancing on the pavement as certain sections are very narrow, making it impossible to adhere to social distancing guidelines of 1.5m distance.

The current plan in short proposes a 'bus gate', local neighbourhood closures and pavement widening. All three elements are considered necessary to enable better social distancing on the pavement and to make it easier to cross this town centre street. During previous engagement exercises alternative suggestions to a 'bus gate' were also made, such as a Zero Emissions Zone or pedestrianising Church Street, making it local access, cycle and walk only. These options were rejected as they would have had a negative impact on the local bus routes, the needs of the local businesses and the operations of the Fire Station. The impact of restrictions based on emissions will diminish as use of electric vehicles increases.

Alternative locations for the 'bus gate' on Stoke Newington Church Street at the junction with Albion Road, at the junction with the A10 were considered but rejected. These locations would obligate all traffic accessing Church Street (e.g. Delivery & Servicing) to come from one direction only. Moreover, these locations do not have good diversion routes to avoid the traffic restrictions and would necessitate more neighbourhood road closures.

Not installing neighbourhood closures would displace traffic on neighbourhood roads and nullify the effect of the 'bus gate'. Details of the options considered and their impact are included in full in the ETP.

## **11 NON KEY - Woodberry Down - Phase 3 - Land Appropriation**

The Mayor introduced the report explaining that the next phase of the Woodberry Down project had been to the Planning Committee twice over past few months and was still subject to further engagement with residents. The work and the delivery of Phase 3 would increase the number of affordable homes and green infrastructure.

The Mayor thanked all the officers involved for their hard work.

### **RESOLVED**

That Cabinet:

Agree to the appropriation of land for planning purposes under section 122 of the Local Government Act 1972 of the land known as Woodberry Down Phase 3 shown outlined in red on the plan at Appendix 1.

Authorise the Group Director of Neighbourhoods and Housing and the Director of Legal to deal with all necessary legal arrangements to effect the appropriation as set out in this report.

### **REASONS FOR DECISION**

This report seeks authority to appropriate the land outlined in red on the plan at Appendix 1 for planning purposes to facilitate the development of Woodberry Down Phase 3. The site has obtained a resolution to grant planning permission. Appropriation of the land for planning purposes would prevent any legal action by a party whose rights may be infringed, which could delay or prevent the proposed redevelopment. It will also ensure that the commercial and market attractiveness of the scheme is not diminished by the existence of injunctive rights which can frustrate a development.

Appropriation of land for planning purposes under section 122 of the Local Government Act 1972 ("the 1972 Act") provides the Council with a mechanism for helping minimise the delay or uncertainty associated with regeneration projects by ensuring that the proposed development cannot be held up by injunctions in support of third party rights.

The purpose of an appropriation of land for planning purposes is to ensure that the redevelopment of the Council's land may benefit from the power in Section 203 of the Housing and Planning Act 2016 to override all third party rights including covenants and easements. Parties with interests and rights which are infringed as a result of the development following appropriation will not have a right to seek an injunction to prevent the development from being implemented. However, they may be entitled to claim compensation for any injuries caused.

Section 203 of the Housing and Planning Act 2016 provides that, subject to exceptions (for example the rights of statutory undertakers and communication code operators), any building works or changes of use which have the benefit of planning permission are authorised to be carried out on land that is appropriated for planning purposes, notwithstanding that such works or change of use might constitute an interference or disturbance with an easement or breach a restrictive covenant.

The Council in its capacity as a local authority is required to act in a way which is compatible with the Human Rights set out in the European Convention on Human Rights. Article 1 of the First Protocol of the European Convention on Human Rights is enshrined in English law by the Human Rights Act 1998 and seeks to protect property rights by providing that: “No one shall be deprived of his possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law.”

In exercising its powers to appropriate land the Council will have to consider whether the use of such powers is in the public interest and whether such use is proportionate to the end being pursued. The Council will also be required to comply with any legal conditions, as applicable.

It is accepted that appropriating the land for planning purposes may infringe private rights. However, as discussed in the CPO Cabinet paper of June 2018, (see 6.3 below) the Council considers this to be wholly justified on the grounds of public interest and the promotion of economic, social and environmental well-being, and that in any event an injured party will have the right to make a claim for appropriate compensation.

## **DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

At its meeting on the 18th June 2018 the Council’s Cabinet agreed to the making of a CPO for Woodberry Down Phase 3. This report outlined in detail the need for regeneration, and the Council’s partnership arrangement with Berkeley Homes and Notting Hill Genesis, which will deliver high quality new build housing as well as commercial units, a new park and an energy centre.

The only possible alternative option would be to not appropriate the land. This is not recommended because it would mean that the project would not benefit from the advantages brought about by appropriation.

## **12 Land at Bowes Field - Key decision no. FCR Q33**

The Mayor introduced the report.

### **RESOLVED**

To authorise the disposal of the freehold of the land edged in black on the attached plan.

To delegate authority to the Group Director of Finance and Corporate Resources to settle all commercial terms in relation to this disposal in discussion with the Mayor as portfolio holder for Property.

To delegate authority to the Director of Legal Services to agree and sign all transfers and other legal agreements necessary or expedient to facilitate this disposal.

## **REASONS FOR DECISION**

Sale of freehold land requires a specific Cabinet authority but the leaseholder has an option to acquire the land upon meeting certain conditions. This report seeks to regularise that situation by authorising the sale of land so that no issue arises when the option conditions are met.

## **DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

The lease granted on the 16 March 1998 allowed the developer an option to purchase land on fulfilment of certain conditions. Without the necessary authority the Council could find itself in the position of being contractually obliged to sell the land but without the necessary authority to do so. Doing nothing is therefore not an option.

The only other option would be to accept a surrender of the lease. There is no guarantee the leaseholder would acquiesce and such a route would be very expensive if they did. Under the current arrangements the leaseholder is obliged to undertake the work necessary to achieve planning permission and so accepting a surrender would place those costs in terms of money and time onto the Council

### **13 Schedule of Local Authority School Governor appointments**

There were no appointments.

#### **NOTED**

### **14 Appointments to Outside Bodies**

There were no appointments.

#### **NOTED**

### **15 New items of unrestricted urgent business**

There were no new items of unrestricted urgent business.

#### **NOTED**

### **16 Exclusion of the press and public**

Cabinet confirmed there was no discussion required to approve the items of exempt business, therefore there was no resolution to exclude the press and public.

**2 Exempt minutes of the previous meeting of Cabinet held on 20 July 2020**

The exempt minutes of the previous meeting of Cabinet held on 20 July were approved.

**2 Exempt minutes of Cabinet Procurement Committee held on 6 July 2020**

The exempt minutes of Cabinet Procurement Committee held on 6 July were approved.

**19 New items of exempt urgent business**

There were no new items of exempt urgent business.

**NOTED**

**Duration of the meeting:** 6.00 - 6.45 pm



**2020/21 OVERALL FINANCIAL POSITION, PROPERTY DISPOSALS AND ACQUISITIONS REPORT THAT TAKES ACCOUNT OF THE ESTIMATED FINANCIAL IMPACT OF COVID 19 AND THE ON-GOING EMERGENCY**

**KEY DECISION NO. FCR R.4**

**CABINET MEETING DATE 2020/21**

**19TH OCTOBER 2020**

**CLASSIFICATION:**

**OPEN**

**WARD(S) AFFECTED: ALL WARDS**

**CABINET MEMBER**

**Deputy Mayor Rebecca Rennison**

**Cabinet Member for Finance, Housing Needs and Supply**

**KEY DECISION**

**Yes**

**REASON**

**Spending or Savings**

**GROUP DIRECTOR**

**Ian Williams: Finance and Corporate Resources**

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

- 1.1 This Overall Financial Position (OFP) is based on detailed August monitoring data from directorates.
- 1.2 We are forecasting an overspend on the General Fund (i.e. excluding Housing costs) of £65m before the application of the Government's Emergency Funding (£21.4m). Of this, £61.5m relates to additional expenditure and reduced income incurred on the General Fund that is owed to COVID-19. The non-COVID-19 related overspend is £3.4m.
- 1.3 This report demonstrates that commitments from central Government, coupled with our own sound financial management, reduce the forecast COVID-19 related shortfall for 2020/21 to £10 million. While this places an extra pressure on Council finances, we are confident at this point that we can manage this shortfall.
- 1.4 What we now urgently need is certainty over future funding, in particular our funding settlement for the coming year. We need to be able to plan for the 2021/22 financial year and we cannot do this until the Government commits both to our core grant funding, and the additional support that will be put in place in relation to COVID-19.
- 1.5 While we appreciate these are uncertain times, we have no choice but to work within the financial rules set by central government, and under these we are required to bring forward some of our initial budget papers (Council Tax base) as early as January next year.
- 1.6 It is therefore vital that we are given clarity on the level of funding we can expect so we can plan how we will deliver the services that our residents need in the coming year.

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

- 2.1 The OFP shows that the Council is forecast to have a £65m funding shortfall (General Fund) before the application of the Government's Emergency Funding. This is equivalent to 6% of the total gross budget and 19% of the net budget. This is an increase of £0.515m increase in the overspend from July of which £0.7m relates to COVID-19 and while other pressures have reduced by £0.19m



- 2.2 As Cabinet is aware, we were awarded £17.835m of grant in the first two tranches and a further £3.516m from the third tranche, giving a total of £21.351m. With regards to the scheme that would partially compensate councils for losses in some sales, fees, and charges; we are required to submit 3 returns. The first will cover actual losses in April, May, June, and July; the second will relate to losses in August, September, October, and November; and the third will cover the remainder of the financial year. At the time of writing this report, we are finalising the first return but until we receive some kind of confirmation (or otherwise) from MHCLG that these estimates have been accepted, and we have data for the next few months, we cannot accurately extrapolate to an annual allocation. So, the report continues to assume our best annual estimate of £9.6m although this could change as we receive later data and MHCLG reviews our claims. When we have had feedback from MHCLG and some later losses data, we will include a revised annual estimate in the relevant OFP
- 2.3 The estimates contained within this report are very indicative and will be revised further as more information becomes available. It must also be noted that the Government funding listed in this report is intended to cover the pandemic only and funding is of a one-off nature. It follows that, while speed has necessitated some decisions to be taken through delegated authority over recent months, to protect the Council's financial position going forward, any further expenditure commitments that are of an ongoing nature must have full political oversight and be agreed through the Cabinet process.
- 2.4 The position of the General Fund is shown below. The first table shows the funding shortfall of £65m of which £61.5m is owed to COVID-19 while the second table analyses the impact of applying Government funding.

**TABLE 1: OVERALL ESTIMATED BUDGET SHORTFALL 2020/21**

Revised Budgets	Service Unit	Forecast: Change from Revised Budget after Reserves	Variance from Previous Month	Amount of variance owed to Covid19	Variance excluding Covid19
		£k	£k	£k	£k
86,447	Children's Services	5,786	-254	4,730	1,056
94,416	ASC & Commissioning	6,602	-16	4,911	1,691
33,763	Community Health	1,251	-	1,681	-430
214,626	<b>Total CACH</b>	<b>13,639</b>	<b>-270</b>	<b>11,322</b>	<b>2,317</b>
35,156	<b>Neighbourhood &amp; Housing</b>	<b>14,160</b>	<b>478</b>	<b>13,445</b>	<b>714</b>
19,736	<b>Finance &amp; Corporate Resources</b>	<b>15,100</b>	<b>295</b>	<b>14,773</b>	<b>327</b>
0	<b>Reduced Council Tax &amp; Business Rates Income</b>	<b>20,500</b>	<b>0</b>	<b>20,500</b>	<b>0</b>
8,947	<b>Chief Executive</b>	<b>1,552</b>	<b>12</b>	<b>1,480</b>	<b>72</b>
34,403	<b>General Finance Account</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>312,878</b>	<b>GENERAL FUND TOTAL</b>	<b>64,951</b>	<b>515</b>	<b>61,520</b>	<b>3,430</b>

- 2.5 In order to look at the budgetary implications of this shortfall in 2020/21 we must first adjust for Council Tax and Business Rates. The governing regulations require that any difference between the budgeted income and outturn income for these two income streams is not charged to the General Fund in 2020/21 but instead is charged in the following year. And so without changes to the regulations if we do make a shortfall of £20.5m on Council Tax and Business Rates income in 2020/21, it would all be charged to the General Fund in 2021/22 thereby increasing the budget gap by an equivalent amount in this year.
- 2.6 However, as noted in previous OFPs, the Government is intending to partially alleviate the burden in 2021/22. It is proposing to fund part of the shortfall on Council Tax and Business Rates (but we will not know how much until it produces the next Spending Review in the Autumn) and it will then direct that the remaining losses after the funding will be a charge against the General Fund in 2021/22 and in the following 2 years in equal amounts. So if the Government funds 33% for example (this is just a number for illustrative purposes) and we have a shortfall of £20.5m then we will have to charge £13.7m to the General Fund over the next 3 years, at a rate of £4.6m per annum beginning in 2021/22. Obviously, we will be able to offset against this any payments we receive in respect of 2020/21 debts in 2021-22 and beyond from local taxpayers and businesses.
- 2.7 The application of the grant, compensatory funding and the deferral of Council Tax and Business Rates losses to future years is shown in table 2 below

**TABLE 2: SHORTFALL AFTER THE APPLICATION OF GRANT**

Revised Budgets	Service Unit	Forecast: Change from Revised Budget after Reserves	Amount of variance owed to COVID-19	Variance excluding COVID-19
		£k	£k	£k
86,447	Children's Services	5,786	4,730	1,056
94,416	ASC & Commissioning	6,602	4,911	1,691
33,763	Community Health	1,251	1,681	-430
214,626	<b>Total CACH</b>	13,639	11,322	<b>2,317</b>
35,156	<b>Neighbourhood &amp; Housing</b>	14,160	13,445	<b>714</b>
19,736	<b>Finance &amp; Corporate Resources</b>	15,100	14,773	<b>327</b>
<b>8,947</b>	<b>Chief Executive</b>	1,552	1,480	<b>72</b>
<b>34,403</b>	<b>General Finance Account</b>	0	0	<b>0</b>
<b>312,878</b>	<b>GENERAL FUND TOTAL</b>	<b>44,451</b>	<b>41,020</b>	<b>3,430</b>
	<b>Estimated Emergency Fund</b>	<b>-21,351</b>	<b>-21,351</b>	
	<b>Funding to Partially Compensate loss of Sales, Fees &amp; Charges income</b>	<b>-9,575</b>	<b>-9,575</b>	
	<b>FUNDING STILL REQUIRED AFTER APPLICATION OF GRANT</b>	<b>13,525</b>	<b>10,094</b>	

- 2.8 So as can be seen we have a total shortfall of £13.5m of which £10m relates to Covid-19.
- 2.9 The Group Director Finance is meeting this financial challenge by: -
- Reviewing the Council's reserves to develop options for re-appropriating reserve funds to help support the Council's response to COVID-19. This may mean delaying some projects or activities initially expected to be funded from reserves.
  - Refining and developing a governance process to ensure expenditure is signed off by appropriate officers to keep expenditure focused on the COVID-19 response.
  - Closely monitoring the Council's income streams and debt levels to see what effect the COVID-19 crisis is having on the Council's income.
- 2.10 We will also be continuing to review and refine our work on the robustness of the calculation processes and data used to calculate the COVID-19 estimates.
- 2.11 On other matters, on 28th April, the Government confirmed that the review of relative needs and resources (Fair Funding) and the move to 75% business rates retention will no longer be implemented in April 2021. On 21<sup>st</sup> July, it also launched the 2020 Comprehensive Spending Review (CSR). The Review, which will be published in the autumn, will set out the Government's spending plans for the remainder of this Parliament. It follows that at this stage, we will need to continue to plan with little or no funding certainty over the medium term in the context of significant additional spending and reduced income because of COVID-19.
- 2.12 As reported in previous reports to Cabinet, It is by no means clear what the longer term financial impact on local government will be as a result of COVID-19 but it looks likely that the UK faces a significant recession, possibly its sharpest recession on record. It is also worth noting that the UK's debt is now worth more than its economy after the government borrowed a record amount in May. The £55.2bn figure was nine times higher than in May last year and the highest since records began in 1993 and it sent total government debt surging to £1.95trn. Income from tax, National Insurance and VAT all dived in May amid the coronavirus lockdown as spending on support measures soared.
- 2.13 Clearly this will have an impact on future public sector and local authority budgets. It seems that at this time there is much less of an appetite within Government for austerity than that following the financial crisis in 2008 but it remains to be seen whether sufficient resources are made available to put local government on a sound and sustainable financial footing going forward.

- 2.14 Approval is sought for the proposed letting of 280 Mare Street. Cabinet approval is required because the letting will be for a term of up to 15 years, and the Director of Strategic Property has delegated authority, under the Schedule of Delegations provided for within the Portfolio of the Group Director of Finance & Corporate Resources (FR105), to approve leases and subleases for a term of up to 7 years. The Property was previously leased as co-working space, but the former tenant went into liquidation and the building has been managed in the interim by Strategic Property Services. The property has been widely marketed by an established London office agent (Strettons) over a 6 month period, leading to a proposal from a well-established coworking provider. Detailed lease terms are still to be agreed with the prospective tenant but Cabinet approval is required now so that the lease is not delayed. Based on current discussions the lease is likely to be for a term of 10 years with a break clause after 3 years and rent review after 5 years. However, Cabinet approval is being sought to enter into a lease of up to 15 years, other terms to be approved by the Group Director of Finance and Corporate Resources, to provide sufficient flexibility in the event of the current prospective tenant demanding more than 10 years or the property having to be re-marketed. The Heads of Terms of the proposed lease agreement is attached in **Exempt Appendix 2**. It is exempt because it contains commercially sensitive information.

### **3.0 RECOMMENDATIONS**

- 3.1 To note the update on the overall financial position for August, covering the General Fund and HRA.**
- 3.2 Approve the disposal by leasehold interest of 280 Mare Street for a term of up to 15 years (see location plan at appendix 1).**
- 3.3 Authorise the Director of Legal Services to prepare, agree, settle and sign the necessary legal documentation to effect the proposed disposal and to enter into any other ancillary legal documentation required to complete the proposed disposal transaction.**
- 3.4 Delegate authority to the Group Director of Finance and Corporate Resources to enter into a lease of up to 15 years, and to agree all other terms of the lease, provided that the requirements of s.123 Local Government Act 1972 are met.**

### **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)

### Summary

The CACH directorate is forecasting an overspend of £13.6m after the application of reserves and grants drawdown COVID-19 related expenditure accounts for £11.3m of the reported overspend.

### Children & Families Service

Children and Families Service (CFS) is forecasting a £3.304m overspend after the application of reserves. This includes a £1.735m forecast in respect of COVID-19 related spend. The draw down from reserves includes:

- £3.869m from the Commissioning Reserve, set up to meet the cost of placements where these exceed the current budget.
- £1.6m for additional staffing required to address a combination of increased demand across the service and management response to the Ofsted inspection.

The forecast also incorporates £4.650m of Social Care Grant funding (that is an additional £3.450m in 2020/21 when compared to last year). Set against this, there is a significant increase in spend driven by looked-after children (LAC) and leaving care (LC) placements costs within Corporate Parenting where the net overall spend is forecast to increase by £4.4m (excludes reserves, however £0.9m has been identified as relating to COVID-19) compared to last year. There is also an increase in forecast spend on staffing across CFS of £3.0m when compared to last year (£0.6m has been identified as relating to COVID-19 and £0.67m relates to an increase in the employer pension contribution from 15.6% to 18.5%). £1.6m is linked to increased staffing levels agreed in response to increased demand and additional posts agreed to assist in responding to the Ofsted recommendations arising from the inspection in November 2019 in which the Council received a '*requires improvement*' judgement.

**Corporate Parenting** is forecast to overspend by £2.92m after the use of £3.9m of commissioning reserves (includes £0.943m of COVID-19 expenditure). This position also includes the use of £2.8m of Social Care funding that was announced in the October 2019 Budget - this includes £600k in relation to staffing costs and the remaining £2.2m is for placements. The overall position for Corporate Parenting has increased by £0.2m since July 2020. Gross expenditure on LAC and LC placements (as illustrated in the table below) is forecasted at £24.8m compared to last year's outturn of £20.4m – an increase of £5.2m (this includes £0.943m of COVID-19 expenditure).

### Placements Summary for LAC and Leaving Care

Service Type	Budget	Forecast	Forecast Variance	Funded Placements	Current Placements
Residential	3,131	7,369	4,238	16	39
Secure Accommodation (Welfare)	-	16	16	0	-
Independent Foster Agency	6,488	7,685	1,197	130	154
In-House Fostering	2,400	2,212	(188)	100	93
Semi-Independent (Under 18)	1,570	3,203	1,633	24	49
Semi-independent (18+)	1,370	2,637	1,267	71	99
Family & Friends	569	996	427	25	41
Residential Family Centre (P & Child)	-	97	97	-	-
Other Local Authorities	-	85	85	-	3
Overstayers (18+)	290	524	234	57	60
Staying Put (18+)	200	480	280	19	34
Extended Fostering (18+)	-	57	57	-	2
UASC	-	(485)	(485)	50	40
<b>Expenditure</b>	<b>16,018</b>	<b>24,874</b>	<b>8,856</b>	<b>491</b>	<b>614</b>

\*based on the average cost of placements.

The £8.9m cost pressure position for placements is net of Unaccompanied Asylum Seeking Children (UASC) income received from the Home Office. The UASC income is in excess of the placements' costs incurred for the 40 placements in the service hence the additional funding is offsetting budget pressures in other placements types. It is emphasised, however, that there will be other costs, such as additional social workers, associated with the number of UASCs supported and this is recorded elsewhere in the service. This gross placement position of £8.9m is then mitigated by reserves of £3.9m and £2.2m Social Care Grant to get to a net reported position of £2.8m.

The table below further analyses LAC placements showing movements from the previous month and average annual unit costs.

### LAC/ Leaving Care Placement Analysis

Placement Type	Annual Forecast £ 000	Weekly Cost £ 000	Weekly Unit Cost (Average)	Current YP No	Last month YP No
Residential Care	7,369	151	3,870	39	40
Secure Accommodation (Welfare)	16	-	0	0	0
Independent Foster Agency	7,685	147	955	154	152
In-House Fostering	2,212	43	459	93	92
Semi-Independent (Under 18)	3,203	62	1,274	49	50
Semi-independent (18+)	2,637	37	370	99	120
Family & Friends	996	18	442	41	44
Residential Family Centre (P&Child)	97	-	3,481	0	1
Other Local Authorities	85	2	541	3	2
Overstayers (18+)	524	19	314	60	32
Staying Put (18+)	480	16	467	34	33
Extended Fostering (18+)	57	1	498	2	2
UASC	(485)	32	769	40	27
<b>Total</b>	<b>24,874</b>	<b>527</b>	<b>13,439</b>	<b>614</b>	<b>595</b>

\* This month we have made some technical changes to how we record some UASC and former UASC placements for whom we receive Home Office funding. As a result, there have been some shifts in costs and placement numbers between various placements types to UASC and Overstayers.

One of the main drivers for the cost pressure in Corporate Parenting continues to be the rise in the number of children in costly residential placements which has continued to grow year-on-year and the number of under 18s in high-cost semi-independent placements. Where children in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. We are also seeing an increase in the number of Independent Fostering Agency (IFA) placements and a stagnation in the number of in-house fostering placements. The annual cost of IFA placements (£50k) are double the cost of in-house fostering placements (£25k).

The forecast for LAC and Leaving Placements is a net increase pre-Covid19 increase of £3.5m compared to last year (excluding reserves), and this is largely attributed to increases in Semi-independent placements (both under and over 18s) of £2m; Residential care £1.8m; and IFAs £0.6m, this includes approximately £0.9m in relation to COVID-19 additional expenditure and £1.7m of additional income. If we exclude the COVID-19 expenditure, the increase compared to the 2019/20 outturn is £2.6m.

Management actions are being developed by the service to reduce the number and unit cost of residential placements. Given that the average annual cost of a residential placement is approximately £200k, a net reduction in placements would have a significant impact on the forecast.

This year we continue to see significant pressures on staffing, however this has been partly offset by the social care grant funding which has been allocated to the service. This is mainly due to over-established posts recruited to meet an increase in demand (rise in caseloads), additional capacity to support the response to the Ofsted focused visit at the end of last year and cover for maternity/paternity/sick leave and agency premiums. Given the outcome of the recent inspection referred to above, alongside further increased demand in the system, as well as the ongoing impact of COVID-19, it is likely that staffing costs will continue to be above establishment and this is being built into future financial plans.

Disabled Children's Service is forecast to overspend by £52k after the use of £476k of reserves. Staffing is projecting an overspend of £162k due to additional staff brought in to address increased demand in the service. This is offset by £215k of additional social care grant funding. Commissioning is projecting a £550k overspend attributed to care packages (£291k Home Care, £353k Direct Payments).

Directorate Management Team is forecast to overspend by £365k after a drawdown of £635k reserves for Post Ofsted staffing pressure and £166k Social Care Grant for the creation of 2 Service Manager posts. £368k of staffing pressure in relation to COVID-19 is forecast in this area, this includes an estimate of additional staffing relating to delays in closing cases.

Children in Need is forecasted to overspend by £23k after the use of reserves. There are significant levels of non-recurrent funding in the service including £687k of Social Care Grant funding in recognition of staffing pressure at the start of the financial year. Recruitment to permanent Social Worker posts are in progress which should start to address the high numbers of agency staff currently in this service.

Access and Assessment is forecasted to underspend by £13k after the use of reserves. There are significant levels of non-recurrent funding in the service including £564k of reserve funding to provide additional capacity following the Ofsted inspection last year.

Youth Justice is forecasted to underspend by £96k primarily due to late recruitment to vacant posts.



## Hackney Education

Hackney Education has a budget of £25.7m net of budgeted income of circa £240m. This income is primarily Dedicated Schools Grant of which the majority is passported to schools and early years settings or spent on high needs placements.

As at the end of August 2020, Hackney Education is forecasting to overspend by around £8.8m. Approximately £3m of this is the forecast financial impact of the COVID-19 outbreak. The balance of the overspend (£5.8m) is mainly as a result of a £8.4m forecast over-spend in SEND, offset by forecast £2.6m of savings in other areas of HLT. The £8.4m over-spend in SEND is a result of previously reported factors, mainly a significant increase in recent years of children and young people with Education Health and Care Plans (EHCP's). The forecast represents an improvement of £0.5m from last month as a result of a reduced forecast in respect of SEN transport as a result of reduced costs during the period of school closure due to Covid-19.

The Government has formally confirmed its intention to ensure that local authorities are not left with the burden of SEND cost pressures and have issued new funding regulations which state that deficits arising from DSG shortfalls will not be met from local authorities' general funds unless Secretary of State approval is gained. The finance teams are working on what exactly this will mean for the Council's finances and are also consulting with the auditors and other Councils. At this time, it is thought that it is unlikely these changes to funding regulations will have a material impact on the forecast.

The Government expectation is that the DSG overspend will remain in the Council's accounts as a deficit balance which will then reduce in future years as additional funding is received. However, Government's commitment to this additional funding and the level this will be at is not clear. There is therefore a financial risk to the Council of carrying this deficit forward and we will need to consider options for mitigating this risk which might include setting aside a reserve equivalent to the deficit at year end.

### Summary HLT variance

	Variance £'000	Variance due to COVID £'000	What the variance might have been excluding C19 £'000
SEND Forecast (excluding transport)	8,324	388	7,936
SEND Transport	578	80	498
HLT forecast other	(89)	2,527	(2,615)
Net variance	8,813	2,995	5,818

The table below provides a breakdown of the forecast against service areas in the HLT and an explanation for significant variances.

<b>Budget Commentary Excluding the C19 Impact</b>				
Service area	2020/21 budget £k	Forecast Year-end Exp Excluding C19 £k	Variance Excluding C19 £k	Budget commentary
High Needs and School Places	47,578	56,012	8,434	The forecast assumes an increase in spend by around £3.8m from what was incurred in 2019/20. A group of key Council officers will meet to develop/refine the forecast. Furthermore, officers are undertaking a fresh review of options for reducing spend and therefore the recurrent deficit.
Education Operations	3,684	3,661	(23)	Immaterial variance
Early Years, Early Help and Wellbeing	41,318	41,919	600	This reflects forecast spending in children's centres and residual costs associated with an in-year closure of a school-based children's centre where the full-year budget was vired as savings so is partly offset under contingencies and recharges. A full financial review of the children's centres is currently underway.
School Standards and Performance	1,843	1,859	16	Immaterial variance
Contingencies and recharges	11,055	9,514	(1,541)	Forecast under-spends in contingency and savings delivered in previous years.
Delegated school funding to maintained mainstream schools	133,844	132,900	(944)	Forecast variance reflects Schools Forum agreement to vire from Schools Block of the DSG to the High Needs block to contribute to the SEND pressure.
DSG income	- 213,611	- 214,337	(726)	Estimated additional Early Years DSG
<b>TOTAL</b>	<b>25,711</b>	<b>31,528</b>	<b>5,817</b>	

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

The forecast for Adult Social Care is a £6.6m overspend of which Covid-19 related expenditure accounts for £4.9m. This overspend does not include Covid-19 NHS discharge related spend of £1.3m where there is an agreement to fully recharge the cost to CH-CCG or provider support from the Infection Control Fund (£0.5m).

The revenue forecast includes significant levels of non-recurrent funding including iBCF (£1.989m), Social Care Support Grant (£4.644m), and Winter Pressures Grant (£1.405m).

Announcements on social care funding as part of the Spending Review 2019 has provided further clarity on funding levels, however, it is still unclear what recurrent funding will be available for Adult Social Care in the longer term. 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 £5.1m pressure of which Covid-19 related expenditure accounts for £4.1m. The forecast also includes £1.4m of the Winter Pressures grant to fund the ongoing additional care package cost as a result of hospital discharges. The full £1.4m had already been committed at the beginning of the financial year.

#### Care Support Commissioning (£k)

Service type	2020/21 Budget	Aug 2020 Forecast	Full Year Variance to budget	Variance from Jul 2020	Management Actions
Learning Disabilities	16,735	17,674	939	88	<ul style="list-style-type: none"> <li>- ILDS transitions/demand management and move on strategy</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	13,748	16,692	2,944	(133)	
Memory, Cognition and Mental Health ASC (OP)	8,297	9,339	1,041	5	
Occupational Therapy Equipment	740	673	(67)	21	
Asylum Seekers Support	170	418	249	26	
<b>Total</b>	<b>39,689</b>	<b>44,796</b>	<b>5,107</b>	<b>6</b>	

Physical & Sensory Support is forecasting an overspend of £2.9m. This includes a forecast of £2.4m of additional funding support for care providers in response to the COVID-19 pandemic. The remaining pressure of £0.5m relates directly to the number and complexity of care support packages in Physical and Sensory Support. The overall position has improved by £133k on the previously reported July position, primarily due to increased forecasts for NHS discharge funding projected till end of September 2020. The gross forecast spend on care packages in Physical Support is £18.5m (£17.8m in 19/20) and in Sensory Support is £1.08m (£1.04m in 19/20). The forecast also includes £350k of iBCF and £755k of Winter Pressure funding towards care packages in 2020/21.

Memory, Cognition and Mental Health ASC (OP) is forecasting an overspend of £1.04m. The overall position has remained consistent with the last reported July position. The gross forecast spend on care packages for 2020/21 is £12.2m. Previous reductions in forecast overspend relating to reduced service user numbers due to mortality driven by the Covid-19 pandemic have now been offset by new service users primarily in nursing care settings. £650k of Winter Pressure funding and £400k of iBCF have been applied to these care packages in 20/21.

The Learning Disabilities service is forecasting an overspend of £0.9m. There continues to be increased pressures related to new clients and the cost of increasing complexity of care needs for Learning Disability clients. The gross forecast spend on care packages in Learning Disabilities is £32.4m (£30.9m in 19/20). The forecast also includes significant non-recurrent funding from the iBCF (£1m) and Social care (£4.6m) grants. In addition, a contribution from the NHS of £2.7m (£2.1m in 2019/20) for jointly funded care packages for service users has been factored into the forecast. This is building on the work completed in 2019/20 to agree the share of funding for complex care packages.

The Mental Health service is provided in partnership with the East London Foundation Trust (ELFT) and is forecast to overspend by £1.136m against a budget of £7.865m. The overall position is made up of two main elements - a £1.38m overspend on externally commissioned care services and £243k underspend across staffing-related expenditure. The gross spend on care packages in Mental Health (ELFT) is £4.97m (£4.9m in 19/20).

Provided Services is forecasting a £251k overspend against a budget of £9.87m. This is largely attributed to:

- Housing with Care overspend of £597k, of which the majority is in relation to the significant cost of additional agency staff cover employed for staff absences due to shielding or self-isolating at present due to Covid-19.
- Day Care Services are projected to underspend by £347k, primarily due to the current staff vacancies across the service and that the Oswald Street day centre is currently closed.

Preventative Services is forecasting an overspend of £17k. Forecast underspends on Concessionary Fares (£57k) and the Interim Bed facility at Leander Court (£171k) are offset by pressures of staff costs within the Hospital Social Work team and the Information and Assessment team.

ASC Commissioning is forecasting a £214k underspend. This underspend includes significant one-off reserve funding of £1.795m in 2020/21 supporting activity within commissioning - across teams and projects including the project management office, the commissioning team, the direct payments team and supporting the Lime Tree and St Peters' care scheme prior to recommissioning. Disabled Facilities Grant funding has been applied in 2020/21 to the Telecare contract. Additional grant funding has been received for domestic violence services resulting in a favourable £70k variance to budget.

Care Management and Adult Divisional Support is forecasting a £305k overspend which is driven primarily by staffing costs within the Integrated Learning Disabilities team (£258k). The team has a relatively high number of agency staff which management is actively addressing with planned recruitment campaigns.

### **Public Health**

Public Health is forecasting a breakeven position, and this includes £55k for the Covid19 triage service and delays in the delivery of planned savings (£375k).

The Public Health grant increased in 2020/21 by £1.569m. This increase included £955k for the Agenda for Change costs, for costs of eligible staff working in organisations such as the NHS that have been commissioned by the local authority. The remaining grant increase has been distributed to Local Authorities on a flat basis, with each given the same percentage growth in allocations from 2019/20. There is a separate grant allocation for PrEP related activity that was recently announced, and the local authority will receive £344k to fund the costs incurred this year.

The service has pressures in demand led services including sexual health and is working closely with commissioners to ensure future provision remains within the allocated sexual health budget in future financial years. In this year this is being offset by underspends in other areas of the service and from the increased grant allocation.

Hackney has been allocated £3.1m of the total £300m announced by Government to support Local Authorities to develop and action their plans to reduce the spread of the virus in their local area as part of the launch of the wider NHS Test and Trace Service. This funding will enable the local authority to develop and implement tailored local Covid19 outbreak plans. A working group has been established and plans are being developed to allocate these funds accordingly.

Mortuary costs have substantially increased during Covid19, and the response to the pandemic plan required the Mortality Management Group to activate the Dedicated Disaster Mortuary (DDM) plans for London. Additional capacity was required rapidly to ensure that that was enough capacity to meet predictions in the initial wave. This has come at an increased cost of approximately £23m to date across London, and based on ONS figures, Hackney's estimated additional cost is likely to be £740k. In anticipation of a potential second spike, a further £16m will be created as a provision across London, and Hackney's share of this will be a further £510k. This has been factored into the reporting position from July 2020.

## Detailed impact of COVID-19 on CACH

This is set out below

### Impact of COVID-19 on CACH Costs and Income

Additional Spend	Reduced Income	Net Effect	Sub-Service	Variance Narrative
674	-	674	FLIP Young Hackney and DAIS CIN, A&A and DCS DMT	<p>Workforce Pressure Termination dates for some Family Learning Intervention Project (FLIP) staff have been extended and support is being provided to other service areas via Rapid Support.</p> <p>This is for an additional YH business support officer and DAIS intervention officer due to a peak in workload created by COVID-19</p> <p>Delays in CIN agency staff leaving due to COVID-19 lockdown; A&amp;A staff unable to obtain work permit due to COVID-19; additional DCS staff due to increase in workload.</p> <p>Increase staffing pressure due to workload cases that are not closed as a result of COVID-19.</p>
690	-	690	Corporate Parenting (LAC)	<p>LAC placement costs This relates to CP placements costs, and is due to delays in step-downs, placements being extended (i.e. beyond their 21st birthday) as well as additional support hours. Also increased residential placements due to unavailability of foster carers during this period.</p>
281	-	281	Corporate Parenting (LC) NRPF	<p>Care Leavers £21k per month = £253k</p> <p>From April to August, £28k was provided to the clients by increasing the subsistence payment by 25%, £25 internet allowance for each family and Free School Meal allowance for children who are not receiving school meal allowance from their school from COVID-19 lockdown.</p>
90	-	90	DCS / Short Breaks	<p>Other This assumes pressure to apply a 10%</p>

				increase to DCS home care packages in line with home care for adults' providers (90k).
2,400	-	2,400	ASC - Care Support Commissioning	ASC - Supporting the Market Additional funds provided to care providers - estimated across 12 months
648	-	648	ASC - Provided Services & ASC Commissioning	ASC - Workforce Pressures Cost of engaging additional care staff to cover permanent officers shielding or self-isolating. Estimated cost of support workers for COVID-19 Urgent Housing Pathway (£53k)
1,413	-	1,413	ASC - Care Support Commissioning	ASC - Additional Demand A number of care packages across ASC are now being funded by NHS discharge funds. This is the full year estimate of the additional demand cost of care packages not being supported by NHS discharge funding.
-	300	300	ASC - Care Support Commissioning	ASC - Loss of care charges income (10% estimated reduction in the collection rate).
150	-	150	ASC Commissioning	Delay in delivery of Housing Related Support savings
55	-	55	PH	PH - COVID 19 Triage Service Contracted cost for the year
1,251	-	1,251	PH	PH - Additional Mortuary costs
375	-	375	PH	Delay in delivery of PH savings in Substance Misuse and the Healthier City and Hackney Fund
30	438	468	HLT	High Needs and School Places Kench Hill Charity grant and loss of SEND traded income.
-	141	141	HLT	Education operations Loss of traded income and additional ICT costs
-	1,018	1,018	HLT	Early Years, Early Help and Wellbeing Loss of childcare income in children's centres.
-	462	462	HLT	Schools Standards and Performance Loss of traded income.
906	-	906	HLT	Contingencies and Recharges Mainly potential payments to schools to compensate for loss of children centre income and potentially supporting schools with additional costs through COVID-19 in areas not covered by Government schemes.
8,963	2,359	11,322	Total	

### 4.3 NEIGHBOURHOODS AND HOUSING

The forecast position for Neighbourhoods and Housing Directorate as at August 2020 is a £14.1m overspend primarily as a direct result of COVID19. The forecast includes the use of £1.2m of reserves, the majority of which are for one off expenditure/projects. The estimated total COVID19 impact in Neighbourhoods and Housing as of July 2020 is £13.4m of which £11.0m is an income shortfall and £2.4m additional expenditure.

Environmental Operations is showing an overspend of £3.601m, made up of £2.549m related to a shortfall in income mainly from commercial waste and hygiene services due to the lockdown as businesses have closed and all services which require going to residents' homes have been ceased in line with Government guidelines. A further £0.754m expenditure relates to additional supplies and services such as PPE, and hand sanitisers for all staff. £0.298m is the net overspend in the service which relates to various operational running costs within the service.

The Parking service is showing a net overspend of £6.1m of which £6.5m is an income shortfall. The current lockdown has meant a reduced amount of income in all income streams within Parking. In the first two months of the lockdown parking income dropped by 44% from last year. As restrictions have been lifted, income levels have risen to pre-Covid19 levels but there still remains an income budget shortfall. The current forecast in parking income is £19.2m, which is still a shortfall in income of £6.5m (25%) from budget. The Parking income model is being updated on a weekly basis, considering actuals being received and activity volumes which will inform the forecast accordingly in the coming months.

Market and Shop Front Trading is overspending by £865k of which £796k is income shortfall and £116k is additional expenditure which is a direct result of the lockdown. There is an adverse variance as additional safety and security measures are put in place for the markets to open. Combined Markets and Shop Trading income budget is £1.6m and it is expected that half of that is likely to be achieved if the lockdown is lifted. Even though the lockdown is beginning to be lifted on markets' activities it is difficult to make the markets safe for social distancing and therefore take up of market stalls is limited because the footfall into markets is limited due to the need to maintain social distancing. This will continue to be the case for the foreseeable future and will be reflected in the reduced income forecast in the market's budget over the coming months.

Streetscene is showing a net overspend of £416k, of which £479k is a shortfall in income against a budget of £2.4m (21%). The service is expecting things to improve in the coming months as the lockdown eases in the construction industry.



Other than the impact of COVID-19, Libraries & Heritage and Leisure and Green Spaces are forecasting a breakeven position and the COVID detail is listed in the table below.

Planning is forecasting an overspend of £1.6m which is due to a shortfall in planning applications fee income, PPA (Planning Performance Agreement) and CIL income. The shortfall in planning application fee income is linked to a decline in the number of very large major applications being received rather than a significant fall in overall planning application numbers for the past 2 years. This has further resulted in a reduction in the CIL and s106 income due to delays of schemes starting construction. There are a number of large schemes at the pre-application stage which are due to be submitted in early 2020/21. The development industry is also putting on hold the submission of major planning applications until there is more clarity on the impact of Covid-19, Brexit and the Hackitt review on build cost and sales value as this impacts the viability and deliverability of their schemes.

Despite a 20% uplift in planning fees 2 years ago, the income has consistently fluctuated between £1.5-1.7m over the past 3 years. With a budget of £2.2m and a plateau in the housing market, this level of income is unachievable. The income target for minor applications of £1.2m is forecast to be achieved, however the cost of determination of minor applications is more than the fee received as Local Authorities have not yet been afforded the option by the Government of setting their own fees. In practice, major applications help subsidise minor applications therefore the shortfall in new major applications will also detrimentally affect this cross subsidy. This is a national issue which the LGA is highlighting to government.

The Head of Planning is taking the following actions to address this budget pressure for 2020/21:

- The implementation of a new planning back office system will deliver process and cost efficiencies especially within the planning application registration and validation process, these efficiencies will help offset any underachievement of income.
- Review of the Planning Service cost base including non-staff costs.
- Benchmarking with other planning authorities with a focus on sustainable caseloads.
- Review of the Growth Team activity and Planning Performance Agreements

Within the Housing General Fund, the underspend relates to staffing, which is partly offset by a smaller staffing overspend within Regeneration.

## Impact of COVID-19 on N&H

Additional Spend	Reduced Income	Net Effect	Sub-Service	Variance Narrative
113	101	214	Libraries & Heritage	The service is not expecting any income during 20/21 for library fines, room bookings, sales etc due to the initial closure and future uncertainty of how the long-term service will operate. The additional COVID related expenditure is based on a prudent approach to security where the contract had not changed despite the closures but with the libraries reopening additional daily cleaning is now required along with security on site during the library opening hours.
715		715	Leisure Services	This is the estimate of additional costs required to support GLL who manage the Leisure centres within Hackney. The total amount is being taken from the contract surplus share which GLL are holding on Hackney's behalf. This support will be paid back to the Council when the leisure contract returns to surplus
156	379	535	Events & Green Spaces	Parks & Green Spaces have two main areas of expenditure relating to COVID-19, which are additional emptying and cleaning of the bins (£74k) across parks and green spaces and cleaning of the toilets (£71k) (which had to be re-opened due to increased usage of the parks since lockdown). There are also additional Parks Signage costs around Social Distancing which are starting to filter through to the cost centres. The loss of income is primarily down to the Events Team - as no bookings are expected this year and Parks in general where all income including from internal sources is on a much reduced expectancy or none at all (corporate volunteering and general parks events).
754	2,549	3,303	Environment Ops	Environment Ops has three main areas of expenditure that have been impacted heavily by Covid-19. The use of agency staff to cover both sickness and staff absences, use of agency staff to cover food deliveries for the council, internal vehicle cleaning every day and where required to help the service or Council

				<p>(£411k). This forecast is up to the end of Sept 20, the figures will be reviewed after this to update the forecast. The ongoing purchase of PPE and other equipment to aid daily operational works, such as masks, gloves, and sanitizers (£303k). The virus has also had a large impact on income especially Comm Waste due to so many businesses closing during the ongoing lock down (£2,362k), also an increase in the bad debt provision (40k) to account for more defaulters due to either struggling to reopen or struggling to continue as going concerns.</p> <p>Hygiene Services - the inability to go into people's homes and buildings (£137k) and (£50k) on Bulky waste collections which had a significant drop off in requests in Apr and May 20. Whilst the lockdown has started to ease, and businesses slowly start to reopen there is still so much uncertainty surrounding how my clients will reopen or struggle to continue in business or pay existing charges.</p>
0	6,568	6,568	Parking	<p>There has been a significant impact on Parking services due to COVID19 in all income areas from PCNs, Pay and Display, Suspension and Permits. Current full year income forecast is £19.3m against a budget of £25.8m <b>which is a shortfall in income of £6.5m</b>. There are various minor underspend variances in other areas of the service of (£397k) giving a net overspend position of £6.1m.</p>
116	796	912	Markets and Shop Front Trading	<p>Markets stalls and Shop Front Trading have been heavily impacted by COVID19 as shops and markets have been closed since the lockdown. There has been no income in quarter one. As the lockdown continues with the Government advice on markets being able to open the take up has been very little and it is difficult to make the areas safe for social distancing.</p>
	479	479	Streetscene	<p>All the variance relates to income shortfall. Whilst the current circumstances have decimated some areas, in particular around NRSWA (s74), there are some signs of recovery. The service anticipates that utilities and developers will start to use their services as lockdown eases and "normal" circumstances resume. The forecast</p>

				figures are a current cautious projection for this year.
625	94	719	Community Safety, Enforcement & Business Regulation	Civil Protection - £373k overspend consists of expenditure for: 1) PPE sourced for procurement. 2) Overtime, extra staff costs and other expenses for staff recruited for COVID-19, after authorisation by Gold. 3) Training provided to other teams such as Gold Loggists. 4) Extra infrastructure and equipment costs for needs such as temporary mortuaries, the Mobile Testing Unit site, the PPE Sub regional Hub, Food Hub etc. Enforcement - reduced income £24k due to less Fixed Penalty Notices. Enforcement officers' overtime £81K, Agency staff for Parks £38. CS Enforcement BR Management £30K, High court fees for Hackney Marshes & London Fields, £96K Security patrols in Parks. Licensing & Technical Support - Reduced income £70K TENS. Business Regulation EH & TS - Specialist Noise Advice and Control Officer overtime £7K
2,479	10,966	13,445		

#### 4.4 FINANCE & CORPORATE RESOURCES

Finance and Resources is forecasting an overspend of £15.1m (before the inclusion of reduced council tax and business rates income of £20.5m (primarily reflecting lower forecast collection rates). Of this £14.773m is owed to COVID-19, which leaves a non-COVID overspend of £327k which is spread across various services.

The impact of COVID-19 on the directorate is as follows: -

Commercial Property is forecasting a £2.8m rental loss relating to COVID-19 and £215k additional security costs. £1.8m is expected to be written off and currently we have a 'deferred' amount of £0.78m. Of this 50% is assumed to be paid by year end. There is also increased expenditure on security and patrols of retail properties during lockdown.

Additional Covid-19 cost pressures in Revenues and Benefits sum to £3.5m. The collection of benefits overpayments has reduced by £1.85m because of COVID-19. The remaining £1.65m is primarily owed to loss of court costs income (£0.9m), additional staffing requirements across the service to deal with increased workload resulting from COVID-19 (particularly claims management), increased administrative costs associated with re-billing (print costs and postage

costs), and anticipated additional expenditure on the Discretionary Crisis Support Scheme.

Customer Services is reporting a COVID-19 related cost of £282k relating to additional staff and software needed to add capacity to handle support for vulnerable residents.

There is an estimated £3.6m of Housing Needs costs arising from COVID-19 which result from two main sources. Firstly, the service has incurred additional staff costs to carry out the rough sleeping initiative and to move people into emergency accommodation and latterly into more settled accommodation; and has incurred additional direct costs of emergency accommodation. The service has also incurred costs with landlord incentives, required to secure accommodation and is forecasting having to make provision for those residents in Temporary Accommodation unable to pay their rents due to COVID-19; and there has been a reduction in rent income.

Registration Services have been severely affected by COVID-19 which has created a forecast £590k shortfall resulting from a significant reduction in Ceremony Services (75%) and Citizenship Awards (50%). The impact of COVID-19 has led to a decrease of approximately 56% of income compared to last year whilst expenditure on staffing has also increased as there has been a requirement for sessional staff to cover front line services whilst some vulnerable staff work from home.

The Central Procurement and the Energy Team is forecasting COVID-19 related costs of £2.6m. The COVID expenditure relates to PPE which is being managed as a coordinated effort across the council with the ordering being led by Procurement. The spend on PPE to date is approximately £1.9m. It is difficult to try to estimate the usage going forward, and several items of equipment are still held in stock such that in some instances the stock levels will be sufficient for several months. However, the use of PPE will probably be required over a longer period of time than may have been anticipated at the start of lockdown, so a forecast of £0.7m further expenditure has been added to the spend to date to try to account for this.

There is a £698k COVID-19 cost in ICT resulting from the requirement for additional agency staff and equipment to ensure staff are able to work from home.

#### **4.5 CHIEF EXECUTIVE**

Overall, the Directorate is forecasting to overspend by £1.552m of which £1.480m is owed to COVID-19.

Policy, Strategy & Economic Development are reporting an overspend of £782k all of which is due to COVID-19, arising from food parcels for residents who cannot access or afford food during COVID-19, security and moving costs (£661k) and Emergency Grants to 4 organisations in the Voluntary Sector to provide COVID-19 related services (£121k)

Communications is forecasting an overspend of £770k, most of which is due to the impact of COVID-19, which has reduced film, venues, and advertising income.

Legal and Governance, Chief Executive Office and HR are forecast to come in at budget.

#### **4.6 Housing Revenue Account (HRA)**

The impact of COVID-19 on the HRA is to increase net expenditure (income less expenditure) by total of £3.4m

It is estimated that there will be increased arrears of £1.7m in respect of dwelling rents, tenant charges and commercial income arising from COVID-19. It is assumed there will be an increase in irrecoverable debts and therefore an increase in the bad debt provision. Income, especially rent collection, is being monitored on a weekly basis and improvements in the rent collection rate will inform the level of provision for bad debts as the year progresses.

There is also likely to be a further reduction in rent income and tenant charges during the year arising from voids, increased expenditure on Housing Repairs and reduced Commercial properties income - Q1 rental charges have been deferred and Property Services are currently reviewing deferral of Q2 rents. It is estimated that income collection will reduce by £100k as some properties will require rent reductions / rent free periods. Any non-payment of rents will be accounted for within the bad debt provision. In addition, Community halls income is forecast to reduce due to a lack of bookings. The total reduction is an estimated £420k.

There are also variations from budget which are not related to COVID-19, but the only significant variation is within Special Services. The Special Services variance is due to increased costs of the integration of the Estate Cleaning service which is being reduced over 3 years. The overspend here is offset by variations to budget within other services.

#### **5.0 DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

This budget monitoring element report is primarily an update on the Council's financial position and there are no alternative options here. With regards to the Property Proposal, letting of the building on a floor by floor basis has been considered but this is not considered to be viable because of the significant management cost (including a concierge, maintenance, and statutory compliance) and the much higher risk of voids.

## **6.0 BACKGROUND**

### **6.1 Policy Context**

This report describes the Council's financial position as at the end of August 2020. Full Council agreed the 2020/21 budget on 26<sup>th</sup> February 2020.

### **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 Deputy Mayor and Member for Finance, Housing Needs and Supply, HMT, Heads of Finance and Directors of Finance.

### **6.5 Risk Assessment**

The risks associated with the 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 Article 13.6 of the Constitution states that Key decisions can be taken by the Elected Mayor alone, the Executive collectively, individual Cabinet Members and officers. Therefore, this Report is being submitted to Cabinet for approval.
- 8.6 This report seeks authority to enable the disposal of a leasehold interest for a term of 15 years. Section 123(2) and (7) of the Local Government Act 1972 provides that the Council cannot dispose of land for a term in excess of 7 years where that disposal is for consideration at less than best value that can reasonably be obtained on the open market without the consent of the Secretary of State. The required market valuation appraisal has been carried out. The recommendation to grant a long term lease of a prime location property in the Borough is further supported by s2 of the Localism Act 2002 which grants every local authority the power to do anything which they consider is likely to achieve economic well-being of the area. In this case ensuring that the property is a) not at risk of void periods which can result in illegal occupation and b) generating a market value income meets the criteria of the 2002 Act. Given that the resultant lease will be drafted to contain all covenants required to protect the Council's interest and there is evidence to illustrate that the rent to be obtained meets the best value threshold, there is no legal impediment to the grant of the lease for the required term.
- 8.7 All other legal implications have been incorporated within the body of this report.



## 9.0 Comments of the Director for Strategic Property Services

- 9.1 Where the Council enters into a lease of more than 7 years this constitutes a disposal for the purpose of s.123 of the Local Government Act 1972 and the Council is required to demonstrate that it has achieved best consideration. The property has been marketed fully for 6 months, and terms are close to being agreed with a co-working space operator who is well-established in Hackney. Their proven business model is to provide low-cost desk space to local, start-up and developing companies. I am satisfied that if this letting proceeds on the terms that are close to being agreed, the Council will meet its obligations under s.123. If the letting does not proceed, the Cabinet approval will enable the re-marketing of the property.
- 9.2 The current offer under negotiation is for a lease of either 10 or 15 years duration, securing a sustained rental income stream with a fixed increase at the end of the fifth year. In addition, the tenant is well financed and expected to provide a good covenant. The tenant will invest substantial capital funds into the property to provide a high-class, but low end-user cost co-working space. This will substantially increase the investment value of the asset. The prospective tenant has submitted a report to the Council's Area Regeneration team in response to the Menu of Opportunities. This sets out its intentions around creating low-cost co-working space for individual entrepreneurs and start-up companies as well as work seminars and training. A schedule of the agreed expectations relating to the Menu of Opportunities will be appended to the lease.

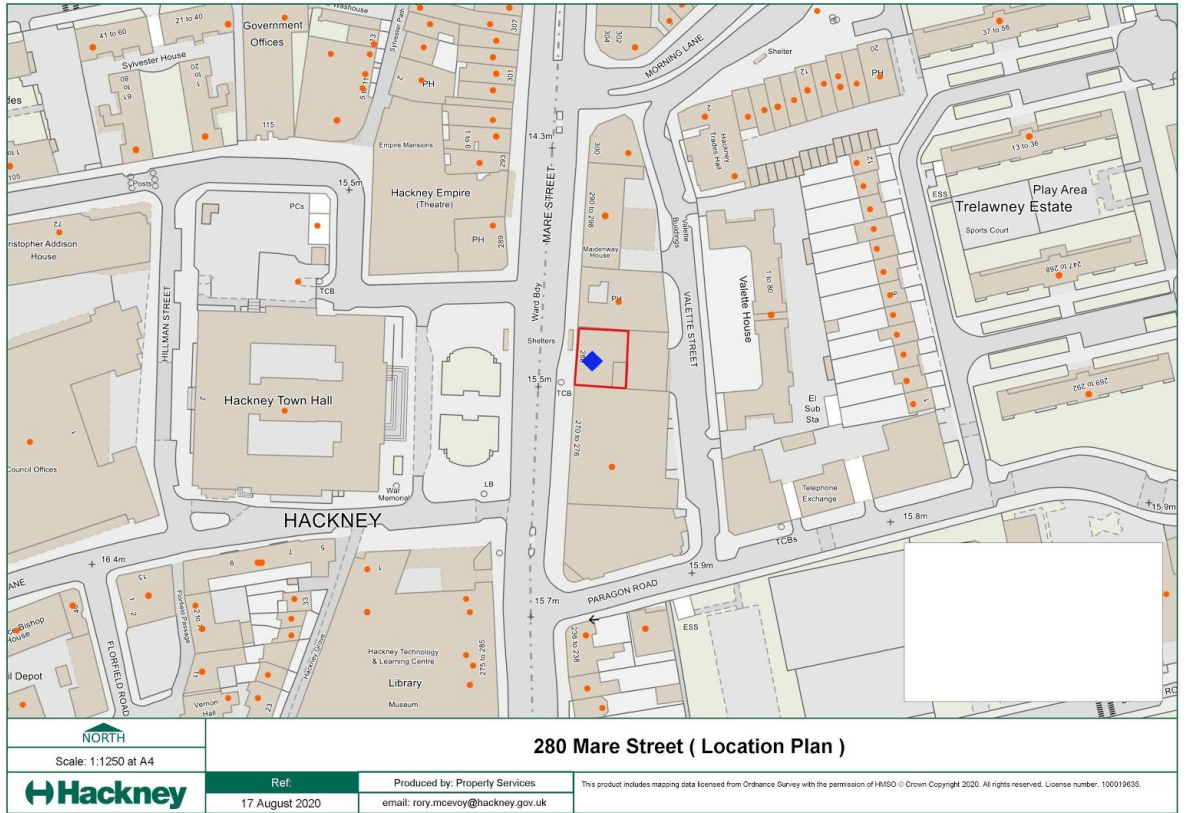
## Appendices

1. Appendix 1: Plan of 280 Mare Street
2. Appendix 2: **Exempt** Appendix - Terms of Agreement

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# Appendix 1 - 280 Mare Street location plan



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<p><b>Capital Update Report</b></p> <p><b>KEY DECISION NO. FCR R.5</b></p>	
<p><b>CABINET MEETING DATE</b></p> <p>19 October 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 2020/21 updates members on the capital programme agreed in the 2020/21 budget.
- 1.2 Our mission to rebuild a better Hackney starts with giving all our children the best start in life. My administration will always prioritise not only protecting our vital frontline services from Government austerity, but actively investing in community facilities that are important to that mission. Therefore, this report seeks approval for continued investment in our early years provision with a £1.8 million investment in the new Woodberry Down Children's Centre. Council investment will bring together provision of affordable childcare and play facilities on a newly refurbished and extended building. Importantly, £1.27 million of this funding is acquired through Section 106 funding – showing, once again, a clear example of the benefit that the Woodberry Down Estate Regeneration project is bringing to the local community beyond the delivery of genuinely affordable homes for local people.
- 1.3 This report also notes a further £2.3 million planned investment in the Borough's parks at a time when they have never been more important to our residents, particularly those without an outdoor space at home. This investment will help develop design options for Clissold Park paddling pool and to ensure essential facilities are maintained to the high standard that our residents have come to expect from well-funded and high performing public services from Hackney Council. This investment comes ahead of our new Parks and Green Spaces Strategy which will come forward later this year, to further plan such investment in the future, and make sure our parks are accessible and inclusive of everyone. I also welcome the investment in refurbishing public toilets in London Fields and Haggerston Park.
- 1.4 Finally, we know that we can not go back to normal after the coronavirus lockdown, where our roads were dominated by private vehicles from outside the Borough, increasing local pollution to dangerous levels. We pledged to our residents that we would rebuild a greener Borough, building on our mandate to build a more sustainable Hackney in the 2018 local elections – one where our roads were prioritised for people and the 70% of Hackney's households that do not have a car. That is why this report also notes significant investment in our roads and infrastructure, including £2m on highways maintenance as well as over £2m of investment to create lower traffic neighbourhoods in the borough, with grant funding from Transport for London and the Department for Transport. In addition, £100k investment in further school streets is noted – a continuation of the Council's pioneering scheme to transform roads outside schools, so that only pedestrians and cyclists can use roads outside school gates at drop-off and pick-up times, while maintaining access for emergency services, hyper local residents and blue badge holders. By further implementation we are helping to tackle congestion and improve air quality at the school gates, making it safer and easier to walk and cycle to school.

1.5 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 Childrens, Adults and Community Health as set out in section 9.2 be given approval as follows:**

**Woodberry Down Children's Centre:** Resource and spend approval of **£1,819k (£707k in 2021/22 and £1,112k in 2022/23)** is requested to continue the redevelopment to bring two centres together under one roof.

## **4. REASONS FOR DECISION**

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

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

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

None.

## **6. BACKGROUND**

### **6.1 Policy Context**

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

### **6.2 Equality Impact Assessment**

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

### **6.3 Sustainability**

As above.

#### 6.4 Consultations

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

#### 6.5 Risk Assessment

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

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

7.1 The gross approved Capital Spending Programme for 2020/21 currently totals **£215.392m (£107.512m non-housing and £107.880m 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 2020/21 will total **£217.844m (£109.964m non-housing and £107.880m housing)**.

Directorate	Revised Budget Position	Oct 2020 Cabinet Update	Updated Budget Position
	£'000	£'000	£'000
Children, Adults & Community Health	7,203	0	7,203
Finance & Corporate Resources	73,340	0	73,340
Neighbourhoods & Housing	26,969	2,452	29,421
<b>Total Non-Housing</b>	<b>107,512</b>	<b>2,452</b>	<b>109,964</b>
Housing	107,880	0	107,880
<b>Total</b>	<b>215,392</b>	<b>2,452</b>	<b>217,844</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 arrangement
- 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.

## **9. CAPITAL PROGRAMME 2020/21 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 Childrens, Adults and Community Health:**

- 9.2.1 **Woodberry Down Children's Centre:** Resource and spend approval of **£1,819k (£707k in 2021/22 and £1,112k in 2022/23)** is requested to continue the redevelopment to bring two centres together under one roof with the vacated site (the Lilliput building) then being redeveloped as part of the wider Woodberry Down Estate redevelopment. The project has been in the development stage for several years and has been through many design phases, it received planning approval in May 2019, since this date work has taken place to finalise the detailed design to enable cost certainty. The tender package will be completed shortly with an out to tender date of September 2020. This additional funding covers the budget shortfall required to ensure the scheme is viable and contingency for unforeseen items such as ground conditions which has meant a change from strip foundations to piled foundations, discovery of asbestos in a duct running under the existing building, complying with listed building consent and inflation due to the length of the design process. This follows the £1,271k of s106 funding approved in

December 2019 Cabinet. This development will support families with young children to have a good start in life and have access to high quality affordable childcare services with play and outdoor learning. This capital spend supports the Council's 2018-2028 Sustainable Community Strategy Priority 2 'A borough where residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity and contributes to community life.' This approval will have no net impact on the capital programme as the resources will be funded by s106 funding and discretionary resources held by the Local Authority.

### 9.3 For Noting:

9.3.1 Delegated Powers Report dated 8 September 2020 gave approval for schemes within the Neighbourhoods and Housing (Non) where resources have previously been allocated as part of the Council's Budget Setting Process, as well as additional resource and spending approvals for new schemes where required as set out in the table below. A review of the capital programme has been undertaken as part of the Council's response to the financial impact of the Covid-19 pandemic and to generate options to support the Council's financial stability. This meant that capital approvals within Neighbourhoods and Housing were held pending this review. During the review several schemes were identified that required spend approval to take forward essential schemes, particularly those for essential maintenance. Hackney has been awarded an additional £2,052k to support DfT and TfL London Streetspace Plan and the Council's Transport Strategy to deliver a range of measures to reallocate road space to enable more walking and cycling and to support social distancing on public transport. The total spend approved is **£7,002k phased over 2 years**. This capital spend also 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 capital programme.

No	Scheme		£'000
1	Essential maintenance to libraries	to undertake various essential works across all seven libraries, mainly relating to shelving, signage, furniture, carpets, redecoration and ICT improvements.	200
2	Parks Infrastructure	Essential maintenance to pathways, fences, walls, park depots, sport pavilions, play area repairs, bins and benches replacements, tennis court repairs, stat testing and car park ticket machines.	800
3	Parks Public Conveniences and Cafes	Prioritised for 2020/21 Martello Street (London Fields) Public Conveniences and Haggerston Park Conveniences.	300
4	Play Area Refurbishment	Various parks play improvements.	450
5	Clissold Park Paddling Pool	Consultation and design options.	700

6	Highways Planned Maintenance	50% of annual maintenance programme	2,000
7	Schools Streets	Improving air quality, reducing motor traffic on residential streets by the use of road closures, one way systems to create safer walking and cycling conditions, road closed outside schools during certain times of the days for School Streets at 9 schools.	100
8	Enforcement database	Collection of real time data about compliance with the policy changes.	100
9	TfL Streetspace Funding Phase 1	Closing roads to motor traffic for example by using planters or large barriers, to create low traffic neighbourhoods at various locations within the Borough.	1,952
10	DfT COVID Transport Funding	Closing roads to motor traffic for example by using planters or large barriers, to create low traffic neighbourhoods within various locations within the Borough.	100
11	CCTV enforcement cameras - invest to save	Proposed to purchase 20 enforcement cameras to ensure a reasonable level of compliance.	300
<b>Total</b>			<b>7,002</b>

## APPENDICES

None.

## BACKGROUND PAPERS

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

None.

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<p><b>CHILD-FRIENDLY PLACES SUPPLEMENTARY PLANNING DOCUMENT (SPD)</b></p> <p><b>Key Decision No. NH Q55 (Level 2)</b></p>			
<p><b>CABINET MEETING DATE</b> (2020/21)</p> <p>19 October 2020</p>	<p><b>CLASSIFICATION:</b></p> <p>OPEN</p>		
<p><b>WARD(S) AFFECTED</b></p> <p>ALL WARDS</p>			
<p><b>CABINET MEMBER</b></p> <p>Councillor Nicholson Cabinet Member for Planning, Culture and Inclusive Economy</p>			
<p><b>KEY DECISION</b></p> <p>Yes</p> <p><b>REASON</b></p> <p>Effects on one or more wards.</p>			
<p><b>GROUP DIRECTOR</b></p> <p>Ajman Ali Acting Group Director of Neighbourhoods &amp; Housing</p>			

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

- 1.1 The Child-Friendly Places Supplementary Planning Document (SPD) contributes towards delivering the Mayor's Manifesto commitment to "ensure that Hackney becomes a fully 'Child Friendly Borough'. It will achieve this objective by maximising the opportunities for safe play and outdoor activities across our streets, estates, parks, adventure playgrounds, new developments and open spaces as children and their families explore and discover the world around them."
- 1.2 A child-friendly borough can be defined as a place that fulfills children's rights as citizens and ensures that their specific needs are met in neighbourhoods and development. Planning for child-friendly built environments is an evolving set of ideas concerned with shaping the physical features of neighbourhoods and cities. Ensuring that children and young people have an opportunity to become more active and visible in the daily life of urban public spaces such as streets, parks and squares. Moreover, built environment interventions and initiatives aim to expand children's opportunities to have their views and experiences taken seriously by the development industry and those involved in decision-making.
- 1.3 Child-friendly design and planning needs to be considered at a strategic level at the start of any development process, all the way through to post-occupancy analysis stages. This document aims to contribute towards an essential shift in how built environment professionals think about designing cities for children: transitioning away from segregated play spaces towards planning for a holistic, strategic and inclusive neighborhood and city wide approach.
- 1.4 Hackney Council has established links with design professionals and experts in the field which we will continue to look to draw on to help shape the guidance. This document has been developed with input from young people. This dialogue has helped inform the draft SPD that is the subject of this report. Approval is sought to go forward for a wider public conversation and consultation in Autumn 2020.
- 1.5 I commend this report to the Cabinet.

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

- 2.1 This report seeks Cabinet's approval of the draft Child Friendly SPD for consultation.
- 2.2 The Child Friendly SPD will sit alongside and complement policies in the borough wide Local Plan 2033. Once adopted, the SPD will form part of the Council's Statutory Development Plan and will be used to determine planning applications borough wide, as well as a blueprint for other Council service areas and external stakeholders.
- 2.3 Approval is sought to consult Hackney's residents, businesses, stakeholders and statutory bodies on the draft Child Friendly SPD.

## **3. RECOMMENDATION**

### **3.1 Cabinet is asked to:**

- 1. Approve the draft Child-Friendly Places SPD (Appendix 1) for public consultation.**
- 2. Delegate authority to the Head of Planning to approve administrative alterations, graphical, typographical amendments, to improve cross referencing (e.g para numbering, page numbering) and typographical errors ahead of consultation.**

## **4. REASONS FOR DECISION**

- 4.1 Continuous consultation and engagement with stakeholders and the public is integral to producing local plan documents. Consultation on the draft SPD is required in accordance with Regulation 12 of the Town and Country Planning (Local Planning) (England) Regulations 2012 and will help inform and influence the final version of the SPD.

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

- 5.1 There are no alternative options. Consultation on a draft Child Friendly SPD is required to comply with the Regulations.

## **6. BACKGROUND**

- 6.1 The Child-Friendly Places SPD contributes towards delivering the Mayor's Manifesto commitment to ensure that Hackney becomes a fully 'child-friendly borough' through establishing child-friendly principles and design guidelines for Hackney's built environment, ensuring the borough accommodates and actively plans for people of all ages, abilities and backgrounds.
- 6.2 In this guidance document, a 'child-friendly' urban built environment is defined as one that supports children and young peoples' right to independent mobility. Providing them with opportunities to connect with nature, play and move around independently in safe, healthy and unpolluted urban spaces. Recognising Children and young people are essential to the city, with their own unique needs, desires and aspirations for the built environment.
- 6.3 Child-friendly design and urban planning is an emerging and evolving field, which advocates an alternative approach to planning and designing places. This goes beyond designing designated playground provision, towards shaping the physical features of neighbourhoods, as a whole to become multifunctional and inclusive. This SPD provides design guidance to shape a better environment for existing and future residents, drawing on lessons to learn from pioneering initiatives such as Hackney's School Streets and recent developments in the borough.
- 6.4 The new borough-wide Local Plan (LP33) shapes future growth and regeneration in the Borough of Hackney over a 15 year period from 2018 to 2033. The purpose of the Child-Friendly SPD is to help set the LP33 policies in a child-friendly context. It seeks to ensure that adopted planning policies maximise their benefit for all children and young people who live, learn, work, and play in Hackney.
- 6.5 This Child-Friendly SPD brings together a range of workstreams and Council initiatives in order to establish Principles for what 'child-friendly places' mean in a Hackney context. Over the past year these principles have been developed through workshops with Hackney Youth Parliament. The design guidelines set the framework for how this can be delivered and with the lessons to learn from best practice in Hackney and beyond the Borough. The draft SPD has been prepared with the help of Hackney Design Team to ensure that it is visually strong, supported by graphics and illustrations and is accessible to a range of audiences.



## 6.1 Policy Context

6.1.1 The Child-Friendly SPD will provide further design guidance to supplement Hackney's recently adopted borough-wide Local Plan policies, LP33 policies relating to achieving child-friendly places including: public realm (PP1) , social and community infrastructure (LP8) , health and wellbeing (LP9), liveable neighbourhoods (LP41) and play space (LP50).

6.1.2 It will be a material consideration in the determination of planning applications and in plan-making. The SPD will also provide guidance for projects outside of the planning process, including parks and streets initiatives, public realm and housing regeneration projects.

6.1.3 The Council's Statement of Community Involvement (SCI) outlines the Council's standards for involving and engaging with the community, including children and young people, in the planning process and identifies the tools for how it will achieve this. The lessons learnt through engagement in preparing the SPD will inform an update to the SCI. It is anticipated that this could include a new dedicated chapter setting out how children and young people can best be engaged in plan-making and decisions in shaping their built environment in the future.

6.1.4 The draft SPD's key elements are summarised below:

### Child-Friendly Principles for Hackney's Built Environment

6.1.5 Hackney's child-friendly Principles set out a vision for Hackney's built environment that accommodates children and young people of all ages, abilities and backgrounds.

6.2.6 The Principles are specific to Hackney and are a direct outcome of a series of engagement workshops, held with members of the Hackney Youth Parliament and delivered by ZCD architects. The Principles were further developed following the recommendations from Hackney's Young Futures Commission's youth-led report (2020).

6.2.7 The 8 Child Friendly Principles for Hackney are:

- **Shaping My Borough:** to ensure children and young people in Hackney have the power to influence change in their Borough

- **Doorstep play:** to provide the opportunity for play and social interactions immediately outside the front door
- **Play on the way:** to provide opportunities for informal play, things to do and see around the neighbourhood beyond designated parks and playgrounds.
- **People before Cars:** to ensure that children, young people and their carers can move through Hackney safely by walking, cycling or public transport.
- **Contact with nature:** to build in opportunities for everyday access to and connections with nature
- **Places for all:** to design socially inclusive and culturally sensitive places that are accessible and safe for all children and young people to enjoy together
- **Making spaces children and young people want to be:** to ensure open spaces are designed to be vibrant, active and safe environments where children and young people want to be
- **Health & Well-Being:** to ensure design of outdoor environments contribute towards healthier foodscapes, reduced exposure to pollution and improved physical and mental wellbeing.

### Child-Friendly Design Guidelines

6.2.8 The SPD identifies three neighbourhood ‘place’ scales, the Doorstep, Streets and Destinations, that reflect the three main types of ‘places’ that a child in Hackney will grow up and experience within their neighbourhood:

1. **The Doorstep:** the shared space that connects an individual's front door to wider public spaces and streets
2. **Streets:** the network of routes that children, young people and their carers use to move between their home and key destinations within a neighbourhood.
3. **Destinations:** the public spaces that children, young people and their carers make frequent journeys to use in Hackney

6.2.9 The draft SPD identifies design guidelines for each scale. These are supported by related LP33 policies. The draft SPD includes case study examples in order to illustrate best practice and demonstrate creative ways of incorporating child friendly guidelines to achieve successful development proposals.

6.2.10 Case studies of best practice and lessons to learn from are provided throughout the draft SPD to help define principles of child-friendly places and to illustrate the design guidelines.

### Engagement

6.2.11 The draft SPD provides detailed guidance, resources and examples of best practice for engaging with children and young people in the built environment. This chapter will inform the planned update to the Planning's SCI during 2021.

### Delivery & Implementation

6.2.12 The draft SPD sets out tools to support the implementation, delivery of the design guidance. This includes the proposal for a 'Child-Friendly Design Standard' which is a series of questions or checklists to ensure the principles and design guidelines are being considered. It is intended that the 'Child-Friendly Design Standard' be used by developers, designers, young people, community groups and the Council to ensure the design guidance is being met. The draft SPD suggests ways the 'Child-Friendly Design Standard' can be used including:

- At the planning application stage, by introducing a requirement for applicants to submit a 'Child-Friendly Design Statement' when applying for planning permission for a development of 10+ units.
- Incorporated into and referenced in plan-making through development of area-based plans.
- Used through Design Review Panels - including for the suggested establishment of the Young Peoples Design Review Panel.
- As assessment criteria for the 'Young People's Choice Award' at Hackney Design Awards.

## Key Dates

6.1.13 The key dates in the production of the Child-Friendly Places SPD are outlined below:

Plan Making Stage	Dates
Draft SPD to Cabinet	October 2020
Consultation on the Draft SPD (including wider engagement on draft principles and guidelines)	Autumn/ Winter 2020/ 2021
Preparation of Final SPD	Early 2021
Final SPD to be approved by Cabinet for Adoption	Spring 2021

## 6.2 Equality Impact Assessment

6.2.1 An Integrated Impact Assessment which includes an Equalities Impact Assessment was undertaken in support of LP33. This was required in order to comply with the public sector equality duty in the Equality Act 2010 by having due regard to:

- eliminating discrimination; harassment and victimisation,
- advancing equality of opportunity between persons who share a protected characteristic and persons who do not share it; and
- fostering good relations between persons who share a relevant protected characteristic and persons who do not share it.

6.2.2 The final Child Friendly SPD supplements the LP33 by providing local design guidance and does not itself create new policies. There will not be any detrimental impact to groups with protected characteristics under the Equality Act 2010 caused by the adoption of this updated SPD on child friendly planning and design of the built environment

## 6.3 Sustainability

6.3.1 The final Child Friendly SPD supplements the new Local Plan and does not create new policies; these are provided for in LP33. A Strategic

Environmental Assessment and Sustainability Appraisal (SA) has already been undertaken as part of the Integrated Impact Assessment of the new Local Plan to ensure that the plan meets agreed sustainability objectives.

#### **6.4 Consultations**

6.4.1 Engagement workshops previously undertaken on the draft Child-Friendly Principles have been used to inform the draft SPD. Consultation will be undertaken in accordance with the methods set out in the Consultation Strategy (see appendix 3), which has been developed to comply with the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), Hackney's SCI and will be guided by the Child-Friendly Places Officer Working Group and Member Steering Group.

#### **6.5 Risk Assessment**

6.5.1 A full risk assessment has been carried out as part of the project plan produced for the SPD. This includes considering the potential risks associated with the Covid-19 pandemic, including possible impacts to the consultation process. The risk assessment process has considered measures to mitigate any possible adverse impacts.

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

7.1 This report seeks Cabinet's approval of the draft Child-Friendly Places SPD for consultation. It is anticipated that the SPD will be adopted in 2021.

7.2 There are no direct financial implications of the Child Friendly SPD. The cost of preparing the SPD spans two financial years from 2019/20 to 2020/21. These relate to staff involvement in meetings, design work, consultations, publications. Expenditure will be met from the existing Planning Service revenue budgets.

## 8. COMMENTS OF THE DIRECTOR OF LEGAL

- 8.1 Article 13.5 of the Constitution which authorises Cabinet to determine key decisions, such as the present matter that are significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Council.
- 8.2 Cabinet is authorised to approve the recommendations in this report pursuant to the Mayor's Scheme of Delegation, which states that the adoption/amendment of policies related to matters including the Local Development Framework are delegated to the Executive (ie Cabinet).
- 8.3 SPDs are described in Regulation 5 of the Town and Country (Local Planning) (England) Regulations 2012. They are documents prepared by a local authority that are not Local Plan documents. They are local development documents containing statements regarding matters including the development and use of land which the local planning authority wishes to encourage during any specified period and any environmental, social, design and economic objectives relevant to the attainment of the development and use of such land.
- 8.4 The LPA must prepare SPDs in accordance with their statement of community involvement (*section 19(3), Planning and Compulsory Purchase Act 2004*). The statement of community involvement is a document which sets out an Local Planning Authority's policy for consulting and engaging with individuals, communities and other stakeholders, both in the preparation and revision of LDDs and in development control decisions (*section 18(2), PCPA 2004*).
- 8.5 Under Regulation 8 of the Town and Country (Local Planning) (England) Regulations 2012, any policies in a SPD must be consistent with the adopted development plan.
- 8.6 Part 5 of the Town and Country Planning Act (Local Planning) England Regulations 2012 sets out the regulations that must be adhered to when preparing an SPD. In summary, the regulations require that Local Planning Authorities;
- Allow any person to make representations about the SPD, make the document available for viewing, and set a date by which this must be received (being not less than 4 weeks).
  - Prepare a statement setting out who was consulted, a summary of the main issues, and how these issues have been addressed.
  - Prepare an adoption statement setting out the date on which the SPD was adopted, and that any person with sufficient interest

may apply to the High Court for permission to apply for judicial review of that decision, no later than 3 months after the adoption date.

8.7 Once the Child Friendly Places SPD has been adopted as a SPD and forms part of the Council's Local Plan, it will have material weight as a planning consideration when determinations are made with respect to planning applications

## APPENDICES

<b>Appendix 1</b>	Draft Child-Friendly Places Supplementary Planning Document
<b>Appendix 2</b>	Presentation of Document Graphic Look & Feel

## BACKGROUND PAPERS

None

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# Appendix 1. Growing up in Hackney

## Child-Friendly Places Supplementary Planning Document

### Contents

<b>Part 1: Moving towards a Child-Friendly Borough</b> .....	<b>3</b>
What is the purpose of the document? .....	3
Who is the document for?.....	4
How to use the document?.....	5
What will the SPD inform?.....	5
<b>Part 2: Policy, research &amp; guidance context</b> .....	<b>6</b>
Child-friendly places, built environment & planning .....	9
What is a child-friendly built environment? .....	9
What is child-friendly urban planning and design?.....	10
Who benefits from planning and designing spaces to be child-friendly? .....	11
<b>Part 3: Hackney’s child-friendly Principles for the built environment</b> .....	<b>12</b>
Context.....	12
Developing the Principles .....	12
Child-friendly Principles for the built environment in Hackney .....	13
<b>Part 4: Child-friendly design guidelines for Hackney’s built environment</b> .....	<b>18</b>
Context .....	18
Child-friendly design guidelines for Hackney .....	19
The Doorstep.....	19
Streets.....	28
Destinations.....	41
<b>Part 5: Shaping My Borough</b> .....	<b>52</b>
Shaping my Borough engagement guidance .....	52
Best practice examples.....	54

<b>Part 6: Tools for implementation &amp; delivery .....</b>	<b>58</b>
Child-friendly design standard .....	59
Child-friendly impact assessment .....	61
Design awards .....	63
Statement of community involvement .....	64
Area-based & infrastructure delivery plans.....	65
<b>Appendices.....</b>	<b>66</b>
A. Child-friendly design glossary.....	66
B. Child-friendly design standard criteria.....	68

## **Part 1: Moving Towards a Child-Friendly Borough**

*“We want to work with the community to ensure that Hackney becomes a fully ‘Child Friendly Borough’ and maximise the opportunities for safe play and outdoor activities across our streets, estates, parks, adventure playgrounds, new developments and open spaces as children and their families explore and discover the world around them”*

Hackney Labour Manifesto, 2018

### **What is the purpose of the document?**

The new borough-wide Local Plan (LP33) will shape future growth and regeneration in the Borough of Hackney over a 15 year period from 2018 to 2033. The purpose of the Child-Friendly Supplementary Planning Document (SPD) is to help set the LP33 policies in a child-friendly context to ensure that adopted planning policies maximise their benefit for all children, young people and caregivers who learn, work, play and live in Hackney. On adoption, the Child-Friendly SPD will be a material consideration in the determination of planning applications, in conjunction with emerging Infrastructure Assessment and Delivery Plan, Area Action Plans and area based SPDs for Dalston, Stamford Hill and Shoreditch.

The SPD is one way the Council will be delivering the Mayor’s Manifesto commitment to ensure that Hackney becomes a fully ‘child-friendly borough’ through established child-friendly principles and design guidelines for Hackney’s built environment. Both of these measures aim to describe the aspirational vision for Hackney as a borough that accommodates and actively plans for people of all ages, abilities and backgrounds.

The three key elements of a child-friendly city are suitable family housing, supportive education and social services, and designing safe and welcoming public realms for children and young people. This SPD focuses specifically on the design guidelines necessary to support the needs and desires of children and young people within Hackney's public realm; particularly outdoor spaces that encourage safe, independent movement and social interaction. This detailed focus on the public realm seeks to address one of the main challenges facing children and young people: inadequate and unequal access to city spaces.

Child-friendly design needs to be considered at a strategic level at the start of any development process, all the way through to post-occupancy analysis stages. This document aims to contribute towards an essential paradigm shift in how built environment professionals think about designing cities for children: transitioning away from segregated play spaces towards planning for a holistic, strategic and inclusive neighbourhood and city wide approach.

If built environment professionals do not champion giving children and young people a more prominent position on the built environment agenda, we risk more lives being adversely impacted by poor provision, with segregated play spaces in the same development being one such example. This document paves the way for children's rights to be included in the planning decision and plan making process in Hackney, and for those under 18 to be recognised as a distinct group, with distinct needs and aspirations.

### **Who is the document for?**

The user-friendly document is specifically designed for its multiple target audience, all of whom play a key role in making the built environment in Hackney child-friendly:

- **Children and Young People** who live, study, visit and play in Hackney, to raise awareness of their rights in the built environment and upskill their ability to identify the key principles that help create more friendly and accommodating spaces for them;
- **Planners, architects and developers**, to screen and scope the health and wellbeing impacts of development proposals against the child friendly design guidelines and principles;
- **Neighbourhood forums, community groups, housing associations and individual residents** to comment on major planning applications to help foster community engagement
- **Public health and environmental health professionals**, to comment on and scrutinise plans and development proposals;
- **Council officers**, to help identify and address the impacts of plans and development proposals to inform and support the processes of estate regeneration projects, street

scene, public realm and parks initiatives, area regeneration programmes, plan-making and planning decisions

## **How to use the document?**

The document is formed of 6 sections:

**Part 1** introduces a framework for a child-friendly built environment and outlines the document's purpose and vision (pp 1-6)

**Part 2** outlines the key policy, research and guidance context that has supported the SPD development (pp 7-12)

**Part 3** introduces the key child-friendly principles for Hackney's built environment (pp 13-18)

**Part 4** details the technical design guidelines needed to supplement the Local Plan 33 to ensure the built environment is child-friendly. The guidelines are supported by best practice case studies, used to illustrate aspirational design standards and schemes. The Child Friendly Design Standard Questions (see page 61) corresponding to each scale can be found at the end of each design guideline section (pp 19-53)

**Part 5** details guidance, resources and examples of best practice for engaging with children and young people in the built environment (pp 54-60)

**Part 6** sets out tools to support the implementation, delivery of the design guidelines (pp 61-68)

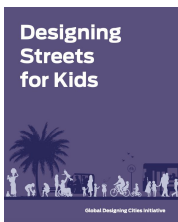
## **What will the SPD will inform?**

The Child-Friendly SPD will set the LP33 policies in a child-friendly context to ensure that adopted planning policies maximise their benefit for all children, young people and caregivers who learn, work, play and live in Hackney. On adoption, the document will be a material consideration in the determination of planning applications, planning decisions, parks and streets initiatives and regeneration projects.

## **Part 2: Policy, Research & Guidance Context**

After decades on the margins, an awareness of the research and reports demonstrating the vital role of child-friendly urban planning and design has started to rise on the political agenda in relation to the built environment. The following documents have been of particular influence in informing Hackney's Child-Friendly Principles, Design Guidelines and the Case Studies selected for the SPD.

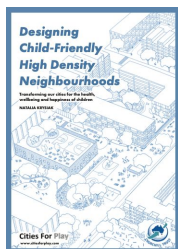
By providing these documents below, we hope to encourage further reading, exploration and enthusiasm into the emerging and important topic area of child friendly cities, planning, design and engagement.



[Designing Streets for Kids.](#)

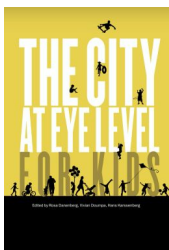
[Global Designing Cities](#)

[Initiative, 2020](#)



[Designing child-friendly high density neighbourhoods.](#)

[Natalia Krysiak, 2020](#)



[The City at Eye Level for Kids.](#)

[Bernard van Leer Foundation, 2018](#)



[Shaping urbanization for children:](#)

[A handbook on child-responsive urban planning.](#)

[Unicef, 2018](#)



[Cities Alive: Designing for urban childhoods](#)

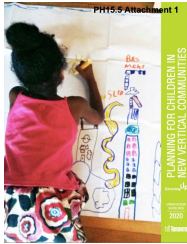
[Arup, 2017](#)

Building Cities Fit for Children  
Case studies of child-friendly urban planning and design  
in Europe and Canada

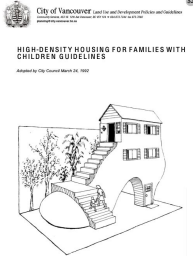


Tim Gill, 2017 Churchill Fellow

Building the case for  
child-friendly urban planning,  
Tim Gill, 2017



Planning for Children in  
New Vertical Communities:  
Draft Urban Design Guidelines.  
City of Toronto, 2017



High-Density Housing for  
Families with Children Guidelines.  
City of Vancouver, 1992



Child Friendly Planning in the UK  
report,  
RTPI, 2019



SHAPING NEIGHBOURHOODS:  
PLAY AND INFORMAL RECREATION  
SUPPLEMENTARY PLANNING GUIDANCE  
SEPTEMBER 2012

Shaping neighbourhoods:  
Play and Informal recreation  
Supplementary Planning Guidance (SPG),  
GLA 2012

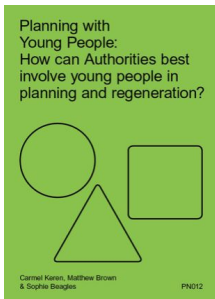
LONDON PLAN 2011  
IMPLEMENTATION FRAMEWORK  
MAYOR OF LONDON



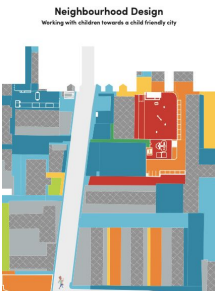
Making London Child-Friendly:  
Designing Places and Streets for  
Children and Young People.  
Publica, GLA and Erect Architecture, 2020



Healthy Streets.  
TFL, 2017



PLANNING WITH YOUNG PEOPLE: How can Authorities best involve young  
people in planning and regeneration?  
Public Practice 2020

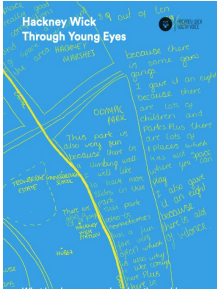


Neighbourhood Design Working  
with children towards a child friendly city.  
ZCD Architects 2019



Hackney Play Streets  
Evaluation Report.  
Tim Gill 2015





Hackney Wick Through

Young Eyes.

Hackney Quest 2018

Hackney Young Futures

Commission Report.

HYFC. 2020

## **Child-Friendly Places, Built Environment & Planning**

### **What is a child-friendly built environment?**

Children and young people have a right to be present and visible in public, shared and communal spaces, and their movement and play should be regarded as a legitimate activity in the public realm. In this document, the term ‘children and young people’ denotes the full spectrum of ages and development stages in the under 18 age group. This definition is in keeping with the United Nations Convention on the Rights of the Child’s (UNCRC) recognition of the forty-two international rights for all people below the age of 18.

The adoption of a rights-based definition for children and young people in this document is critical in promoting, planning and designing inclusive spaces for all. The three UNCRC rights identified as central to support planning and design processes in becoming more ‘child-friendly’, concern childrens’ right to:

- i) ‘be heard and taken seriously in all matters affecting them’ (Article 12),
- ii) ‘to gather and use public space, providing no laws are broken’ (Article 15) and
- iii) ‘to play, rest, leisure and access cultural life’ (Article 31).

**In this document, we define a ‘child-friendly’ urban built environment** as one that supports children and young peoples’ right to independent mobility, providing them with opportunities to access and connect with nature, play and move around independently in

safe, healthy and unpolluted urban spaces. This SPD provides guidance to shape a high quality of life for existing and future residents in the Borough.

### **What is child-friendly urban planning and design?**

Child-friendly design and urban planning is an emerging and evolving field, which advocates an approach to planning and designing places where children and young people can be independently mobile, active and visible in everyday urban public spaces. We believe that it is important to recognise that children and young people are essential consumers of the city with their own unique needs, desires and aspirations for the built environment. This goes beyond designing designated playground provision, towards shaping the physical features of neighbourhoods, towns and cities, as a whole to become multifunctional and inclusive. This focus is critical as the way we use and move through our urban environment constantly evolves as we grow and develop.

The significant reduction in children and young people's use of outdoor space without the supervision of an adult has been well documented since the 1970s. While many adults cherish common held memories of walking home from school or roaming their neighbourhoods independently at weekends, the children of today have been left with fewer opportunities to roam, play freely and navigate their built environment independently.

The noted gradual decline in children's independent outdoor play and mobility has been attributed to a wide range of factors including: greater car dominance on streets, the increase in privatised spaces, fewer pedestrians and therefore 'eyes' on the streets, increased fear of crime, as well as 24 hour access to media. Accumulated, these factors have reduced the conditions and opportunities granted to children to move around their neighbourhoods safely and independently, making many urban environments feel inhospitable and unwelcoming to children and young people. For these reasons, a focus on child-friendly design and planning approaches to our built environment is essential for a safer, healthier, greener and fairer place to live, work, study and play.

## Who benefits from planning and designing spaces to be child-friendly?

*“Children are a kind of indicator species. If we can build a successful city for children, we will have a successful city for all people.”*

Enrique Peñalosa, Mayor of Bogotá, 1998–2001, 2016–2019

Children and young people move through and experience their built environment at a different scale, tempo, range and pace than adults. Yet, as the youth-led Hackney Young Futures Commission (2020) report demonstrates, what they want from a city is the same as everyone else (see Part 2: Policy, Research & Guidance Context). Children and young people in the Borough want safe, welcoming and clean public spaces; protected walking and cycling routes; clean air to breathe; access to safe, pleasant and inviting open spaces; opportunities for outdoor playful encounters, lingering, wandering, entertainment, to connect with other people and the wider environment; and a sense of safety and security, both when at home and away from home.

Children are not the only ones suffering from poorly designed built environments, and the potential benefits of child-friendly design can reach beyond children to add value to all who live, work, visit and play in Hackney (for further information see Part 2: Policy, Research & Guidance Context). It has been demonstrated that making spaces more friendly for children and young people has simultaneously helped address some of the biggest challenges in cities today including issues and crises of: sustainability, mental health, social isolation, physical health, unequal access to green spaces and in mitigating and adapting to the effects of climate change.

Therefore the sight of children being active and visible in public space indicates not just benefits to their own wellbeing, but of a generally healthy, inclusive and liveable urban environment. A city that is better for everyone. To quote Enrique Peñalosa, they are an ‘indicator species’ for cities and if creating healthy and livable built environments is an ultimate goal for urban planning and design professions, then considerations around the needs of children and young people must become part of everyday practice.

## **Part 3: Hackney's Child-Friendly Principles for the Built Environment**

### **Context**

Children have a right to be present and visible in public, shared and communal spaces. Hackney's **8 Child-Friendly Principles** set out a vision for a built environment that supports the happiness, health, wellbeing and prosperity of all children and young people in the Borough. Together, the Principles describe the aspirational vision for Hackney's built environment that accommodates people of all ages, abilities and backgrounds.

### **Developing the Principles**

The Principles are Hackney specific. They are a direct outcome of a series of engagement workshops, held with members of the Hackney Youth Parliament and delivered by ZCD architects. This project was run over two sessions with members of the Youth Parliament and Council Members in attendance. The workshop aimed to equip local youth with the confidence, knowledge, skills and tools to recognise child-friendly design principles so that they could in the future, lead on facilitating youth engagement to ensure that young people's needs and views are central to policy making and shaping the built environment. The first session focused on skills building with the group, to introduce, test and practice some of ZCD's techniques for analysing space for and with young people. The second session focused on the individual lived experiences of the HYP and demonstrated how this can connect with the analysis techniques, creating a relevant and effective engagement process.

The Principles were further developed following the recommendations and actions identified within **Hackney's Young Futures Commission's youth-led report** (2020).

## **Child-Friendly Principles for the Built Environment in Hackney**

### **1. Shaping my borough: to ensure children and young people in Hackney have the power to influence change in their borough**

This Principle champions providing children and young people an influential voice in decisions of change in Hackney's built environment.

We recognise the key role that genuine engagement, consultation and co-creation at every stage of the design, planning and maintenance process plays in supporting a sense of belonging within the built environment. This Principle champions the use of innovative and interactive ways to involve children, young people and the wider community in the planning process. These groups should feel empowered to shape new spaces through involvement from the very beginning of projects and all the way through to post-occupancy analysis and maintenance.

This Principle demonstrates that Hackney wants to bring more attention to what children and young people value within their built environment and borough. The Council will, for example, continue to work with local and London based charities that help identify spaces for children and young people to design, build and reclaim as their own, in order to foster a sense of belonging and ownership.

### **2. Doorstep play: to provide the opportunity for play and social interactions immediately outside the front door**

This Principle supports a greater focus on the shared spaces located between the front door and wider neighbourhood. Despite the everyday use of our pavements and estate walk-ways, the potential these spaces, that lie just beyond the front door, hold for play, meeting and socializing with others, are not always obvious or realised. We recognise that these spaces positively support the gradual increase in children and young peoples' confidence and ability to meet others and navigate their immediate neighbourhood, irrespective of the type of building they live in. These spaces are often better connected to other people and enable a considerable sense of ownership and opportunities for movement compared to the park, yet can facilitate greater roaming freedom than a back garden.

Hackney was the first London borough to adopt the Play Street scheme in 2012. With more than 60 play streets in action in 2015, this initiative is a great example of doorstep play, supporting residents to temporarily close their residential street or courtyard to through traffic and reclaim these spaces for children, young people and the wider community to enjoy.

**3. Play on the way: to provide opportunities for informal play, things to do and see around the neighbourhood beyond designated parks and playgrounds.**

This Principle promotes playful experiences for individuals of all ages to encourage interactions with other people and their everyday neighbourhood spaces. Playing should not be restricted to designated parks and playgrounds in Hackney, but rather, opportunities for play and engaging landscapes should filter into everyday journeys and destinations. This would not only help support the sense of shared belonging with the wider community and expand opportunities of things to see or do while moving through the neighbourhood, but would ensure all children have an opportunity to remain active regardless of their proximity to parks, playgrounds or leisure centres.

Having pioneered on-street Community Parklets as a repurposed space for people to sit, hang out and relax following a campaign by local residents, we recognise that some of the best places to play are while you are on your way around the neighbourhood. Understanding that people are more likely to use streets when their journey is interesting and stimulating with attractive views, buildings, planting or street art, the community-led initiative repurposes a parking space into a creative shared place that boasts features including planters, benches, bike storage space, games or notice boards.

**4. People before cars: to ensure that children, young people and their carers can move through Hackney safely by walking, cycling or public transport.**

This Principle supports street design that provides opportunities for safe, sustainable and convenient routes for individuals living, working and playing in the Borough. Hackney is already identified as one of the greenest boroughs in the country with a high percentage of people cycling and only 34% owning motor vehicles compared to 57% across London.

The design of the public realm has an important role to play in promoting walking and cycling, activity and social interaction as it affects people's sense of place, security and

belonging. This Principle compliments our transport strategy to rebalance the use of limited street space from being dominated by private vehicles towards being more child-friendly, cyclable and walkable. We recognise that streets free from the danger of traffic, with frequent pedestrian crossings, sufficient levels of lighting, widened pavements and supported cycling infrastructure will not only reduce environmental pollution but encourage more sustainable modes of active travel and more opportunities for positive social interactions, both of which are critical to health, happiness and productivity.

#### **5. Contact with nature: to build in opportunities for everyday access to and connections with nature**

This Principle seeks to maximise everyday opportunities for children, young people and their carers to access and connect with natural materials and ecosystems. With the largest street tree and mature parks tree planting programme in the country, we recognise the many health and community benefits derived from having contact with nature. In February 2020 the Council announced that it would plant a further 36,000 trees, 5,000 of which will be on streets, by 2022 with an aim to increase local canopy cover to 30%. Planting more flora, fauna and edible plants into our streets and open spaces is vital to not only improve air quality and resilience to the effects of climate change, but expand learning opportunities, knowledge of healthy diets and stewardship over green spaces for generations to come.

This Principle promotes opportunities for experiences with both controlled and more wild green spaces that provide important elements for different play and learning experiences. The Woodberry Down Wetlands wildlife habitat, for example, provides opportunities for individuals to get up close to nature, and the site hosts family activities for nursery children throughout the year.

#### **6. Places for all: to design socially inclusive and culturally sensitive places that are accessible and safe for all children and young people to enjoy together**

This Principle seeks to promote creative, inclusive and accessible design measures to allow all who live, work and play in Hackney to become more active, included and seen in outdoor spaces. Hackney is home to a rich, vibrant mix of different communities and is the sixth most diverse borough in London. Hackney recognises the importance in bringing together people with different backgrounds and in making diversity more visible in everyday life.

This Principle promotes design measures to ensure outdoor spaces in Hackney feel safe, welcoming and work better for all to use regardless of social, physical, cultural or economic differences. In line with the priorities in Hackney's Ageing Well Strategy 2020-2025 and Hackney a Place for Everyone Campaign findings 2016; inclusive and accessible design measures for Hackney's built environment must take into account that mobility ranges vary enormously between individuals by age and physical, sensory or mental impairments. This Principle will seek to challenge any design measures that create either perceived or physical barriers for individuals moving through the Borough.

**7. Making spaces children and young people want to be in: to ensure open spaces are designed to be vibrant, active and safe environments where children and young people want to spend time**

This Principle acknowledges that our open spaces should become more than just through-routes to reach other destinations. The spaces in between buildings, including streets and pavement, have the potential to become lively and enjoyable places where everyone feels accommodated and welcomed, throughout the day and evening.

This Principle encourages design measures such as engaging and fun shop frontages, creative wayfinding, large human scaled windows, front gardens and cafe seating that opens out onto public space. With a subsequent higher footfall, we recognise that these spaces will feel safer, become more vibrant and therefore inviting to young people, encouraging social interactions and relationships to form, which are vital drivers of human health.

**8. Health & wellbeing: to ensure design of outdoor environments contribute towards healthier foodscapes, reduced exposure to pollution and improved physical and mental wellbeing**

This Principle acknowledges the significant relationship between urban landscapes and public health issues. Research has found strong correlations between urban design and levels of childhood obesity, adolescent mental health problems and physical health impacts from exposure to high levels of pollution. The HYFC report (2020) found young people spoke at length about their fears of air pollution and climate change which causes them anxiety and fear and, in some cases, has a negative impact on their physical health and wellbeing.



We recognise that access to healthy and affordable food sources and high quality open spaces are not only crucial for general health and development, they also contribute to the formation of good, potentially life long, habits for children and young people. This understanding has supported the Borough's Kings Park Moving Together campaign, a community project working towards implementing long lasting opportunities to improve levels of physical activity and wellbeing of local residents.

This Principle seeks to ensure that design measures and projects in Hackney continue to prioritise the physical health and mental wellbeing of both current and future generations by placing children and young people at the heart of the planning and design process.

## Part 4: Child-Friendly Design Guidelines for Hackney's Built Environment

### Context

The guideline section is a technical tool to support, inform and assess how the Council plans, designs and maintains public spaces and development schemes to ensure that Hackney's built environment meets the needs and rights of children and young people. Through the application of design measures, this section of the document seeks to maximise opportunities for activities, play and social interactions in all outdoor spaces for all current and future generations to come.

A child in Hackney will grow up and experience their neighbourhood along three main types of places within their built environment: the Doorstep, Streets and Destinations. At each of the three neighbourhood 'place' scales, the **design guidelines** are supported by the related **LP33 policies** and **case study** examples in order to illustrate best practice and creative ways of incorporating child friendly guidelines to achieve successful development proposals.

With this understanding, the **child-friendly design guidelines** in this document are structured by this **three-part neighbourhood scale**:

#### **Neighbourhood:**

- 1) **The Doorstep:** the shared space that connects an individual's front door to wider public spaces and/ or streets
- 2) **Streets:** the network of routes that children, young people and their carers use to move between home and destinations within their neighbourhood
- 3) **Destinations:** the public spaces that children, young people and their carers make frequent journeys to use in Hackney

At the end of each design scale section of the SPD there are a series of criteria assessment questions that applicants are encouraged to consider throughout the design development of a scheme (for more information see appendix B: Child Friendly Design Standard Questions). Questions are designed to be used at all stages of the development process, guiding design related discussions with the local community, local authority and other stakeholders.

## **Child-Friendly Design Guidelines for Hackney**

### **1 THE DOORSTEP**

**The Doorstep** refers to all of the shared space that connects an individual's front door to wider public spaces and streets. Applicants should specify how the entrance to any development responds to the child-friendly Principles.

**These spaces are important to children and young people in Hackney** because they provide greatest opportunity to encourage the gradual increase in their independent mobility, confidence and social interactions

#### ***LP33 Context:***

*LP1 Design Quality and Local Character,*

*LP2 Development and Amenity,*

*LP8 Social and Community Infrastructure,*

*LP9 Health & Wellbeing,*

*LP41 Liveable Neighbourhoods*

*LP47 Biodiversity and Sites of Importance of Nature Conservation*

*LP48 New Open Space*

*LP50 Play Space*

### **DESIGN GUIDELINES**

#### **The Location of Family Homes**

1. In order to deliver housing that secures Hackney's child friendly Principles, proposals for new family homes should:
  - 1.1. be prioritised at locations that are as close to the ground floor as possible, ideally in floors 1 to 5.
  - 1.2. have street facing ground floor units with front doors accessed from the street. This contributes to lively, active and more accessible streets.
  - 1.3. where feasible, have direct access outdoors, to any shared amenity space in order to allow for informal supervision.

*Figure: Sutherland Road, LB Waltham Forest (source: Levitt Bernstein) This development features family sized homes at ground floor level, which open out, and look on to a shared landscape, ideal for doorstep play.*

*Figure: Bigyard, Berlin, Germany (source: Zanderroth Architekten) Children living in homes higher up can still play in this shared yard, and parents can easily keep an eye out from the balconies.*

## **The Front Door**

1. All residential buildings should have playable space directly outside main entrances.
  
2. Spaces immediately outside front doors should:
  - 2.1. ideally be in sight of residential windows. This will allow family members to keep an eye on their children and will help to reassure them that it's safe to allow their children to play independently;
  - 2.2. be considerate and provide amenities for the differing needs of children of various ages, genders and (dis)abilities;
  - 2.3. be prioritised for pedestrian use and car-free where possible;
  - 2.4. avoid car parking taking over 'leftover spaces' that could be used by children and young people;
  - 2.5. provide ample space for the storage of bicycles, scooters, pushchairs and play equipment at ground level as long as this does not conflict directly with accessible ground floor doorstep play space or active street frontage;
  - 2.6. enable independent entry and accessibility for any individual who may require additional assistance features to reach this space;
  - 2.7. Carefully consider the location and detailed design of play areas to minimise noise outbreak and nuisance to neighbours.
  
3. Stairwells, lobbies, internal and external corridors (deck access) have the potential to provide ample space for play too. These spaces should:
  - 3.1. be provided in addition to circulation space and designed to be compliant with building regulations;

- 3.2. be designed to allow for unsupervised use by children and young people, with widths that allow for ease of movement and a variety of play types;
- 3.3. have a good level of outlook, be well ventilated and adequately lit;
- 3.4. provide furniture that is built-in, non-flammable and suitable for users of a range of ages and (dis)abilities.

*Figure: Marmalade Lane, Cambridge, UK (Source: Mole Architects) This pedestrianised street is the focal point of the development, it lets parents look out at their children playing outside and the location of front doors and entrance thresholds means children are more likely to socialise together.*

*Figure: Intergenerational Living, Zurich, Switzerland (Source: Adrian Streich Akitechten) This deck access accommodates furniture, meaning the space is an asset to the development; encouraging community interaction and a sense of identity, rather being solely used for circulation.*

*Figure: Entrance Lobby of Kings Crescent Estate, Hackney, London (Source: KCA & Henley Halebrown Architects) This bright and open entrance lobby and stair offers a welcoming space to use. The visual connection from the play street to the shared courtyard at the rear makes it legible for children and residents, encouraging its use.*

## **Doorstep**

- 4. The use of the pavement for doorstep play provision should be encouraged, especially in areas where residential developments have no front garden and in urban neighbourhoods with wide pavements of 3 metres or more;
- 5. When designing the spaces outside houses and flats, streets should:
  - 5.1. be designed in order to differentiate street space for pedestrians from any roads/cycle paths through a biodiverse green buffer, to allow for safer play and to minimise the negative impacts of pollution from vehicles;
  - 5.2. create a clear distinction between private and public space, avoiding unnecessary clutter that could act as physical barriers, such as railings, and bin stores.

*Figure: Military Hospital Residential Redevelopment, Antwerp, Belgium (Source: Achtergael*

*Architecten) Clutter has been minimised in order to maximise the amount of available play space.*

*Figure: Alexandra Road Estate, Neave Brown & Camden Council - Camden, London (Source: RIBA Journal) With no street clutter creating physical barriers, the design of this pedestrian street allows children to play freely and safely. \*Play on the way\* - annotated*

## **Play Value**

6. All Child Friendly Impact Assessments (see 64) should state how the play provision provided in a proposal challenges children and provides opportunity for risk-taking. Playable space in a residential development should:
  - 6.1. provide opportunity for contact with natural elements – such as trees and other types of planting, areas of open grass, boulders, timber, logs, gravel, sand and water – appropriate to the setting and maintenance resources available;
  - 6.2. ensure a variety of open spaces that offer a range of activities for children and young people are provided in any development. These could include play spaces, reading spaces, quiet spaces, spaces for gardening, storage to facilitate play elsewhere in the development, amongst others;
  - 6.3. allow for flexible spaces that offer a variety of sports and ball games, such as table-tennis tables, MUGAs or basketball nets;
  - 6.4. give priority to widening pavements on the sunny side of the street, to maximise opportunities for doorstep play;
  - 6.5. receive a mixture of both natural daylight and spaces for sheltered play. Natural shelter from trees or from structures should be considered;
  - 6.6. ideally be located at ground level. Podium level play can be acceptable, but only as a secondary shared play space;
  - 6.7. be designed with an intended connection to and/or ample wayfinding signing an individual's proximity to local parks or public open spaces so children can interact with nature away from the home and start to explore their independence;
  - 6.8. consider providing communal food growing opportunities for Hackney residents who do not have their own private garden or access to an allotment.

*Figure: South Gardens, Southwark, London (Source: Churchill Thornhill Finch) This courtyard at the rear of the development offers a wide range of spaces for children to play in and explore. It is richly planted, offering sheltered play as well as more open spaces.*

*Figure: South Gardens, Southwark, London (Source: Gillespies) The pavements are wide enough to accommodate planting and play spaces, which also offer a buffer between the pavement and the road.*

## **Places for all**

7. In order to ensure social divisions are built out of schemes, shared outdoor spaces across the same residential development should:
  - 7.1. be accessible to children across all tenures;
  - 7.2. ensure the acoustics of play spaces are adequately considered at the early stages of design, especially in regard to layout, so children can play without causing excessive disturbance to other residents;
  - 7.3. avoid physical barriers such as high fences, guardrails, fobs and controlled entrances, that act to divide outdoor space between different housing tenures within the same development;
  - 7.4. ensure that lighting is carefully located and is energy efficient, with low maintenance and with a low UV spectrum content to avoid disturbance to residents, as well as animals;
  - 7.5. incorporate positively worded signage, rather than the usual 'No Ball Games' and/or wayfinding to nearby play spaces.

*Figure: Bourne Estate, Camden, London (Source: Matthew Lloyd Architects) The MUGA and play space is at the heart of the estate accessible to children across all tenures, as well as the public. Barriers are limited and residents can easily overlook the space and provide passive surveillance from deck access.*

*Figure: Doorstep Play Illustrated Example*

*This illustration shows how doorstep play can be designed in order to incorporate the guidelines in this section. Space for play is located at ground level, in sight of residential*

*windows, away from cars and located adjacent to family sized units. The space is accessible to all tenures in the development. It is designed with natural elements and materials that offer a range of activities for a wide range of abilities*

### **Child Friendly Design Standard Criteria**

Design assessment questions relevant to all schemes at the scale of the Doorstep:

	<b>Scale: The Doorstep</b>	<b>Traffic Light Scoring TOTAL</b>
<b>Child Friendly Design Standard Criteria</b>	<ol style="list-style-type: none"> <li>1. The Doorstep               <ol style="list-style-type: none"> <li>a. “In this space, a child or young person can go outside the front door and play with friends” [R/A/G]</li> <li>b. “There is space outside the front door that one can go to sit and relax alone or in a group” [R/A/G]</li> <li>c. “There are spaces outside the front door that one can play sports and be active alone or in a group” [R/A/G]</li> <li>d. “The space outside the front door is overlooked by neighbours”</li> <li>e. “In this space, the pavement is easy to move on eg: it is smooth, level and free of obstructions” [R/A/G]</li> <li>f. “In this space, the pavement is wide enough for a number of people to use and to support a range of activities including scooting, skateboarding, shop mobility, playing, sitting and socialising” [R/A/G]</li> <li>g. “In this space, there are well placed and positively worded signs indicating where one can find destinations to play” [R/A/G]</li> <li>h. “In this space, motor vehicles are not dominating this space eg: cars or motorbikes are not moving too fast or taking up a lot of room with parking” [R/A/G]</li> <li>i. “In this space there is green planting eg: trees, hedges, flowers” [R/A/G]</li> </ol> </li> </ol>	<p><b>R = 0</b>  <b>A = 1</b>  <b>G = 2</b></p>



	j. “In this space it is clear where one can park or safely store a bike or scooter” [R/A/G]	[Total: ]
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## **CASE STUDIES**

Case Study 1: Kings Crescent Estate Phases 1 & 2, LB Hackney

*Design Team: Karakusevic Carson Architects, Henley Halebrown & Muf architecture/art.*

Key Features:

- Pedestrianised Play Street
- Range of Play Types
- Shared spaces accessible across tenures

The design of ‘the doorstep’ was a primary consideration in the design of Kings Crescent Estate Phases 1 & 2. Completed in 2017, this housing-led project is such a success due to the high quality public realm surrounding it. The centrepiece of this public realm being a play street which makes space for a multitude of play types: traditional play equipment combined with natural elements such as logs, rocks and water; props for imaginative play such as a theatre and a large table; and amenity areas for all ages such as bespoke seating that caters to the elderly as well as it does to teenagers. Reducing car dominance and encouraging informal play helps to improve permeability across the site, and due to the lively nature of the public realm and well designed homes, these spaces feel safe and inviting to the wider neighbourhood who aren’t necessarily residents themselves. On the street, planting and surface design helps to delineate between public and private space, whilst it also makes a new connection to Clissold Park, and is a shared resource for residents and neighbours from the wider area – both young and old.

Opportunities for informal play, food growing and socialising are also embedded within the landscaped courtyards alongside walkways and bridges to promote activity around the site and create spaces for residents to meet. These spaces feel safe and welcoming as there are plenty of residents able to look out for one another from their homes. Flexibility is afforded to the development as courtyards are accessible to all residents, across all tenures.

*Figure: Estate play street (Source: GreenBlue Urban)*

*Figure: Doorstep meets street (Source: muf Architecture)*

*Figure: Contact with nature (Source: muf Architecture)*

*Figure: Informal play in residential courtyard (Source: Architects Journal )*

## Case Study 2. Play Streets, London Borough of Hackney

### Key Features:

- Allows for safe streets for play
- Brings the community together
- Temporary

In 2012 Hackney became the first borough in London to introduce play streets. Play streets help to reclaim residential streets from cars for a temporary period of time and allow them to become fun and safe child friendly spaces. A play street order allows residents and communities to close their street for a set amount of time, per week or month. This provides opportunities for children and young people to play safely with one another on their doorstep and neighbours to meet. Local residents and neighbours will help out on the day as there has to be someone at each end of the street to warn cars and escort them in or out once children have been cleared from the road.

Hackney has an active and well used Play Service which offers advice to residents on the practicalities involved. The Council works in partnership with Hackney Play Association and other local providers to improve play opportunities and support a wide range of play services including adventure playgrounds and holiday play schemes, short breaks, play in parks and in schools for children and young people in Hackney.

Playing on the street is part of the Council's strategy for improving public health in children and young people. There are other benefits too, such as increased independence for children and fostering an increased sense of community by bringing neighbours together.

*Figure: Playing out session in progress (Source: Hackney Council)*

*Figure: Street temporarily closed for play, arts and crafts (Source:muf Architecture )*

*Figure: Playing out requires minimal resources or equipment (Source: Hackney Council)*

*Figure: Playing out with chalks in the street (Source: Hackney Play Association)*

### Case Study 3. Marmalade Lane, Cambridge, UK

*Design Team: Mole Architects*

Key Features:

- Pedestrian street
- Flexible community spaces
- High Quality Public Realm

Completed in 2018, Marmalade Lane is an example of a developer-led co housing scheme in Cambridge, UK. The development comprises 42 homes – a mix of 2- to 5-bedroom terraced houses and 1- and 2- bedroom apartments, which ensures a wide ranging demographic of older and younger residents. Like Kings Crescent, the Marmalade Lane scheme focuses on a high quality public realm as key in making a lively and thriving community. This takes the form of the street Marmalade Lane itself, which is open at both ends, invites the public, as guests, into the scheme. This street is not open to cars or traffic, and the residents use the street for a variety of activities such as play, hanging out and socialising. The design makes use of street trees, bicycle stores and planted areas to encourage its use as a play area, whilst also helping to differentiate public and private space.

The scheme also features a variety of shared spaces and communal facilities which help to enhance the community and help residents and neighbours come together. Shared gardens allow for food growing, play and socialising as well as space for quiet contemplation, whilst the flexible community building allows space for a playroom, guest bedrooms, laundry facilities, meeting rooms, and a large hall and kitchen for shared meals and parties.

*Figure: Marmalade lane is a well used street for residents to meet, socialise and play (Source: Mole Architects)*

*Figure: Meadows and growing opportunities (Source:The Developer)*

*Figure: Play room within shared community space (Source: Mole Architects)*

*Figure: Doorstep play (Source The Developer)*

*Figure: Lane open for play (Source: Mole Architects)*

## 2. STREETS

**Streets** are the network of routes that children, young people and their carers use to move between home and destinations within their neighbourhood. Applicants should consider the impact of their development on the wider movement network and how it integrates with it.

Streets are an important scale because they are places where walking, cycling and bus use are encouraged. These are the most accessible means of transport for children, young people and their carers. It is important to design streets and routes with the child friendly Principles in mind in order to support independent mobility and make streets more attractive and comfortable places to move through.

### **LP33 Context**

*LP1 Design Quality and Local Character,*

*LP2 Development and Amenity,*

*LP8 Social and Community Infrastructure,*

*LP9 Health & Wellbeing,*

*LP41 Liveable Neighbourhoods*

*LP47 Biodiversity and Sites of Importance of Nature Conservation*

*LP48 New Open Space*

*LP50 Play Space*

## **GUIDANCE**

### **Sustainable and Active Streets**

1. In order to promote sustainable, social and active modes of transport, the design of streets should:
  - 1.1. Ensure that road space is reallocated to pedestrians and cyclists where possible. (This may involve strategically rerouting traffic routes or for example using planters or large barriers, to create low traffic neighbourhoods. For further guidance please refer to Local Cycling and Walking Infrastructure Plans.

- 1.2. Encourage vehicle-free zones in certain circumstances, for instance, sections of residential streets, especially around permeable filters, narrow lanes or small spaces that do not require service vehicle access.
- 1.3. Ensure that developments which include new residential streets promote traffic calming and through-traffic reduction measures to reduce the dominance of the vehicles and the space they take up while parked or moving through a street.
- 1.4. Ensure off-street private-car parking provision is reduced in line with Hackney's car-free policy. With the exception of provision for blue badge holders.
- 1.5. Provide cycle parking at Underground, Overground and railway stations.
- 1.6. Support the prevention of high speed through-traffic in residential areas. This could include permanent natural features that act as barriers such as decorative boulders, shrubbery or trees.
- 1.7. Support the transformation of car parking spaces into mini-public parklets, with amenities such as bike hangars and play stores.
- 1.8. Ensure contextually appropriate species and placement are considered in the selection of new street trees.
- 1.9. Ensure new development located within 150m of heavily polluted roads (more than 40  $\mu\text{g m}^{-3}$ ) demonstrate which measures have been taken to protect residents from the harmful health impacts of pollution and seek to reduce this pollution at source through an approved travel plan.
- 1.10. Ensure new development compliments Council policies related to reducing harmful pollution levels by restricting traffic volumes, polluting vehicles and overall reliance on private vehicles.

1.11. Adopt the TfL **Healthy Streets** approach which covers the following priorities

- Clean air
- Easy crossing
- Encouraging walking, cycling and public transport
- Provision of shade and shelter
- Things to see and do
- People feel safe
- People feel relaxed
- Places to stop and rest
- Not too noisy
- Pedestrians from all walks of life

*Figure: Mini-Holland Scheme, Waltham Forest, London (Source: LCC)*

*Figure: Cycling through Waltham Forest (Source: Mark Kerrison/Alamy Stock Photo)*

A Healthy Streets approach has been taken in order to create people friendly routes through the local area. It helps to reduce pollution and encourage people to take active forms of transport.

*Figure: Ocean Green Linear Park, Mile End, London (Source: Adams & Sutherland)*

*Creative landscaping, lighting and spaces to dwell are all incorporated in order to form a buffer between the estate and the road. This creates a space perfect for playing, resting or travelling between destinations.*

### **Street Design Standards**

2. Developments that deliver new residential streets should include pavements suitable for playing: Playable pavements should be 3-5m wide on at least one side of the street, preferably on the sunny side of the road.
3. Street signs and markings should be kept to a minimum and where they are used they should be compact in size. Visual clutter should be reduced by locating multiple signs on a single post wherever possible. Where appropriate, street signage should be located so that it is visible at a child's height and that it contains information which is aimed at children, both in design and content.

4. In any design of streets, elements such as bollards and tactile paving should be installed as measures to provide clarity of routes for people with disabilities where appropriate. Equality Impact Assessments should be undertaken when considering any such proposal. For further guidance please refer to the GLA Supplementary Planning Guidance on Accessible London.
5. In order to make street crossings safer for people on foot and bike the following should be considered:
  - 5.1. Kurbs extended to shorten crossing distances.
  - 5.2. Crossings raised to pavement level.
  - 5.3. Zebra crossings are made more colourful.
  - 5.4. Avoid excessive use of guardrails. If they are needed to ensure pedestrian safety then they should enhance natural desire lines.
6. Street crossings located near schools should centre pupils at the heart of the design process.
7. Incorporate ample provision of public seating in street design.
8. Streets should be covered by 20mph speed limits or lower, in line with Vision Zero best practice standards.
9. Footpaths should be wide, well lit, overlooked by building frontages and if possible separated from the road by planting. More attractive pavements are more enjoyable to walk along which encourages young people to be more independent.

*Figure: Aldgate Public Realm, London (Source: Gillespies)*

*This new public space is designed with high quality materials that offer ample space for seating, shading and accessible street crossings to adjacent destinations, which are clearly signposted.*

### **Lively Streets & Public Spaces**

10. New developments should promote activity on ground floor frontages in order to

make places feel lively, active and safe. In order to achieve this, proposals should:

- 10.1. provide a balance of residential and commercial uses to encourage activity at different times of the day, for a wide range of people.
11. Commercial units should:
  - 11.1. be encouraged to extend their displays or seating areas out onto the pavement if there is space.
  - 11.2. Consider shop frontage design which is fun and engaging for children and young people, with the façade and shop window displays at heights that stimulate and interact with children, young people and all audiences moving through these spaces.
  - 11.3. Avoid the use of applied graphics to glazing which blocks views to and from the street.
12. If a blank wall onto a street is required due to other constraints, opportunities should be considered for a creative and playful proposal for that space. This could include nets for ball games or other play if the space is otherwise safe.
13. For Listed Buildings, buildings in Conservation Areas and Locally Listed Buildings, additional management measures will apply.

*Figure: Ashwin Street, Dalston, London (source: Hackney Gazette)*

*The street creates a lively atmosphere with a cafe spilling out onto the street, drawing people through between destinations.*

*Figure: Bonnington Square, Vauxhall, London (Source: Londonist)*

*The shopfront is engaging and open, making this residential area feel safe.*



## **Accessible Routes and Journeys**

14. It is important to connect walking routes between estates/new residential buildings to public transport, amenities and services that children and young people use.
15. Signage to nearby destinations should be clear, easy to understand and at a height which can be easily read by children and young people. This is to help children find their way around independently.
16. Ramps and other forms of level access should be provided alongside public stairs to make neighbourhoods more accessible for wheelchair users and prams.
17. Wheeling ramps should be included on public stairs to encourage cycling where step-free ramps cannot be provided.
18. Ensure compliance with the TfL Accessible Bus Stop Guidance.

*Figure: Harvard Gardens, Stratford, London (Source:Pollard Thomas Edwards)*

*The design of this development means children and young people feel safe when walking through, it is well overlooked and there are clear sightlines.*

## **Playful Design**

Play-on-the-way should be incorporated into streets to let all road users including parents, children and drivers know that these streets are places where children of all ages and abilities are being encouraged to play. This should be part of a wider strategy to make streets more enjoyable to use for everyone who walks and cycles, regardless of age.

19. Play-on-the-way Principles should be designed into open spaces, streets and new public realms. Development should:
  - 19.1. Consider play value as the key driver in play design.
  - 19.2. Incorporate interactive elements that invite playful interactions as part of

everyday journeys for all ages, such as public art features, water fountains or creative bin designs.

- 19.3. Incorporate street furniture which is both functional and encourages play.
- 19.4. Aim to make any necessary barriers functional, playable and biodiverse.
- 19.5. Incorporate principles of nature play which allows for; imaginative, unstructured and encourages interaction with natural materials and native vegetation.
- 19.6. Incorporate lighting features which contribute to child friendly places in the evening. This could be through highlighting safe places and assisting with wayfinding.
- 19.7. Incorporate spaces which encourage physical activity and include features like basketball hoops, skateboarding areas, and places which fill with water during rain storms.
- 19.8. Consider stimulating and educational experiences which appeal to all the senses, examples of which can be found in the TfL Healthy Streets guidance.
- 19.9. Include landmark features in larger open spaces which will help children orientate themselves.
- 19.10. Consider design and or operational solutions that enable residents and the Council to work together to introduce regular or permanent restrictions which close streets to through-traffic.
- 19.11. Consider, where practical, providing free Wi-Fi access.

*Figure: Van Gogh Walk,, London, UK (Source: Van Gogh Walk)*

*Informal play opportunities, lighting and planting are all incorporated into this route outside a local school. A range of equipment such as basketball hoops allow for it to appeal to a wide range of ages.*

## **Green & Blue Infrastructure Networks**

20. Any proposed development should contribute towards making streets and neighbourhoods more liveable and green, in accordance with LP33 Policy LP47 - Biodiversity and Sites of Importance of Nature Conservation and LP33 Policy LP49 - Green Chains and Green Corridors and LP33 Policy LP51 - Tree Management and Landscape and Hackney Council's 'Connecting Green Spaces' strategy by:
  - 20.1. Signposting clear and engaging links to nearby green and open spaces creatively at a range of heights.
  - 20.2. Incorporating natural features into existing multifunctional green networks that support quality of place, biodiversity and water management, and addresses climate change mitigation and resilience.
  - 20.3. Incorporating natural and sustainable natural play objects such as rocks, logs and other materials with a natural character.
  - 20.4. Examining opportunities where boundaries to parks and open spaces could be removed or made smaller, or where the entrances could be widened, or new entrances added. Proposals must be in line with Secure by Design Guidelines.
  - 20.5. Being designed with seasonal change in mind to enhance year-round usability.
  - 20.6. Including edible and educational plants and crops, or semi-wild play areas.
  - 20.7. Enhancing reservoir and canal use and safety by ensuring they are well overlooked and, where appropriate, well lit.
  - 20.8. Providing educational information about new green infrastructure which is engaging and accessible in its content and graphic design. Ensuring it is integrated into the landscape design and is appropriate given the context and

character of the area.

*Figure: Vauxhall Walk Rain Gardens, London (Source: Lambeth Council)*

*The placement of these rain gardens help to calm traffic whilst also helping to improve the biodiversity and reduce pollution in the street.*

*Figure: Bonnington Square, Vauxhall, London (Source: Twitter)*

*The tree canopy helps with cooling the street in summer months, whilst the natural features on the ground help to carve out space for seating or play.*

*Figure: Street Scale Illustrated Example*

*This illustration shows an example of a route that incorporates the guidelines in this section. The route is lively and active, with residential and commercial uses along each edge. The route encourages a variety of uses such as bicycle lanes and informal play. There is clear demarcation between spaces for vehicles and spaces for people, this is done creatively through material choice, specification of natural elements and placement. Nearby destinations are clearly signposted.*

### Child Friendly Design Standard Criteria

Design assessment questions relevant to all schemes at the scale of Streets:

	Scale: Street	RAG TOTAL
<b>Child Friendly Design Standard Criteria</b>	2. Street: <ul style="list-style-type: none"> <li>a. "A child or young person can walk to important destinations without an adult eg: to school, shops, youth clubs or parks" [R/A/G]</li> <li>b. "A child or young person does not need to cross major traffic roads to get to important destinations eg: to school, shops, youth clubs or parks" [R/A/G]</li> <li>c. "There are opportunities to play and have fun when moving through this street eg: There is space to use a scooter or to play with chalk or interesting art to see" [R/A/G]</li> <li>d. "Motor vehicles are not dominating this space eg: cars or motorbikes are not moving too fast or taking up a lot of room with parking or</li> </ul>	<b>R = 0</b> <b>A= 1</b> <b>G= 2</b>

	<p>there are designs to help encourage traffic to slow down in a specific section of a road in place” [R/A/G]</p> <p>e. “The pavement is wide enough for a number of people to use eg: the pavement can support a range of activities including scooting, skateboarding, shop mobility, playing, sitting and socialising” [R/A/G]</p> <p>f. “Along this street green planting eg: trees, hedges, flowers can be seen and enjoyed” [R/A/G]</p> <p>g. “A child or young person would feel safe crossing the road eg: there is enough time to cross the street without feeling rushed and/or there is nothing preventing someone from crossing where and when they need to” [R/A/G]</p> <p>h. “A child or young person could easily get to nearby community facilities, such as shops, schools, workplaces, parks, play areas or cafes by foot or bike” [R/A/G]</p> <p>i. “It is easy and feels safe to move along this street eg: the important walking and cycling routes are well lit, signposted and easy to find even when it becomes dark outside” [R/A/G]</p> <p>j. “The street supports access to healthier lifestyles e.g: healthy food shops, and/ or opportunities for experiencing nature on a walk and/ or there are lots of bins for recycling and/ or measures have been taken to reduce noise pollution” [R/A/G]</p>	[Total: ]
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**Street Case Studies**

4. School Streets, LB Hackney

Key Features:

- Operate twice a day to coincide with school drop off and pick up
- Provides a safer space to walk and cycle to school
- Reduces congestion and improves air quality at the school gates

School Streets have been running in Hackney since 2017. School Streets is a pioneering programme where roads outside schools are closed to most motor vehicles during school

opening and closing times, creating a safe environment for pupils to walk and cycle to school, tackling congestion and improving air quality at the school gates, whilst maintaining access for residents and businesses. Signs inform drivers of the restrictions at the entrance(s) to the closed street(s). Vehicles are not allowed to enter the School Streets zone during the times of operation, unless they are registered for an exemption.

*Figure: Street adjacent to school grounds temporarily closed for students to play and caregivers to meet (Source: Hackney Council)*

*Figure: School streets scheme in Hackney (Source: Hackney Council)*

## 5. Bridget Joyce Square - White City, LB Hammersmith & Fulham

*Design Team: Robert Bray Associates*

Key Features:

- SUDS
- Play on the Way
- Connects Destinations

Located in the space between a school and two playgrounds in the heart of White City, the Bridget Joyce Square project has transformed a previously hazardous road into an urban public park. The redesigned street introduces traffic restrictions, green infrastructures and bespoke street furniture to create a space that provides flood resilience against known surface water and sewer flooding issues in the area and provides local climate change adaptation benefits. Moreover, this space has formed a valuable community resource, providing a multifunctional setting for community events, including festivals, fairs and markets, and providing an attractive and safe social space for informal, daily community use with improved access to the school and playground.

*Figure: SuDS scheme has helped to alleviate risk of flooding in an environmentally conscious and playful way (Source: Susdrain)(Source: Susdrain) (REMOVED AS FORMATTING DIDN'T WORK)*

*Figure: Planted basin that incorporates a 'wiggly wall' to walk over (Source: Open House London)*

*Figure: Connected and safe pedestrian environment post construction (Source: Susdrain)*

## 6. Parklets London Borough of Hackney

### Key Features:

- Reclaims space from vehicles
- Has a variety of uses
- Traffic Calming

Hackney Council launched the Community Parklet Scheme in 2018, offering residents the opportunity to have a community parklet on their street. Community parklets repurpose a parking space on the street where you live, for community uses. Parklets demonstrate that road space can be used for greening, seating, playing or socialising – rather than parking. Creating a calmer, green street and helping to minimise car activity. The Town Hall's transport and public realm chief Cllr Jon Burke said: 'Only 30 percent of households in Hackney own a car, yet the kerbside is dominated by them.' Community parklets are an excellent way of making Hackney a more liveable borough by allowing residents to reclaim their streets and make them greener and more pleasant.

These parklets can include planters, benches, games, notice boards or anything that your creativity and inventiveness can come up with. The Colvestone Crescent Parklet for example, is now enjoyed by the whole community and hosts everything from knitting sessions to yoga and meditation classes.

*Figure: Transformed parking space into a cosy spot to play and socialise with other people (Source: Palmers Green Community)*

*Figure: Parklets offer opportunities to lock up your bike and take a break while moving through the neighbourhood (Source: Hackney Council)*

## 7. Filtered permeability and greening schemes **Palatine Road & Petherton Road** London Borough of Hackney

### Key Features:

- Encourages cyclists and pedestrians
- Creates green routes

- Reduces car dominance
- Reduction in Flood Risk

Hackney has the highest rates of cycling in London and a long-standing reputation as a cycling borough in the absence of cycle lanes. In order to encourage cycling the Council has always opted for spatial interventions such as filtered permeability, a borough-wide 20 mph speed restriction, and speed humps.

Filtered permeability is a principle followed in many European towns and cities which has proven successful in restraining car use. It means separating the sustainable modes of transport, such as cycling and walking, from private motor traffic in order to give them an advantage in terms of speed, distance and convenience. There are many ways in which this can be done. For instance, by separating cycle and walkways, bus lanes, introducing bus gates, bridges or tunnels solely for sustainable modes. Urban Greening such as introducing rain gardens, natural materials, tree planting can all be used to close routes to traffic, but allow people and bicycles to move freely. Filtering can help people to change their habits such as going to local shops by foot rather than driving to a superstore.

Filtered permeability measures can involve the implementation of road closures for vehicular traffic, which allow for improved pedestrian and cyclist movement on many of the Borough's residential and local connector roads. This sometimes includes the reallocation of road space and can help to achieve a network of quiet streets.

*Figure: Petherton Road (Source: Geograph)*

*Figure: People cycling and walking through Palatine Road (Source: Hackney Council)*



### 3. DESTINATIONS

**Destinations** are all of the public spaces that children, young people and their carers make frequent journeys to use in Hackney. They include parks, playgrounds, spaces around schools and in front of shops. A truly child-friendly place will consider the entire neighbourhood as an opportunity for play, socialising, resting and more. It will also be a safe, convenient and welcoming place for all to use regardless of social, physical, cultural or economic differences.

The Council believes that securing quality design for such places is key to making them holistic multifunctional and inclusive spaces that cater for families and the wider community. Such qualitative place-making goes beyond the quantitative provision of new playgrounds.

LP33 Context:

*LP1 Design Quality and Local Character,*

*LP2 Development and Amenity,*

*LP8 Social and Community Infrastructure,*

*LP9 Health & Wellbeing*

*LP39 Over-Concentration of Uses (Hot-Food Takeaways)*

*LP41 Liveable Neighbourhoods*

*LP47 Biodiversity and Sites of Importance of Nature Conservation*

*LP48 New Open Space*

*LP50 Play Space*

### GUIDANCE

#### **Accessible and Varied Parks, Playgrounds and Open Spaces**

1. When parks or open spaces are being created or improved they should:
  - 1.1. Be conveniently and safely connected by walking routes.
  - 1.2. Be located away from traffic where possible. When proximity to traffic cannot be avoided, the number of crossings children use to get to them should be minimised while entrances to the spaces should be carefully considered.

- 1.3. New children's amenities should not be located on major roads or areas with poor air quality (more than 40 µg m<sup>-3</sup>), as defined by the most recent air pollution data available.
  - 1.4. Have clear sightlines across them, and ample entrances/exits are provided in line with natural desire lines.
  - 1.5. Be accessible to young people from nearby private and social housing to reduce social and cultural segregation.
  - 1.6. Avoid real or perceived barriers, such as fences, fobbed gates and changes in design quality between social or private elements of a scheme. Where fences or barriers are needed, for example in playground spaces in parks that cater to under 5's, these should be creatively considered.
  - 1.7. Provide spaces for art installations in places which are focal points for young people. Involve children and young people in the art commissioning process, which engages local people and young artists.
  - 1.8. Refer to Hackney's Parks and Green Spaces Quality Manual to ensure the proposal is sound and maintenance has been considered and planned for.
2. To ensure parks and open spaces meet a range of needs and abilities they should:
- 2.1. Provide a variety of spaces to encourage a wide range of play, exploration and socialising opportunities. This could include open space for games, natural areas for contemplation and learning, spaces for rest, more enclosed areas for quiet exploration and imaginative play and places which encourage physical play like climbing.
  - 2.2. Use lighting to define areas with different purposes.
  - 2.3. Include and encourage integrated provision of play equipment for a wide

range of ages, physical and sensory abilities i.e. loose parts play for children and young people with Special Educational Needs (SEN) and autism.

- 2.4. Encourage informal play through the provision of a range of physical and sensory opportunities, such as play fountains, performance spaces, and objects which can be played on.
  - 2.5. Use landform to provide elements/experiences of risk at a range of different heights.
  - 2.6. Provide a combination of purpose-built elements (sandboxes, water features, ball courts, rock climbing and skateboard features) and informal elements (large boulders, logs, concrete or stone shapes and seat walls).
  - 2.7. Provide multi-use and multi-functional furniture – seating options should offer flexible arrangements and opportunities for social interaction for both groups and individuals of all ages and abilities.
  - 2.8. Be integrated with other nearby facilities / amenities to encourage use.
3. Freely accessible amenities should be provided in parks and open spaces, such as:
- 3.1. Drinking water fountains and bottle refill fountain stations, located alongside well used public routes
  - 3.2. Public toilets near parks and open spaces, and ensure that they will be pleasant to use, step free access and well-maintained over the long term.
  - 3.3. Free Wi-Fi.
  - 3.4. Bins for general waste and recycling.
  - 3.5. The open spaces themselves should remain free to use in perpetuity.

*Figure: SuperKilen Park, Copenhagen (Source: Guilhem Alandry/In Pictures/Corbis)*

*Figure: SuperKilen Park, Copenhagen (Source: Iwan Baan)*

*This space is easily accessible and offers a range of activities. It is located well away from traffic and is clearly legible and easy to move through, with different materials denoting different types of space.*

*Figure: Holland Park Playground, London (Source: Erect Architecture)*

*This playground is made of natural materials and incorporates a wide variety of play. It encourages imaginative play through the planting and landscaping, which compliment the fixed play elements.*

*Figure: Wood Street & Hoe Street, Waltham Forest, London (Source: East Architecture)*

*This space is well lit, designed to be accessible and offers amenities such as water fountains, helping to encourage play that is free and open to use through the day.*

## **Schools**

4. School sites should:
  - 4.1. Have outdoor open spaces and playgrounds which can be open after hours as a facility that the surrounding community can benefit from.
  - 4.2. Ideally be located away from busy or highly polluted roads (more than 40 µg m<sup>-3</sup>). If this is not possible, appropriate mitigating measures should be incorporated at the start of the design process.

*Figure: Mossbourne Riverside Academy, Hackney, London (Source: Avanti Architects)*

*The layout and design of this school enables the space to be used outside of school hours if required, it could facilitate extra-curricular activities, or things such as community fundraising events.*

## **Multi-Use Game Areas (MUGAs)**

As highly valued community assets, greater efforts should be made to prioritise the provision and maintenance of onsite MUGAs, including the provision and opportunities for youth organisations or sports and performative clubs to organise activities and sessions in these facilities. Applications must ensure local residents are involved with design decisions pertaining to MUGAs, see Part 5 for more guidance.

5. In relation to the design of these spaces, each MUGA should:
  - 5.1. Be carefully located to suit its intended purpose and contextual surroundings, ensuring greatest visibility and accessibility to the wider community.
  - 5.2. Be flexible and versatile in order to accommodate different uses to support children and young people of a variety of ages, genders and abilities to use this space for different activities, including intergenerational play.
  - 5.3. Incorporate versatile seating and adjustable equipment to encourage simultaneous use by different groups.
  - 5.4. Have multiple entrances and exits that are well lit, clear to identify and accessible to all (dis)abilities.
  - 5.5. Be located near other outdoor spaces that people use, such as playgrounds.
  - 5.6. Should be exciting and appealing to children and young people, by using materials such as coloured paving and decorative treatments to the boundary fencing, and support opportunities for youth organisations or sports and performative clubs to organise activities and sessions.

*Figure: 'Stadium Charlemagne' MUGA, Paris, France (Source: NP2F)*

*This MUGA allows for traditional play that you would expect, but also is designed in such a way that encourages imaginative play so it can be used by a wider range of people.*

### **Designing a Public Realm for Everyone**

The design of Public Spaces should comply with the principles outlined in the Public London Charter, in accordance with London Plan Policy D7. Hackney's children and young people have a diverse range of needs. Consequently, proposals should ensure that they engage with a variety of young people so that their needs are addressed in the design of these spaces. For instance, lighting and seating may be more important for one user, whilst space

for ball games may be crucial for another group.

6. Places should be accessible to all and be made to feel safe to children and young people by:
  - 6.1. Implementing wayfinding signs at varied heights to make it easy for all ages to navigate these spaces.
  - 6.2. Ensuring that spaces have ample, legible and clear entrances. Marked entrances should be designed to aid wayfinding with children and young people, those with poor eyesight and dementia sufferers in mind.
  - 6.3. Ensuring that new paths reflect the routes that people want to take across a place and clear sight lines both now and in future, and are connected to existing routes in the surroundings.
  - 6.4. Providing ample, safe and consistent lighting throughout space at all hours of the day, consistent with Secure by Design guidelines. Good lighting makes a place less threatening after dark. Please refer to Hackney biodiversity action plan to ensure lighting avoids any potential harm to wildlife species.

*Figure: Tottenham Green, Haringey, London (Source: Adams & Sutherland)*

*The paths across this green are informed by desire lines. The space is well lit and offers plenty of places to sit.*

### **Long Lasting Design and Maintenance**

7. In order to ensure that these spaces will last for a long time, and be well looked after, proposals should:
  - 7.1. Provide a detailed maintenance plan and long-term budget for how these spaces will be maintained in a sustainable manner.
  - 7.2. Seek to minimise long term costs, through appropriate and robust material

choices that are easy to maintain and replace. See Hackney’s Parks and Green Spaces Quality Manual for more information.

- 7.3. Include robust and resilient planting species. The appropriate plants for a site would need to be established during the design stage for example: establishing drought resistant and low maintenance plants.
- 7.4. Involve the neighbouring residential and business community in the maintenance and management of spaces.
- 7.5. Ensure that proposals will be designed to adoptable standards, if the council will be responsible for their maintenance.

*Figure: Leonard Circus, Hackney, London (Source: Hackney Council)*

*This space is designed to be robust and hard wearing. The materials were selected in order to be long lasting and easy to maintain.*

*Figure: Destination Scale Illustrated Example*

*This illustration shows an example of a destination that incorporates most of the guidelines in this section. The space is located away from traffic and is designed to be welcoming to a variety of people, with free amenities such as water fountains and public toilets provided.*

*The space is designed with durability in mind, in planting selection as well as the choice of materials and play equipment.*

### **Child Friendly Design Standard Criteria**

Design assessment questions relevant to all schemes at the scale of Destinations:

	<b>Scale: Destinations</b>	<b>RAG TOTAL</b>
<b>Child Friendly Design Standard Criteria</b>	3. Destinations a. “A child or young person would feel welcome and safe outside in this space without the supervision of an adult, during the day eg: There are people frequently going in and out of buildings or passing by this space and/or the entry and exit points are easy to find” [R/A/G]	<b>R = 0</b> <b>A= 1</b> <b>G= 2</b>

	<p>b. “There is enough lighting in this space when it becomes dark outside eg: The walking routes or sports areas are clearly lit up when it is dark” [R/A/G]</p> <p>c. “A child or young person would find it easy to navigate their way around this space eg: this space is well connected by walking and cycling or signposting is clear or design allows for movement by a range of different abilities to access this space” [R/A/G]</p> <p>d. “There are opportunities to play and have fun when visiting this space e.g: the space offers opportunities for different types of physical and mindful activities with mixed elements of risks or landforms at varying heights” [R/A/G]</p> <p>e. “There are opportunities to comfortably sit and gather with other people in this space eg: seating in this space is comfortable to use at all times of the year, particularly when it is very cold or very sunny” [R/A/G]</p> <p>f. “This space feels well looked after and clean eg: Litter is placed in bins and/or no graffiti on the street furniture” [R/A/G]</p> <p>g. “The windows of shops and front of buildings in this space are interesting and attractive eg: they are artistic, have front gardens, or window displays” [R/A/G]</p> <p>h. “This space provides movement opportunities and experiences for a range of different abilities e.g: you could access and easily move in this space if you were in a wheelchair or if you had a visual impairment” [R/A/G]</p> <p>i. “In this space one can enjoy contact with nature, both wild and well groomed eg: trees, hedges, flowers” [R/A/G]</p> <p>j. “This space supports access to healthier lifestyles e.g: healthy food options, opportunities for growing food, reduced air and noise pollution” [R/A/G]</p>	<p>[Total: ]</p>
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## **Destination Case Studies**

7 Gillett Square, London Borough of Hackney

*Design Team: Hawkins/Brown*

Key Features:

- Community Space
- Adaptable and Flexible
- Lively and Active edges

Gillett Square is a unique public space in the heart of Dalston. A large, flexible general purpose space that serves a variety of functions. A blank canvas for a community to use differently, every day. By removing the parking that previously dominated the site, this open public space is capable of hosting a variety of community activities such as meeting, shopping, celebrating and taking political action.

The urban design intervention has provided a surface with a set of temporary structures, sports & play equipment, and other elements stored in containers which are managed by local volunteers. This simple system makes it possible to reinvent the use of the square on a daily basis, while simultaneously involving locals in the management of the square, which can bring collective empowerment. The square has been the site of numerous events – including a jazz festival, a skateboarding festival, carnival celebration which, together with its day-to-day life, support “the cultural, creative and community sector”.

The success of Gillett Square lies in its integration with the local community. The kiosks to the side of the square – with affordable rents for local business, help support the lively activity of the square at different times throughout the day and night. The project is a result of years of research, public consultation, the involvement of local organizations and businesses.

High quality materials and detailing, such as street lighting, paving, tree planting and seating are incorporated to create an accessible space for cultural and social events. For example, the large decked area with four pine trees provides shade and informal seating whilst the steps leading up to the market booths provides seating for people.

*Figure: Gillett Square (Source: Hackney Council)*

*Figure: Design intervention has provided a surface that makes it possible to reinvent the use of the square on a daily basis (Source: Hawkins Brown)*

*Figure: Design to provide opportunities for seating in shade (Source: Hawkins Brown)*

*Figure: Pop up table tennis in the square (Source: Hackney Council)*

## 8. Woodberry Downs public realm landscaping / Wetlands nature reserve, LB Hackney

*Design Team: In-Ex Landscapes and Murdoch Wickham Landscape Architect*

### Key Features:

- Biodiversity centred
- Landscape key to design development
- Variety of spaces created

Opened to the public in 2014 by Sir David Attenborough, **Woodberry Wetlands** is a stunning oasis of wildlife and nature in the city, and is located immediately to the south of Woodberry Down around the East Reservoir. The site comprises 11 hectares of reed-fringed ponds and dykes and the site is free and accessible to everyone, offering great opportunities for people to enjoy nature in the heart of London.

The **Woodberry Down** landscape provides access to high quality, green open spaces with a variety of spaces and activities to enjoy, while providing new access to the Woodberry Wetlands. Part of the landscape vision for the project was to deliver a series of green spaces throughout the development reconnecting the place and people to the natural environment – in the form of a linear park, courtyards, squares and communal gardens. By varying the landscape with both open and more enclosed spaces, moving through this linear park can facilitate opportunities for different types of games for different age groups. For example, the design of the feature destination play area adjacent to the New River walkway is inspired by its close proximity to the river, nestled adjacent to a meandering swale the play space hosts a timber play boat and timber boardwalks with plenty of opportunities for sitting and relaxing

*Figure: Spring Park is characterised by distinctive lush greenery, swales and streams - a space to relax, exercise and play, bringing together people of all ages (Source: Woodberry Down)*

*Figure: Residents enjoying an outside pop up cinema experience (Source: Woodberry Life)*

## 9. Israel Plads, Copenhagen, Denmark

Design Team: Cobe + Sweco Architects

### Key Features:

- Flexible Public Space
- Robust Design & Material Specifications
- Variety of uses

Israel Plads is a large public square in Copenhagen, Denmark. In the 1950s it was turned into a lifeless car park. But now, the cars have been taken out of the landscape (into an underground carpark), and the space has been handed back to the public. The redesign of Israel's Plads is part of a strategy to create more space for people to enjoy urban life and reduce or remove car traffic.

The new public space has been designed to be flexible and enables users to be doing different things, all at the same time. The site is located between the city and Ørsted Park to the south and this context informs the design. Strategically placed grass and trees are surrounded by benches thus creating green, urban hangout spots. The planting scheme helps make the adjacent park appear to continue into the square creating a gentle transition into the city.

The public square serves as a schoolyard during the daytime, a public basketball court in the afternoon and a dining room in the evening; a skate park during the weekday; and a flea market during the weekend. The space can also be used for picnics, ballgames or an array of other activities, making it accessible to all. Another noteworthy feature of the design are strategically positioned stairwells at the corners of the square, which can be used to observe activities taking place in the square, or as a place to sit and watch a performance.

*Figure: The space is large enough to accommodate very different events and activities, often at the same time (Source: Danish Design Review)*

*Figure: A plaza of overlapping functions (Source: cobe )*

## Part 5 Shaping my Borough: Engagement Resources, Case Studies and Guidelines

*“Across London, young people need opportunities outside education and the home to have fun with their friends, to be healthy and creative, to make positive change in their communities and to shape the kind of city they want for the future”*

Hackney Young Futures Commission Report, 2020

This section of the SPD outlines guidelines of best practice for engagement with children and young people in the Borough. This is to centre those who stand to benefit the most from long-term strategic planning – young people – at the forefront of built environment engagement. The guidelines, case studies and resources in this section demonstrate how we can meaningfully engage, consult and actively involve children and young people on issues regarding shaping the built environment.

Young people are frequently perceived as being ‘hard to reach’. However, the barriers they face accessing complex technical language and processes are entirely avoidable. Through the SPD, the Council is championing the voice of Hackney’s children and young people. Providing them with opportunities to be listened to, heard and empowered to shape and influence their built environment.

We consider it important that children and young people are acknowledged as significant stakeholders themselves and not seen as a subset of parent groups or families. Ensuring built environment professionals engage with young people in shaping their communities has the potential to strengthen social cohesion, independence and freedom. By including young people in decisions about shaping the places they live we can help deliver growth that is good for everyone.

The guidelines below are key considerations for all involved in the planning and development process to adhere to in their design proposals for Hackney:

1. The design of proposed development, policy, strategies and associated planning guidance must:
  - 1.1. Demonstrate how their engagement strategy will consult with a variety of

children and young people. This is important as they are separate stakeholder groups and users of any new development with particular needs and wants.

- 1.2. Engage children and young people in the process of design and planning from the earliest possible stages, including pre-design consultation.
  - 1.3. Ensure there are opportunities for children and young people to be involved in the design, consultation, building and maintenance of sites in order to provide them with an opportunity to appropriate the space and make it their own – i.e: design of street furniture.
  - 1.4. Explore local long term community and business involvement ownership – i.e Vauxhall Walk Rain Garden was planted and is maintained by Streetscape, a social enterprise which trains local young adults as horticultural apprentices
2. Major development proposals/ schemes should start with mapping and audits of children’s infrastructure and routes in a particular place. This process of mapping must engage with, and be led by, children and young people who live in or use the area. See the Child Friendly Impact Assessment for further details.
3. Community engagement on **new development proposals** must specifically:
- 3.1. Be planned to reach a wide range of children and young people in the local area.
  - 3.2. Be held in locations where children congregate, including schools, libraries, community centres, youth clubs and parks.
  - 3.3. Be scheduled at a variety of times during the day and week, both during and after school and on weekends.
  - 3.4. Be creative and interactive, using a wide range of engagement and consultation practices catered to different age groups and (dis)abilities. For example, the new London Plan supports a wide range of consultation

methods, including interactive digital models and 3D Virtual Reality.

3.5. Focus on children and young people's everyday experiences, recognising that children and young people are active citizens who use and negotiate the city, and who should therefore have a level of responsibility and input into how it is shaped.

4. Participation needs to be understood as a long-term process; engagement plans must ensure post-intervention feedback and analysis so that co-creation is not limited to the design of a space, but also its management and iterative changes. Engagement with children and young people should also be undertaken when devising the management, maintenance and post-occupancy plans for new developments.

### **Case studies and examples of best practice**

#### **Hackney Young Futures Commission**

Hackney Young Futures Commission was the largest consultation undertaken with young people, aged between 10-25 years. The Commission was led by two young Co-Chairs and two Vice-Chairs, recruited locally into paid roles. All the Chairs have a proven track record of local knowledge of the borough and are actively involved in working locally with children and young people. As a result young people trusted that their voices would really be heard.

The Commission heard directly from over 2,500 young people. They described what Hackney is like as a place to live, study, work in and what changes they want to see. Responses were collected through a variety of methods e.g. focus groups, 1:1 interviews, online surveys, launch events, board meetings, filmed interviews, street-based outreach, teacher-led school classroom surveys and through discussions with local voluntary and charity organisations.

The Commission has helped to secure direct links between young people, the local planning authority and local Members. Based on the findings from the consultation, the Commission

identified proposed solutions called 'Asks' for the local planning authority to take forward in order to improve the lives and life chances of young people in the Borough.

The recommendations that have emerged from the Commission were researched in order to improve the lives and life chances of young people in the Borough and enable Members to listen to and learn from young people's experiences of growing up in Hackney. Moreover, this approach clearly evidences that given appropriate support, including financial remuneration, young people can very successfully lead on community engagement, which is creative, practical and genuinely impactful.

### **BUILD UP Flanders Way**

Build Up was a co-produced project, combining the two ideas of co-design and education by putting young people in control of small-scale construction projects within communities across London. Build up was joined by Hackney Quest to address some of the concerns raised in the 'Hackney Wick Through Young Eyes' report, particularly the negative stereotypes of young people, a sense of dis-empowerment, and poor-quality public spaces in the local area.

Construction phases can provide benefits for children such as skills development, teamwork and opportunities to design and build. The project involved young people aged between 10–12 years old from two local schools. They were engaged from the early concept stages, to final design and construction. The project comprised the design and construction of a new pocket park, featuring a circular fixed-seating area with integrated swings, new lighting, brightly coloured bins, timber signage and an exciting playful border with cast iron artwork.

This project successfully provided children and young people with a stake in their local community as they physically saw their opinions converted into short-term actions that have contributed to a much bigger picture. Innovative methodologies used to ensure meaningful engagement and participation have helped to foster a greater sense of ownership.

*Figure: Located on a formerly unloved and disused piece of public realm owned by Hackney Council on Flanders Way, the project comprised the design and construction of a new pocket park*

### **ZCD Architects', De Beauvoir Estate walking tour**

In 2018, De Beauvoir Primary School kids worked with ZCD to help create a blueprint for a child-friendly Hackney project regarding new homes on the De Beauvoir Estate. Over the space of 9 weeks, the students explored the external spaces of the De Beauvoir Estate and were tasked with taking photographs of the Estate, to work out how the area can be improved.

The findings contributed towards a report on Neighbourhood design which was used to support proposals for an estate development plan. The objective of the plan being to tackle negative aspects through targeted design improvements to the public realm on the estate.

### **Southwark Young Advisors**

The young advisors sit within Southwark Council's Community Safety Team and are a diverse group of 30 young, locally recruited and extensively trained professionals aged 16 to 21 years old. The Young Advisors work locally, pan out over London and nationally (Under the National Young Advisors Charity) to share good practice and to learn from others.

The advisors work with other local organizations to help 'youth proof' their practices, policies and strategies and assist with 'building bridges' and 'breaking down barriers' between young people and those in authority. They achieve this by supporting and encouraging young people to actively get involved in delivering a variety of community-wide events from arts, to food, to helping recruit apprenticeships in the planning and regeneration division of Southwark Council. Through playing a more active role in their local communities, young people can aim to tackle disaffection, increase civic engagement, encourage intergenerational communication and respond to concerns felt by other young people

### **Oslo, Norway Traffic Agent**

In 2016, the Traffic Agent app was created to understand children's concerns about their own safety in the city as part of Oslo's move towards greater sustainability and away from cars. With €347,000 (£290,000) in funding from the city, the Research Council of Norway and consultancy Capgemini, the concept was for children and young people to use their



smartphones to report problems for city planners and maintenance officers to address in order for Oslo to become a safer, greener and more pleasant place to live.

The smartphone app made it a game for children and young people to report dangerous roads or hard to cross intersections, damaged pavement, overgrown bushes, damaged street lamps or illegally parked cars. By uploading a GPS-tagged picture or comment about the problems they spot, the data they submitted went to city planners so they could make the necessary changes and the app would then reward them with encouraging positive messages. To date, children have filed almost 6,000 reports and the app has already led to several interventions, including rebuilt crossings and improved pavements.

### **Vienna, Austria designing parks for young women**

Gender mainstreaming is the practice of ensuring women and men are accounted for equally in policy, legislation and resource allocation. The Vienna municipal authority has been focusing on gender mainstreaming while designing its public spaces, housing, mobility and infrastructure since 1990. The authority has since conducted about 60 gender-sensitive pilot projects and assessed another 1,000.

One such example was the redesign of Einsiedler Park in 2001. This pilot project was established by the City of Vienna as girls aged between 10 and 12 were found to be using parks less than their male counterparts. City's planners closely examined behaviour of people moving through the park to understand what it was about the spaces that was deterring young girls from using them. In conjunction with consultation meetings and workshops with residents, caregivers, representatives of schools and kindergartens in the district, the City was able to identify joint goals for the park's redesign.

The outcome of the above consultation led to several gender-sensitive design elements being introduced in the parks. Examples include improved visibility and clear-cut organisation of footpaths, improved lighting on the main paths, well-maintained public toilets, multifunctional play areas, football cages being converted to accommodate activities for all genders; in this case, badminton and volleyball courts

## **Part 6: Tools for Implementation & Delivery**

This section of the SPD outlines the tools needed to inform and assess how development proposals ensure that children and young people's rights and specific needs are met in Hackney's built environment.

As the Principles and design guidelines for the Child-Friendly SPD have been developed, we have also considered the tools needed to deliver the Principles and guidelines set out in the SPD; including how we can effectively measure whether the SPD is delivering a child-friendly borough in Hackney.

The tools set out in this chapter help embed the Principles and design guidelines in the proposed scheme. We believe, if applicants consider the needs of children and young people in the Borough from the very initial point of inception then successful proposals will produce high quality, liveable and accessible schemes for all residents in Hackney.

The tools for delivery and implementation are:

- 1. Child-Friendly Design Standard**
  - a. Child Friendly Impact Assessment
  - b. Design Awards and Review Panels
- 2. Statement of Community Involvement**
- 3. Area-Based & Infrastructure Delivery Plans**

## 1. Child-Friendly Design Standard

*“Children are a kind of indicator species. If we can build a successful city for children, we will have a successful city for all people.”*

Enrique Peñalosa, Mayor of Bogotá, 1998 - 2001, 2016–2019

The Child Friendly Design Standard provides a criteria assessment of the key features of the child-friendly Principles for Hackney. This tool is important to ensure both positive benefits to health and wellbeing are promoted and to raise awareness of the potential unintended consequences of poor design and planning on the health of children and young people in Hackney. These identified consequences can then be removed or reduced via mitigation strategies and interventions.

The tool comprises a list of criteria to help individuals critically reflect on and self evaluate their experiences when moving through the built environment at any point of a development scheme.

The criteria questions are designed to be used at all stages of the development process, guiding design related discussions with the local community, local planning authority and other stakeholders. In particular, the questions reflect on the spaces between and around new developments that can sometimes be overlooked but which are vital to the quality of a place, its attractiveness, functionality and feelings of safety.

The questions are divided into categories that correlate with the documents’ design guidelines that reflect the three main types of places in the built environment that a child in Hackney will grow up and experience within their neighbourhood:

- 1) **The Doorstep:** the shared space that connects an individual's front door to wider public spaces and streets.
- 2) **Streets:** the network of routes that children, young people and their carers use to move between their home and key destinations within a neighbourhood.
- 3) **Destinations:** the public spaces that children, young people and their carers make frequent journeys to use in Hackney.

The Design Standard uses a traffic light system, Red Amber Green (RAG), to evaluate whether major development schemes take into account the design criteria standards related to ensuring the built environment follows the child friendly Principle criteria for Hackney. Where a design aspect of a scheme is considered to fall between a green and a red traffic light, an amber light can be assigned to a particular consideration. Any spaces noted as amber and red should be identified early so that a suitable solution can be found as part of the design development process. When this tool is used on existing sites or as part of a post-analysis, any ambers or reds identified can be referenced in terms of lessons to be learnt from for future projects.

This tool seeks to mainstream the health and wellbeing of children and young people into the planning system through assessing spaces, places against how they feel when moving around the neighbourhood. The evidence collected will help inform whether the built environment is conducive in supporting the independent mobility, social and playful experiences of children and young people in the Borough. The integration of evidence considerations related to children and young people's experiences into the preparation and consideration of any development plans will help highlight potential cross-cutting issues that the development plan should seek to address and mitigate at the strategic level.

The design standard checklist supports a collaborative and inclusive approach and encourages different stakeholders to work together to address the impacts of plans and development proposals on children and young people's health and wellbeing. As such, the checklist should be used by the following groups:

- Developers, to scope the health and wellbeing impacts of development proposals on this demographic;
- Local planning authority decision-takers, to help identify, analyse and address the impacts of plans and development proposals on this demographic;
- Community groups, neighbourhood forums, and housing associations to comment on major planning applications to support and foster community engagement; and
- Groups with specific access requirements and needs such as older and disabled people; and
- Education and Youth club leaders to help upskill children and young people on elements impacting their experiences in the built environment

The more children and young people know about their city and the processes which drive it, the better equipped they will be at acting, when they have the ability to do so. Therefore we propose the design standard is used through the following:

- a. Child-Friendly Impact Assessment**
- b. Hackney Design Awards and Review Panels**

#### **a. Child Friendly Impact Assessment**

##### Context

Development proposals for all commercial schemes, public realm developments and residential schemes of 10 units or more, will be required to produce a Child-Friendly Impact Assessment.

This assessment provides a format for those engaging with planning applications to detail and demonstrate how proposals will be used by children and young people and how they satisfy the Child-Friendly Principles for Hackney at the three different scales that make up a neighbourhood: The Doorstep, Streets and/or Destinations.

A key aim of the assessment is the integration of considerations related to children and young people's independent mobility and experiences of the built environment into the preparation of development plans, so that these issues are addressed at the strategic level.

The assessment aims to identify any positive and negative impacts in order to prompt discussion about the best ways of addressing them to maximise the benefits and avoid any potential adverse impacts on children and young people. The tool does not identify all issues related to health and wellbeing, but rather focuses on the built environment and issues directly or indirectly influenced by planning decisions.

The identified impacts in the assessment report may be short-term or temporary, related to construction or longer-term, related to the operation and maintenance of a development. All

evidence that the assessment gathers will highlight potential cross-cutting issues that the development plan should seek to address and help place commonly overlooked issues into perspective.

The level of detail in a report should be proportionate to the complexity of the application. For most straightforward planning applications, the report may only need to be a page long, however applications may be considerably longer if the scheme covers more than one neighbourhood scale.

Once proposed uses are approved by the local planning authority they can not be changed as this will fundamentally alter management operation and access. Any amendments will require a new assessment to be conducted.

Hackney's Annual Monitoring Report (AMR) should provide an analysis of the success of the impact assessments. For example, the AMR could reasonably comment on the number of assessments completed and whether the lack of an assessment has been a hurdle to validation. Over a longer period of time the AMR could explore how the Child-Friendly Impact Assessment has been considered at appeals.

### The Assessment

The child-friendly impact assessment should be submitted with a planning application for schemes of 10 units or more, housing renewal and master plans that include public realm enhancements and should comprehensively:

1. Identify and demonstrate: :
  - a. How the proposed development is a suitable response to the site and its contextual setting.
  - b. How the design supports the functional use by and movement of children and young people.
  - c. Where all nearby open spaces are that children and young people can use within a 400m radius from the proposed site.
  - d. The initial and long term ongoing management and maintenance plans for proposed development.

- e. A drawn illustration of the key mobility routes that will be used by children and young people in the proposed application.
2. Complete the **Child Friendly Design Standard** assessment criteria Table to demonstrate how the proposed development addresses Principles at the appropriate design scale involved in this application (see Appendix B).
3. Provide an analysis of the proposals impact on the safe and independent mobility of children and young people. This section should include options explored to identify whether and to what extent there are any significant negative impacts on this demographic arising from the plan and its policies, and set out recommendations for mitigation.

#### b. **Design Awards and Review Panels**

Design award categories or Design Review Panels analysing spaces and places for children and young people should be required to use the Child Friendly Design Standard to formally assess the sites suitability/excellence.

It is important that the design standard tool is used in this format as children and young people are significantly affected by experiences of the built environment, yet they are a demographic frequently left out from being consulted or included in processes related to changes within their neighbourhood.

The language and layout of the criteria questions are designed to be used at all stages of the development process, and by a wide range of audiences. The criteria questions therefore aim to enable a conversation about the design of new and current schemes between stakeholders and the local planning authority to arrive at a mutually supported result.

For example, this year, the Hackney Design Awards (2020) have included a special category of 'Young People's Choice Award' to sit alongside their regular programme. The Young People's Choice Award will be assessed using the Child Friendly Design Standard assessment criteria and awarded to a project that actively supports the safe, healthy and independent mobility of children and young people in Hackney.





## 2. Statement of Community Involvement Update

A key aim in preparing the SPD is to improve how the Council engages with and involves children and young people in the planning process to ensure that their specific needs are equally considered and met within new developments. The Council's Statement of Community Involvement (SCI) outlines the Council's standards for involving and engaging with the community, including children and young people, in the planning process and identifies the tools for how it will achieve this.

The lessons learnt through engagement on the SPD will inform an update to the SCI to include a dedicated chapter setting out how children and young people can best be engaged in planning decisions. This is vital as both plan making and planning decisions must seek to engage with and respond to the interests and views of children and young people.

The updated SCI will include a dedicated chapter to setting out the tools, resources and processes required to meaningfully engage with children and young people in planning processes concerning their built environments. The update will include key lessons learnt from Hackney's Young Future Commission.

Early ideas include:

- Young Person's Design Review Panel
- Hackney Young Place Advisors: A group of young people, perhaps linked to youth parliament who are upskilled to provide advice on planning apps - using the Hackney Child-Friendly Design Standard tool criteria.
- Set out best practice for engagement with young people in Hackney - setting preferred methods of engagement and case studies of best practice/lessons to learn from. This can be linked to findings and recommendations from the young futures commission.

### **3. Area-Based Plans & Infrastructure Delivery**

Detailed guidance regarding the key infrastructure requirements that will be needed to support child-friendly development in the Borough over the LP33 period can be found in dedicated chapters within the following emerging Area Action Plan (AAPs), area based Supplementary Planning Documents (SPDs) and the Infrastructure Development Plan (IDP):

- Stamford Hill AAP
- Dalston SPD
- Infrastructure Development Plan (IDP) provides a framework to support the delivery of the Local Plan 2033 through identifying detailed infrastructure projects for the Borough.

The Council will use the Local Plan Annual Monitoring Report (AMR) to monitor whether infrastructure investments are being successfully brought forward and implemented. The AMR will assess investment and implementation in each of the above areas. This process, along with the Annual Infrastructure Statement will inform the on-going development and evolution of the Borough-wide Infrastructure Delivery Plan.

## Appendices

### A. Child Friendly SPD Glossary

**Active Frontages** | The design of a building front that promotes activity and encourages cross-movement between the building at ground level and the adjacent public realm. The design of a building could support an active frontage by including windows and openings and providing a range of uses all of which support the visual and physical relationship between the building and ground level and help contribute to natural surveillance.

**Built environment** | Refers to everything around us that is constructed or adapted by humans. It includes all buildings, physical features and spaces where people play, learn, work and live. Schools, homes, parks, shopping centres, transport infrastructure, recreational and community facilities are all part of the built environment.

**Children and Young People** | Children and young people are frequently used when referring to the full spectrum of ages and development stages in the under 18 age group. In this document, children and young people denote someone under the age of 18, in keeping with the definition of the United Nations Convention on the Rights of the Child

**Doorstep Play** | The shared spaces near to home which support play and socialising for children and young people

**Independent Mobility** | The freedom and ability to occupy and move through outdoor space without adult supervision

**Loose Parts Play** | The term is frequently employed in the field of child-development and playwork for assessment of an essential value of a toy, game, equipment or space for play. In order to have true play value, these objects of play must be compelling and encourage the child's involvement.

**Multi-functional Space** | Shared or communal public spaces that offer a range of recreation and activity opportunities for all ages and abilities

**Play-on-the-way** | Opportunities for playful encounters in engaging landscapes should not be restricted to designated parks and playgrounds, but rather filter into everyday journeys in the city.

**Play Space** | Dedicated spaces where play is identified as one of the prime functions. These include playgrounds, playing fields, skate parks and other recreation areas.

**Playable Space** | Space where play and recreational activities are seen as a legitimate use of the space. Playable space typically includes some design elements that have 'play value' that act as a signal to children, young people and the wider community that play is welcome here.

**Play Value** | Play equipment is not the only way to provide play value. Innovative use of landforming, boulders and logs is to be encouraged, as long as it is designed in consultation with the maintenance team, and can easily be maintained.

**Public Realm** | The space between and surrounding buildings and open spaces that are accessible to the public and include streets, pedestrianised areas, squares and river frontages.

**Sustainable Urban Drainage Systems** | Sustainable urban drainage systems (SUDS) are systems designed to efficiently manage the drainage of surface water in the urban environment. They aim to mimic 'natural' drainage by adopting techniques to deal with surface water runoff locally, through collection, storage, and cleaning before allowing it to be released slowly back into the environment.

## B. Child Friendly Design Statement Questions

The Child Friendly Design Statement Questions draw on the child friendly Principles elements and are divided into categories that correlate with the documents' design guidelines that reflect the three main types of places in the built environment that a child in Hackney will grow up and experience within their neighbourhood:

- 1) **The Doorstep:** the shared space that connects an individual's front door to wider public spaces and streets
- 2) **Streets:** the network of routes that children, young people and their carers use to move between their home and key destinations within a neighbourhood.
- 3) **Destinations:** the public spaces that children, young people and their carers make frequent journeys to use in Hackney

### Marking Criteria: Traffic Light System

Depending on the site being assessed, the questions in the corresponding category(s) should be answered using a TRAFFIC LIGHT SYSTEM: Red Amber Green (RAG).

**Red:** 0 points

**Amber:** 1 point

**Green:** 2 points

The maximum number of points per scale is 20 and the total score correlates with the following site assessment:

**18-20** is considered Excellent. This scheme meets all of the Child-Friendly Principles

**13-17** is considered Good. This scheme currently meets most of the Child-Friendly Principles

**7-12** is considered Satisfactory and more work is required. This place does not currently meet many of the Child-Friendly Principles

**0-6** is considered Poor. This place does not meet enough of the Child-Friendly Principles

We recommend that proposed new developments aim to secure as many ‘greens’ as possible, and work out how to minimise any ‘ambers’ and ‘reds’. The more ‘greens’ that are achieved, the more child friendly a development scheme will be. Where a design aspect of a scheme is considered to fall between a green and a red traffic light, an amber light can be assigned to a particular consideration. Any spaces noted as amber and red should be identified early so that a suitable solution can be found as part of the design development process. When this tool is used on existing sites or as part of a post-analysis, any ambers or reds identified can be referenced in terms of lessons to be learnt from for future projects.

	<b>Scale: The Doorstep</b>	<b>Traffic Light Scoring TOTAL</b>
<b>Child Friendly Design Accreditation Questions</b>	<ol style="list-style-type: none"> <li>1. The Doorstep               <ol style="list-style-type: none"> <li>a. “In this space, a child or young person can go outside the front door and play with friends” [R/A/G]</li> <li>b. “There is space outside the front door that one can go to sit and relax alone or in a group” [R/A/G]</li> <li>c. “There are spaces outside the front door that one can play sports and be active alone or in a group” [R/A/G]</li> <li>d. “The space outside the front door is overlooked by neighbours” [R/A/G]</li> <li>e. “In this space, the pavement is easy to move on eg: it is smooth, level and free of obstructions” [R/A/G]</li> <li>f. “In this space, the pavement is wide enough for a number of people to use and to support a range of activities including scooting, skateboarding, shop mobility, playing, sitting and socialising” [R/A/G]</li> <li>g. “In this space, there are well placed and positively worded signs indicating where one can find destinations to play” [R/A/G]</li> <li>h. “In this space, motor vehicles are not dominating this space eg: cars or motorbikes are not moving too fast or taking up a lot of room with parking” [R/A/G]</li> <li>i. “In this space there is green planting eg: trees, hedges, flowers” [R/A/G]</li> <li>j. “In this space it is clear where one can park or safely store a bike or scooter” [R/A/G]</li> </ol> </li> </ol>	<p><b>R = 0</b>  <b>A = 1</b>  <b>G = 2</b></p> <p>[Total: ]</p>

Further Comments		
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	Scale: Streets	RAG TOTAL
Child Friendly Design Accreditation Questions	<p>2. Streets:</p> <p>a. "A child or young person can walk to important destinations without an adult eg: to school, shops, youth clubs or parks" [R/A/G]</p> <p>b. "A child or young person does not need to cross major traffic roads to get to important destinations eg: to school, shops, youth clubs or parks" [R/A/G]</p> <p>c. "There are opportunities to play and have fun when moving through this street eg: There is space to use a scooter or to play with chalk or interesting art to see " [R/A/G]</p> <p>d. "Motor vehicles are not dominating this space eg: cars or motorbikes are not moving too fast or taking up a lot of room with parking or there are designs to help encourage traffic to slow down in a specific section of a road in place" [R/A/G]</p> <p>e. "The pavement is wide enough for a number of people to use eg: the pavement can support a range of activities including scooting, skateboarding, shop mobility, playing, sitting and socialising"</p> <p>f. "Along this street green planting eg: trees, hedges, flowers can be seen and enjoyed" [R/A/G]</p> <p>g. "A child or young person would feel safe crossing the road eg: there is enough time to cross the street without feeling rushed and/or there is nothing preventing someone from crossing where and when they need to" [R/A/G]</p> <p>h. "A child or young person could easily get to nearby community facilities, such as shops, schools, workplaces, parks, play areas or cafes by foot or bike" [R/A/G]</p> <p>i. "It is easy and feels safe to move along this street eg: the important walking and cycling routes are well lit, signposted and easy to find even when it becomes dark outside" [R/A/G]</p>	<p><b>R = 0</b></p> <p><b>A = 1</b></p> <p><b>G = 2</b></p>

	j. "The street supports access to healthier lifestyles e.g: healthy food shops, and/ or opportunities for experiencing nature on a walk and/ or there are lots of bins for recycling and/ or measures have been taken to reduce noise pollution"	[Total: ]
<b>Further Comments</b>		

	<b>Scale: Destinations</b>	<b>RAG TOTAL</b>
<b>Child Friendly Design Accreditation Questions</b>	<p>3. Destinations</p> <p>a. "A child or young person would feel welcome and safe outside in this space without the supervision of an adult, during the day eg: There are people frequently going in and out of buildings or passing by this space and/or the entry and exit points are easy to find" [R/A/G]</p> <p>b. "There is enough lighting in this space when it becomes dark outside eg: The walking routes or sports areas are clearly lit up when it is dark" [R/A/G]</p> <p>c. "A child or young person would find it easy to navigate their way around this space eg: this space is well connected by walking and cycling or signposting is clear or design allows for movement by a range of different abilities to access this space " [R/A/G]</p> <p>d. "There are opportunities to play and have fun when visiting this space eg: the space offers opportunities for different types of physical and mindful activities with mixed elements of risks or landforms at varying heights" [R/A/G]</p> <p>e. "There are opportunities to comfortably sit and gather with other people in this space eg: seating in this space is comfortable to use at all times of the year, particularly when it is very cold or very sunny" [R/A/G]</p> <p>f. "This space feels well looked after and clean eg: Litter is placed in bins and/or no graffiti on the street furniture" [R/A/G]</p> <p>g. "The windows of shops and front of buildings in this space are interesting and attractive eg: they are artistic, have front gardens, or window displays" [R/A/G]</p>	<p><b>R = 0</b></p> <p><b>A = 1</b></p> <p><b>G = 2</b></p>



	<ul style="list-style-type: none"> <li>h. “This space provides movement opportunities and experiences for a range of different abilities e.g: you could access and easily move in this space if you were in a wheelchair or if you had a visual impairment.” [R/A/G]</li> <li>i. “In this space one can enjoy contact with nature, both wild and well groomed eg: trees, hedges, flowers” [R/A/G]</li> <li>j. “This space supports access to healthier lifestyles e.g: healthy food options, opportunities for growing food, reduced air and noise pollution” [R/A/G]</li> </ul>	
<p><b>Further Comments</b></p>		<p>[Total: ]</p>

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# Growing up in **HACKNEY**

Child Friendly Places SPD

Creative look and feel



## Growing up in Hackney – Creative look and feel: The brief

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To develop a creative and innovative look and feel for Growing up in Hackney: Child Friendly Supplementary Planning Document.

The concept builds on the idea of lines, both within the built environment, and in the public realm and design or landscaped spaces in and around buildings. We have developed a style using line drawings to work as a visual narrative that runs through out the document, bringing in all aspects of living within the built environment, not just the buildings themselves.

Space and the usage of space is a key design concept in itself, and we have emphasised this in opening up the layout, text and large images to make the document more reader friendly.

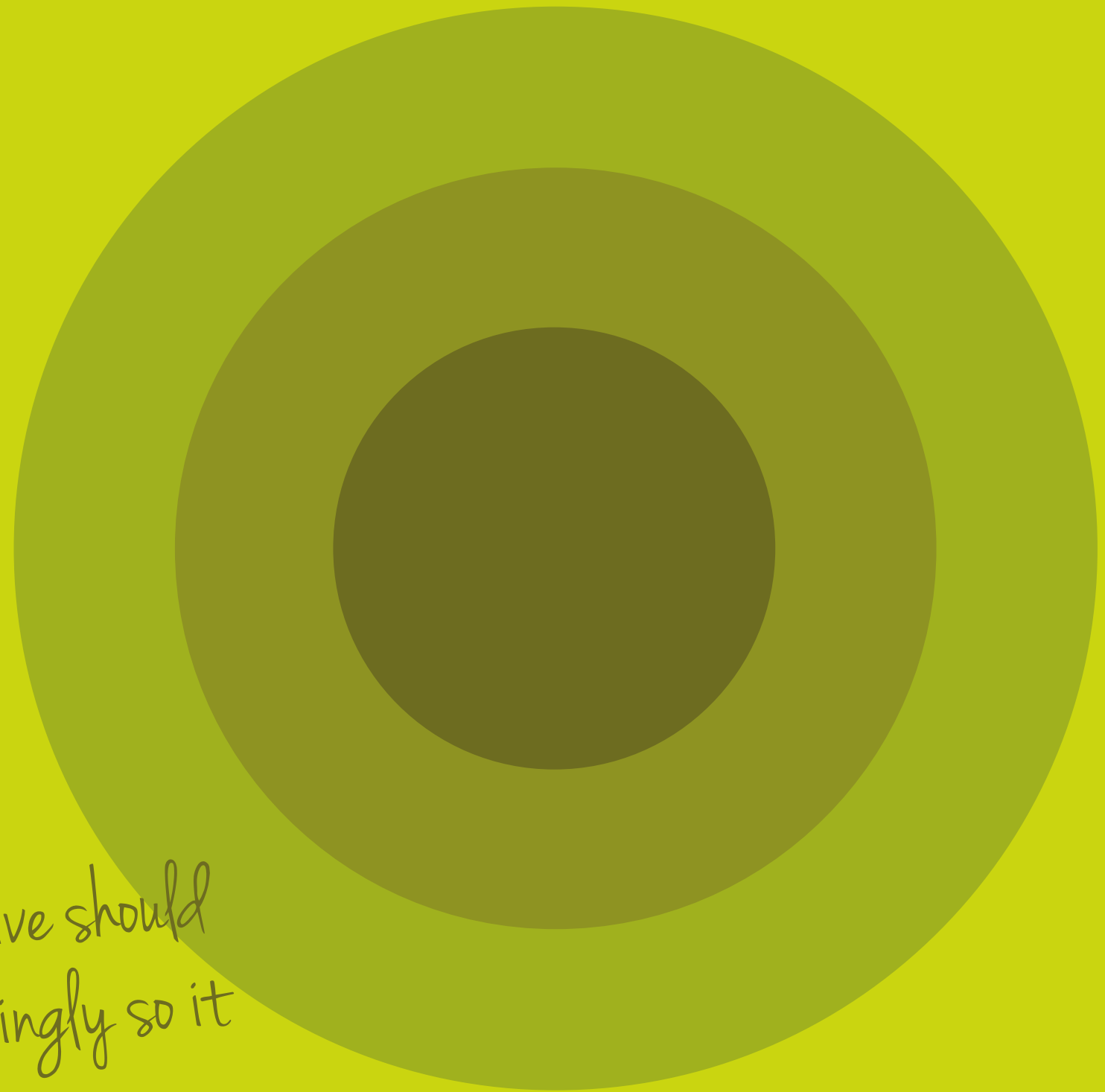


## Colour scheme G

The green colour symbolises energy, happiness, hope, nature, clarity, positivity joy and vibrancy.

This colour scheme can/should also be supported by the powerful qualities of white, black and all grades of grey in between.

*The darker green/olive should be used fairly sparingly so it doesn't overwhelm.*



# Space is your friend

Vitally important to the core of Growing up in Hackney, is the sentiment, ‘Space is your friend’.

Not only does it reflect the idea that we are talking about public spaces and areas for children to grow up and play in, it also simplifies our message and makes it easier to understand.

This ideal translates to the page where all communication should have a spacious feel. Rather than cramming content onto one page, spread it over two.

Where we have lovely big photos, use them as large as space allows.





Space  
is your  
friend



# Growing up in Hackney

## Assets





### The Line

Central to the look and feel of Growing up in Hackney, is the playful line that forms the illustrations throughout the documents and runs across the page. It simplifies and makes all visual communication approachable and relatable. To add to this, it also symbolises the path that both Hackney and children are taking together in shaping the future of the borough.



## The Explaining voice/font

To add explanatory notes and a narrative, we will use a separate 'handwritten' font, which as well as having an informal childish quality also draws on the line idea.

We will use Jenna Sue, which is a freely available font.

*Example of Jenna Sue*



## 8 Child-Friendly Design Principles:

- 1. Shaping my borough:** to ensure children and young people in Hackney have the power to influence change in their Borough.
- 2. Doorstep play:** to provide the opportunity for play and social interactions outside the front door.
- 3. Play on the way:** to provide opportunities for informal play, things to do and see around the neighbourhood beyond designated parks and playgrounds.
- 4. People before cars:** to ensure that children, young people and their carers can move through Hackney safely by walking, cycling or public transport.
- 5. Contact with nature:** to build in opportunities for everyday access to and connections with nature.
- 6. Places for all:** to design socially and culturally inclusive places that are accessible and safe for all children and young people to enjoy together.
- 7. Making more of our city spaces:** to ensure open spaces are designed to be vibrant, active and safe environments where children and young people want to be.
- 8. Health and well-being:** to ensure design of outdoor environments contribute towards access to healthy choices, reduced exposure to pollution and improved physical and mental wellbeing.

Principle individual pages

### 1. Doorstep play: to provide the opportunity for play and social interactions outside the front door

This principle supports a greater focus on the shared spaces found between the front door and wider neighbourhood. Despite the everyday use of our pavements and estate walk-ways, the potential these spaces that lie just beyond the front door hold for play, meeting and socializing with others, are not always obvious or realised. Hackney recognises these spaces are important physically and socially because of the opportunity they provide in supporting children and young people to move independently through the city, gradually increasing their confidence and levels of physical activity, irrespective of the type of building individual's may live in.

Moreover, these spaces are often better connected to other people and enable a significant sense of ownership and opportunities for movement than the park yet can facilitate greater roaming freedom than a back garden.

Hackney was the first London borough to adopt the Play Street scheme in 2012 and there are currently more than 60 play streets in action. This initiative is a great example of doorstep play, supporting residents to temporarily close their residential street or courtyard to through traffic and reclaim these spaces for children, young people and the wider community to enjoy.



### 2. Play on the way: to provide opportunities for informal play, things to do and see around the neighbourhood beyond designated parks and playgrounds

This principle promotes playful experiences for individuals of all ages, but particularly for younger and older children, to encourage interactions with other people and their everyday neighbourhood spaces. Playing should not be restricted to designated parks and playgrounds in Hackney, but rather, opportunities for play and engaging landscapes should filter into everyday journeys and destinations in order to foster a sense of shared belonging with the wider community and expand opportunities of things to see or do while moving through the neighbourhood. Such initiatives would help ensure all children have a greater opportunity to remain active regardless of their proximity to parks, playgrounds or leisure centres.

Having pioneered on-street Community Parklets as a repurposed space for people to sit, hang out and relax following a campaign by local residents, Hackney recognises that some of the best places to play are while you are on your way around the neighbourhood. Understanding that people are more likely to use streets when their journey is interesting and stimulating with attractive views, buildings, planting or street art, the community-led initiative repurposes a parking space into a creative shared place that boasts features including planters, benches, bike storage space, games or notice boards.



# Growing up in Hackney – Principles

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Shaping my borough



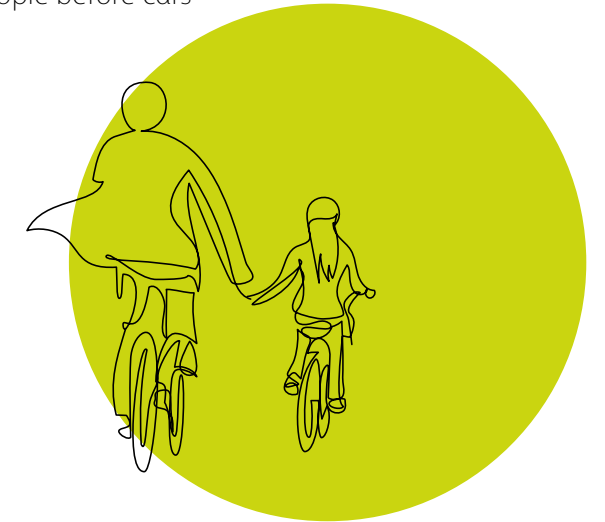
Doorstep play



Play on the way



People before cars



Contact with nature



Places for all



Making more of our city spaces



Health & well-being



# Growing up in Hackney – Principles

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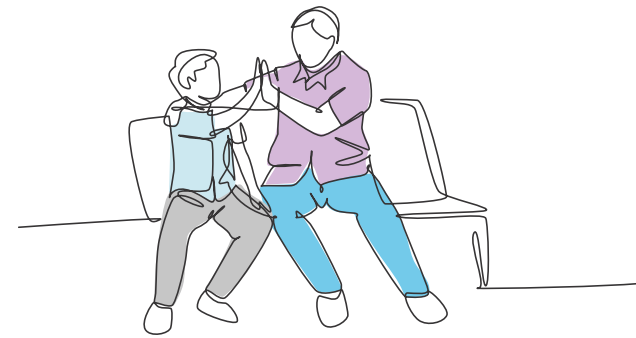
Shaping my borough



Doorstep play



Play on the way



People before cars



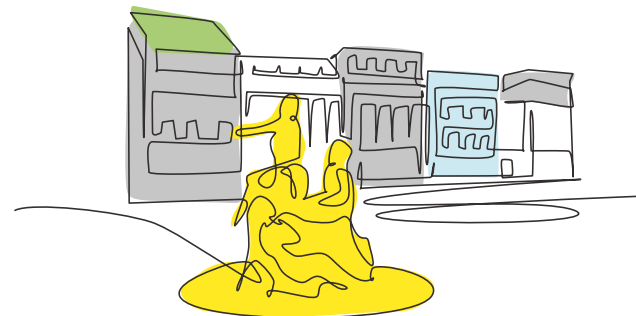
Contact with nature



Places for all



Making more of our city spaces



Health & well-being



# Growing up in Hackney – Asset colouring examples

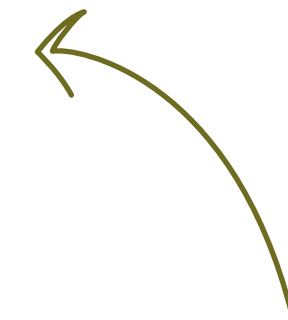
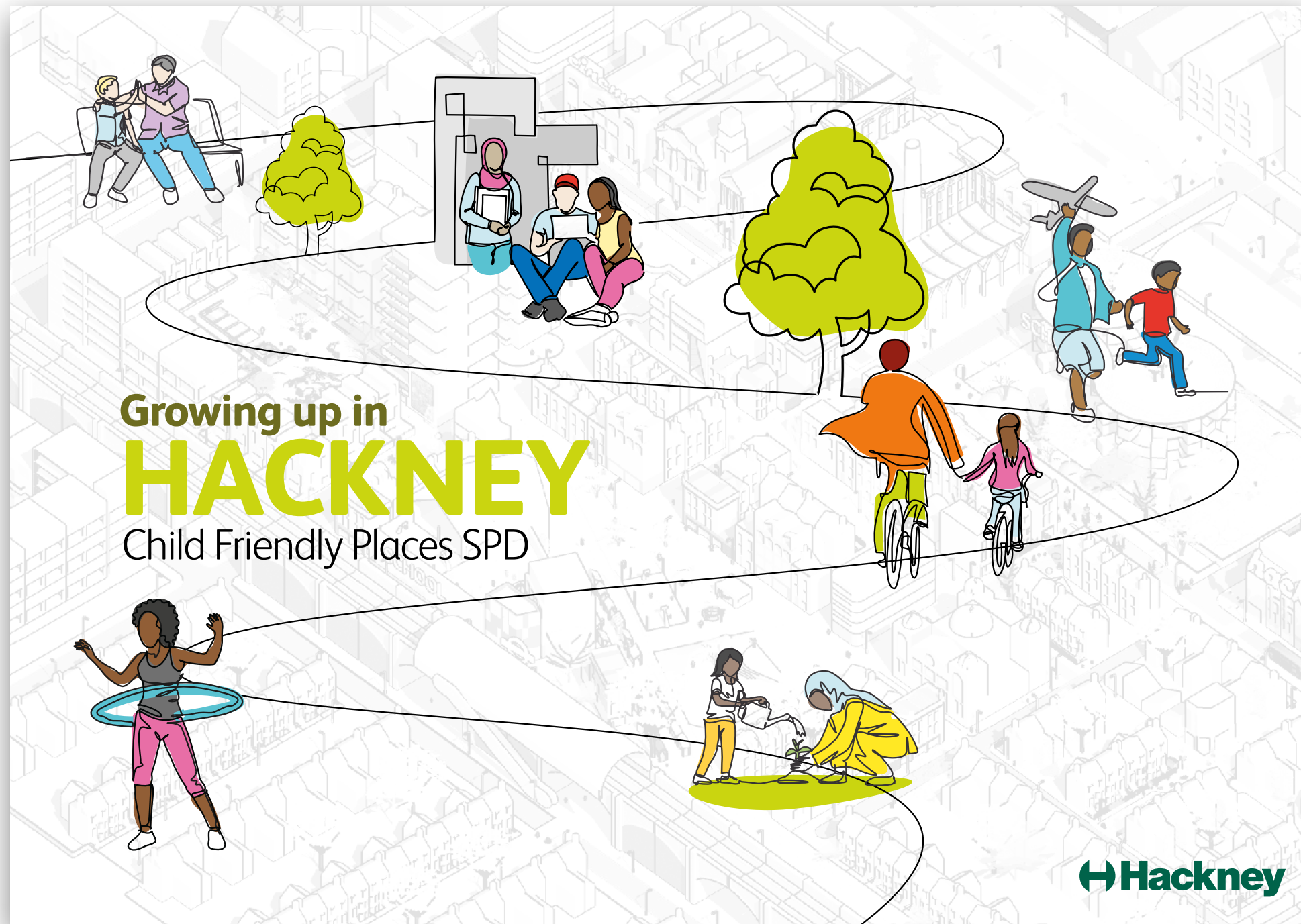
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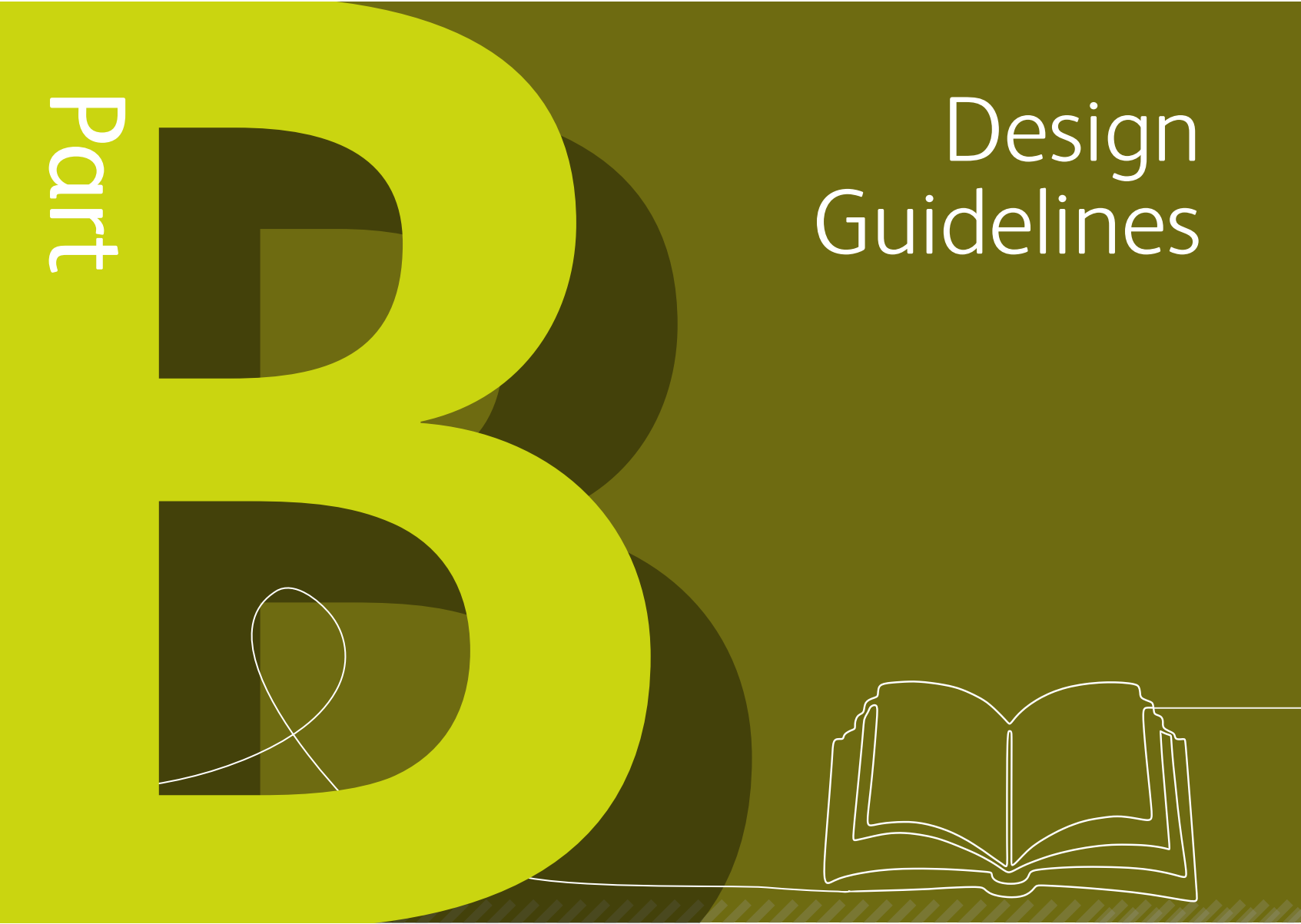


# Growing up in Hackney – Creative look and feel: Bringing it all together

Page 187



Front cover would draw together all the illustrated elements to symbolise a path/ journey



←  
*Section dividing page*



# Growing up in Hackney – Creative look and feel: Bringing it all together

Line drawing used



## CHILD FRIENDLY NEIGHBOURHOOD



Figure x. Hackney School Streets (Source: 880cities.org)

We understand that a child in Hackney will grow up and experience their neighbourhood along three main types of places within their built environment. With this understanding, the child-friendly design guidelines in this document are structured by this three-part neighbourhood scale:

- The Doorstep
- Streets
- Destinations

At each of the three scales, specific design guidelines will be supported by case studies examples to help identify and illustrate key features of child-friendly elements to learn from and/ or avoid in future practice.

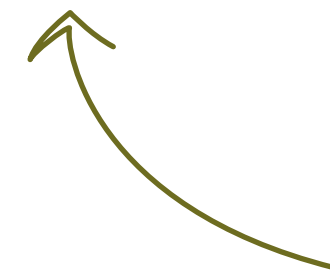
Doorstep Guidance  
P. 4 - 17

Destination Guidance  
P. 31 - 43

Street Guidance  
P. 18 - 30



Example of a spread



Large images where possible



# Growing up in Hackney – Creative look and feel: Bringing it all together

## THE FRONT DOOR

All residential buildings should have playable space directly outside main entrances. The design of spaces immediately outside front doors should:

- ideally be in sight of residential windows. This will allow family members to keep an eye on their children and will help to reassure them that it's safe to allow their children to play independently.
- Be considerate and provide amenities for the differing needs of children of various ages, genders and (dis)abilities.
- be prioritised for pedestrian use and car-free where possible.
- Avoid car parking taking over 'leftover spaces' that could be used by children and young people
- provide ample space for the storage of bicycles, scooters, pushchairs and play equipment at ground level as long as this does not conflict directly with accessible ground floor doorstep play space or active street frontage.
- enable independent entry and accessibility for any individual who may require additional assistance features to reach this space.

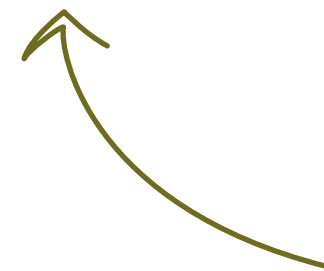


*This pedestrianised street is the focal point of the development, it lets parents to look out at their children playing outside and the location of front doors and entrance thresholds means children are more likely to socialise together.*

*Figure x. Marmalade Lane, Cambridge, UK (Source: Mole Architects)*

Example of a spread

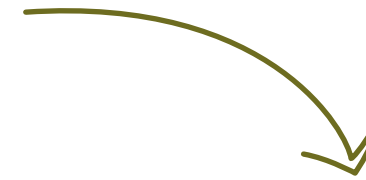
Large images where possible





# Growing up in Hackney – Creative look and feel: Bringing it all together

Hashed line used where available



## PLAY VALUE

All Child Friendly Statements should state how the play provision provided in a proposal challenges children and provides opportunity for risk-taking. Playable space should:

- provide opportunity for contact with natural elements – such as trees and other types of planting, areas of open grass, boulders, timber, logs, gravel, sand and water – appropriate to the setting and maintenance resources available
- Ensure a variety of open spaces that offer a range of activities for children and young people are provided in any development. These could include play spaces, reading spaces, quiet spaces, spaces for gardening, storage to facilitate play elsewhere in the development, amongst others.
- Allow for flexible spaces that offer a variety of sports and ball games, such as table-tennis tables, MUGAs or basketball nets. Give priority to widening pavements on the sunny side of the street, to maximise opportunities for doorstep play.
- Receive a mixture of both natural daylight and spaces for sheltered play. Natural shelter from trees or from structures should be considered.
- Ideally be located at ground level. Podium level play can be acceptable, but only as a secondary shared play space.
- be designed with an intended connection to and/or ample wayfinding signing an individual's proximity to local parks or public open spaces so children can interact with nature away from the home and start to explore their independence.
- Consider providing communal food growing opportunities for Hackney residents who do not have their own private garden or access to an allotment.

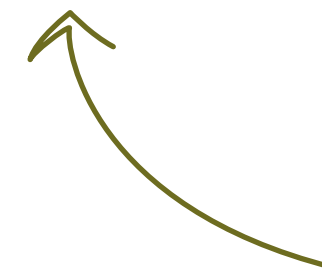
Figure x. South Gardens, Southwark, London (Source: Churchill Thornhill Finch).

This courtyard at the rear of the development offers a wide range of spaces for children to play in and explore. It is richly planted, offering sheltered play as well as more open spaces.



Natural Play

Example of a spread



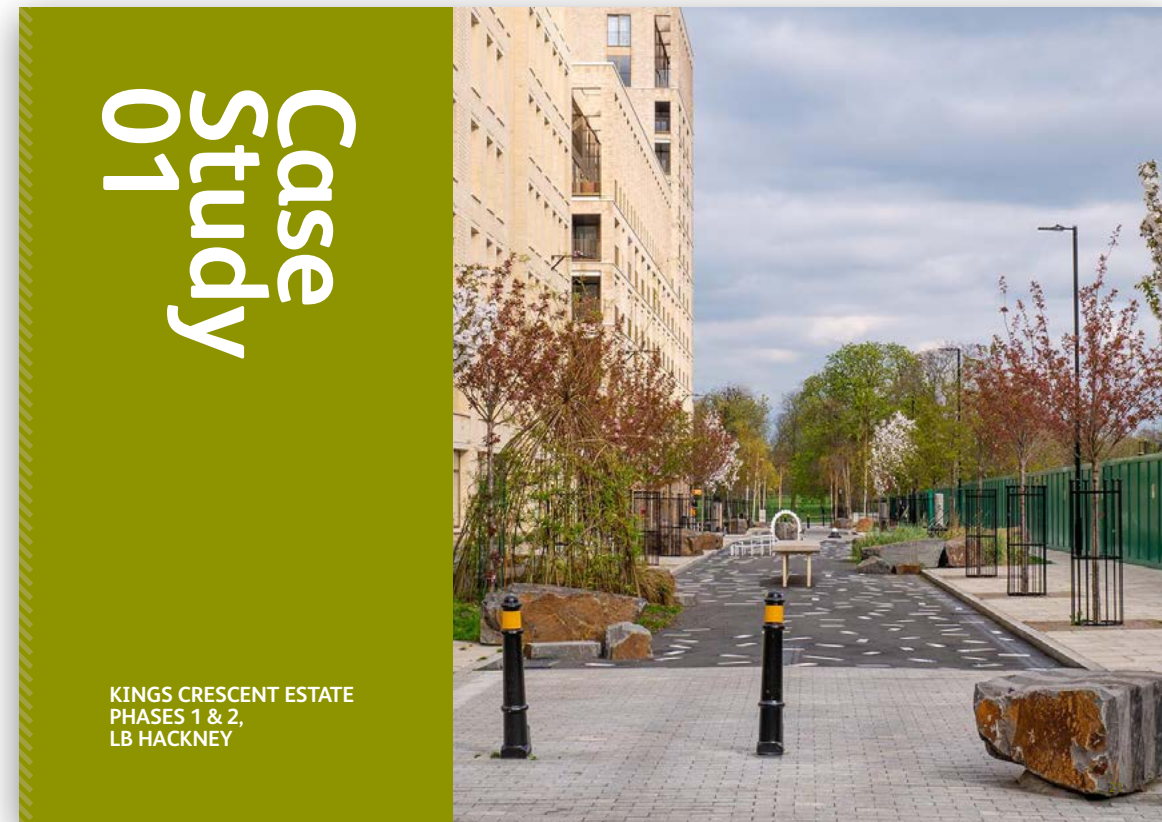
Large images where possible



# Growing up in Hackney – Creative look and feel: Case Studies

Case study section

Tinted background for differentiation





**City and Hackney Safeguarding Adults Board Annual Report 2021/20 and Strategy 2020/25**

**Non key decision.**

<p><b>CABINET MEETING DATE (2020/21)</b></p> <p>19 October 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>None</p>	
<p><b>CABINET MEMBER</b></p> <p>Councillor Christopher Kennedy, Cabinet Member for Health, Adult Social Care and Leisure</p>	
<p><b>KEY DECISION</b></p> <p>No</p> <p><b>REASON</b></p> <p>N/A</p>	
<p><b>GROUP DIRECTOR</b></p> <p>Anne Canning, Group Director for Children’s, Adults and Families</p>	

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

The City and Hackney Safeguarding Adults Board (the Board) is a statutory board required under s43 of the Care Act 2014. The Board has three statutory functions:

- 1) Develop and publish a strategic plan outlining how the Board will meet its objectives
- 2) Publish an annual report detailing the safeguarding achievements for that financial year
- 3) Commission Safeguarding Adults Reviews (SARs) for any cases which meet the criteria

This report outlines the Board's new strategy for 2020/25 and the annual report for 2019/20. It focuses on the new principles underpinning the strategy, its strategic priorities and how these will be delivered for 2020/21, key achievements and data for 2019/20. The report also highlights the actions that the Board has taken in response to the Covid-19 outbreak.

## **2. RECOMMENDATION(S)**

For information only

## **3. BACKGROUND**

1.1 The City and Hackney Safeguarding Adults Board is a multi-agency partnership, represented by statutory and non-statutory stakeholders. The role of the Board is assure itself that robust safeguarding procedures are in place across the City and Hackney to protect adults with care and support needs who are at risk of abuse and neglect. Where abuse and neglect does occur the Board and its partners are committed to tackling this and promoting person centred care for all adults experiencing abuse or neglect. The Board's annual strategy sets out the Board's strategic priorities and aspirations for the next five years. The annual report sets out an appraisal of safeguarding adults' activity across the City of London and Hackney in 2019/20. Due to the Covid-19 outbreak the Board made the decision to produce a condensed report this year.

### **City and Hackney Safeguarding Adults Board Strategy 2020/25**

2.1 The Board's strategy for 2020/25 focussed on the following areas:

- An overview of safeguarding and abuse
- Key statistics on safeguarding for City and Hackney
- Review of the Board's strategy for 2015 – 20

- Feedback from the Board's Consultation
- Key principles and objectives for the 2020/25 Strategy

### Board Consultation

2.2 To ensure that the needs and views of residents and professionals living in City and Hackney were reflected in the Board's Strategy, a consultation process took place between October to December 2019. The consultation was co-produced with members of the Board's service user group. In total, the consultation was completed by 130 people; the key findings were:

- 1) Residents and professionals had a varying understanding of safeguarding – most people understood that its purpose is to protect people from abuse and neglect however there was a misunderstanding that it is a service to deal with all adults needs
- 2) 90% of people had heard of at least three types of abuse, with most people being familiar with sexual and physical abuse
- 3) 86% of respondents identified an appropriate source to refer safeguarding concerns to – either adult social care or the police
- 4) Residents were concerned that adults with care and support needs who were at risk of abuse did not have appropriate access to services
- 5) The public wanted the Board to focus on:
  - i. Raising awareness of different forms of abuse
  - ii. Engaging with community groups on safeguarding related issues
  - iii. Supporting people who are homeless and have safeguarding needs
  - iv. Supporting professionals with incorporating safeguarding into practice
  - v. Tackling social isolation and therefore reducing the risk of abuse and neglect

### Key Principles for 2020/25

2.3 The Board made the decision to underpin the strategy with the six safeguarding principles:

- 1) Proportionality
- 2) Empowerment
- 3) Partnership
- 4) Prevention
- 5) Protection
- 6) Accountability

2.4 Under each principle a number of objectives has been set, which take into account the views of the CHSAB partners, residents in City and Hackney as well as safeguarding issues that the Board has identified as important both locally, regionally and nationally. To enable accountability with regards to meeting the objectives the Board has also outlined a section on how it will know that objectives have been met.

## **City and Hackney Safeguarding Adults Board Annual Report 2019/20**

### **Key achievements**

3.1 In line with its strategy, some of the key achievements for the Board in 2019/20 include:

- 1) The Board has ensured that service user engagement has been adopted as core business. There are regular newsletters and service user events, which allow and encourage co-production. In the last year the group has co-produced work around the Strategy consultation and how the Board can better engage with individuals who have been involved in the safeguarding process. The Board has developed a service level agreement and protocol to ensure that there is assurance that service user engagement remains core business
- 2) The Board has worked with Community Safety Partnerships in City and Hackney and Children's Safeguarding Partnership to set up the Transitional Safeguarding Task and Finish group to help identify what the safeguarding issues are affecting young people aged 16 -25 years old and what can be done to better support this group
- 3) The Modern Day Slavery Strategy was launched on 18 October 2019, alongside a webpage for Modern Day Slavery, Modern Day Slavery Protocol and resources for professionals and the public. The Board now jointly leads a task and finish group focussed on implementing the actions of the strategy. Further details on Modern Day Slavery can be found: <https://hackney.gov.uk/modern-day-slavery>
- 4) The Board supported Public Health in the London Borough of Hackney to develop safeguarding clauses for their public health contracts.
- 5) The Board undertook its second 360 degree review of the Independent Chair, the results of which were highly positive.
- 6) The Board held a Safeguarding Adults Week in line with the National Safeguarding Adults Week which took place between 18 – 24th November 2019. During this week, members of the Board delivered workshops to frontline professionals, had a number of stands in public places to engage with residents, refreshed its safeguarding leaflets and also engage residents to fill in the Board consultation for the Strategy.
- 7) Publish one Safeguarding Adults Review (SAR) in relation to Jo-Jo, a young woman with learning disabilities who died of crusted scabies. The Board also published a joint SAR, with Lambeth, Newham and Islington Safeguarding Adults Boards, Yi, about a man experiencing multi-exclusionary homelessness.
- 8) London Borough Hackney Adult Social Care has worked with health partners to launch a neighbourhood model of multi-disciplinary meetings which greatly assists in information sharing and joint approaches to assisting residents with complex needs.
- 9) Over 100 primary care staff have been trained to Level 3 in adult safeguarding.



- 10) Advocacy Project has undertaken a consultation across care, community and faith groups to understand what local people understand by safeguarding and how to keep safe.

#### Areas for further development

3.2 The Board was unable to meet its goals in relation to the following, and will continue to work on these into 2020/21:

- 1) Obtaining representative service user engagement with the Board, by failing to fill roles for two Lay Members. Going forward the Board has designed a large scale advert and leaflets about how volunteers can get involved in the Board's work. These will be published in local newspapers.
- 2) The development of a toolkit for mental capacity assessment was not achieved. The Board has subsequently decided to take forward work regarding mental capacity and executive capacity.
- 3) Following the Review of the Independent Chair the Board agreed that it needed to improve its processes for collecting reviewing data. The Quality Assurance Group has now revised its processes so there is a clearer pathway of reporting to the Executive Committee Group.

#### Data sets for 2019/20

3.3 Key data was collected in relation to safeguarding for the London Borough of Hackney :

- There were 1,331 concerns were raised, of which 500 met the threshold for a s42 safeguarding enquiry and 329 led to other enquiries
- The most common forms of abuse were: neglect and acts of omission, financial abuse and self-neglect
- Of the 442 concluded cases, 347 expressed their desired outcomes. There were 199 people who had their desired outcomes fully achieved and 119 partially achieved. A desired outcome was not met in 29 cases.

#### Priorities for 2020/21

3.4 The Board has set itself the following strategic priorities for 2020/21:

- 1) To respond to any safeguarding issues arising following the outbreak of Covid-19
- 2) To ensure that organisations are prepared for the induction of the Liberty Protection Safeguards
- 3) To develop an impact analysis tool to ensure learning from SARs in embedded into practice
- 4) To continue to embed and develop knowledge of Mental Capacity in relation to complex issues
- 5) To continue to embed service user involvement into all elements of the Board's work

- 6) To build upon the Board's partnership with other groups and Boards such as the Integrated Commissioning and Neighbourhood Model
- 7) To progress work around transitional safeguarding
- 8) To assure the Board that residents using Out of Borough placements and unregulated settings are appropriately safeguarded from abuse and neglect

#### Response to Covid-19 outbreak

3.5 The Board has included a small section outlining its response to the Covid-19 outbreak. Some of the key actions the Board has taken in response to the pandemic include:

- 1) Commenced a monthly safeguarding and covid-19 meeting using the Board's Executive Group function, this is a means to assure that our partners have responded accordingly to safeguarding issues that have been raised during the outbreak
- 2) The Board has revised its yearly work plan so that it includes a section on safeguarding and covid-19
- 3) The Board has sent out information to partners on resources and guidance on safeguarding and covid-19

### **3.2 Equality Impact Assessment**

Not required

### **3.3 Sustainability**

No issues identified

### **3.4 Consultations**

N/A

### **3.5 Risk Assessment**

No risks identified

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

The accompanying annual report details the contributions and spend for 2019/20 for the City and Hackney Safeguarding Adults Board. In 2019/20 the gross expenditure budget set was £236k and this was inclusive of partner contributions totalling £130k.

The outturn position in 2019/20 was £170k. The Board have made the decision not to increase partner contributions on the basis that there is

currently a reserve of £137k, to meet any unplanned expenditure that may be incurred the following year.

## 5. VAT Implications on Land & Property Transactions

None

### COMMENTS OF THE DIRECTOR OF LEGAL & GOVERNANCE

No specific legal issues identified.

### BACKGROUND PAPERS

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

#### Description of document (or None)

- City and Hackney Safeguarding Adults Board Strategy 2020 – 2025
- City and Hackney Safeguarding Adults Board Annual Report 2019 – 20

<b>Report Author</b>	Raynor Griffiths City and Hackney Safeguarding Adults Board Manager <a href="mailto:Raynor.griffiths@hackney.gov.uk">Raynor.griffiths@hackney.gov.uk</a>
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<b>Comments for and on behalf of the Interim Director of Legal &amp; Governance</b>	Joe Okelue Interim Team Leader – CECS <a href="mailto:Joe.okeule@hackney.gov.uk">Joe.okeule@hackney.gov.uk</a>



# CHSAB Strategy

## 2020 – 2025

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



# Contents

<b>What is adult safeguarding?</b>	<b>2</b>
The six safeguarding principles	4
What is abuse?	5
The role of the Safeguarding Adults Board	7
<b>Review of the previous strategy 2015-2020</b>	<b>9</b>
Feedback from the City and Hackney Safeguarding Adults Board Consultation	11
<b>Key Principles underpinning the Strategy 2020 – 25</b>	<b>13</b>
How will the Board deliver its priorities?	17
<b>Appendix One: CHSAB Annual Strategic Plan 2020 – 2021</b>	<b>19</b>
Principles	22

## What is adult safeguarding?

**The Care Act 2014 provides a legal requirement to safeguard adults who are at risk of abuse and neglect. The Act defines adult safeguarding as:**

*Protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action.*





## Safeguarding applies to adults who:

- Are over the age of 18
- Have care and support needs (these can be diagnosed or undiagnosed needs)
- Are experiencing, or at risk of, abuse or neglect
- As a result of those care and support needs are unable to protect themselves from abuse or neglect

People with care and support needs can include those who are elderly and frail, have a learning disability, mental health needs, have a long term illness or who have carer responsibilities.



One of the fundamental values within adult safeguarding is '*making safeguarding personal*' this is the idea that all safeguarding should have the individual at the centre of it. This means that the person involved in the safeguarding enquiry should be involved throughout and should have the opportunity to tell professionals what they would like to happen to help them live their life in the way they want. Sometimes people may lack the capacity to make decisions about their life. A mental capacity assessment can help professionals determine this. Where someone lacks capacity, professionals should ensure that there is an advocate in place who can determine the best interests of that person.

## The six safeguarding principles

Adult safeguarding is underpinned by the **six** safeguarding principles:

- **Prevention** – It is better to take action before harm occurs.

*“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”*
- **Empowerment** – People are supported and encouraged to make their own decisions and informed consent.

*“I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens.”*
- **Proportionality** – The least intrusive response appropriate to the risk presented.

*“I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.”*
- **Protection** – Support and representation for those in greatest need.

*“I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”*
- **Partnership** – Local solutions through services working together and with their communities. Services share information safely and each service has a workforce well trained in safeguarding. Communities have a part to play in preventing, detecting and reporting neglect and abuse.

*“I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”*
- **Accountability** – Accountability and transparency in delivering safeguarding.

*“I understand the role of everyone involved in my life and so do they.”*



## What is abuse?

Abuse can happen anywhere and to anyone. It can happen on a one-off basis or a person can experience multiple abuse.

The Care Act has recognised **10 different types of abuse**:

**Physical abuse:** Where physical acts of violence or threats of violence or intimidation are used against a person

**Financial abuse:** Is when someone takes or misuses someone else's money or belongings for their own gain. This can include scamming, fraud, cybercrime, forcing or misleading someone into giving money and forcing people to make changes to wills or assets.

**Neglect and acts of omission:** Is when persons(s) fail to do something which can cause harm to the individual for example, failing to provide adequate care, medication, food or water.

**Psychological abuse:** This involves frequent and deliberate use of words and non-physical actions with the intention of manipulating, scaring or hurting an individual. This may include threatening someone, criticising, undermining or exerting coercion or control over others.

**Sexual abuse:** This is abusive sexual behaviour towards another person, it can cover a range of behaviours including rape, sexual assault, harassment and publishing sexual images without consent.

**Domestic abuse:** Is an incident or pattern of behaviours which are violent, controlling, coercive, threatening or degrading towards a person who is or has been a close intimate partner or family member.

**Self-neglect:** Is defined as an extreme lack of self-care to the extent where it may threaten someone's health and safety. Examples of this can include hoarding, neglecting personal hygiene and health, non-engagement with services and malnourishment.

**Modern slavery:** Slavery typically occurs where people are being exploited or controlled by another person and are unable to leave their situation. There are eight key forms of modern slavery which are: forced labour, debt bondage, prostitution, domestic servitude, criminal exploitation, child exploitation, forced marriage and organ harvesting.

**Discriminatory abuse:** This exists where abuse is targeted towards someone because of their age, gender, sexuality, disability, religion, class, culture, language, race or ethnic origin.

**Organisational abuse:** This constitutes the mistreatment of an individual(s) due to poor or inadequate practices, systems or care within a care setting. Typical examples can include neglect, unsafe handling and the covering up of incidents.

We want to help protect people from abuse and neglect and provide support where abuse has occurred to help the individual live their life in a way that is meaningful for them.

If you are worried that an adult at risk is being abused you can contact:

**In an emergency:** police on **999** or **101**

**In the City:** email: **adultsduty@cityoflondon.gov.uk** or call: **020 7332 1224** or **020 8356 2300** for out of hours

**In Hackney:** email: **adultprotection@hackney.gov.uk** or call: **020 8356 5782** or **020 8356 2300** for out of hours

### Key statistics about safeguarding in City and Hackney

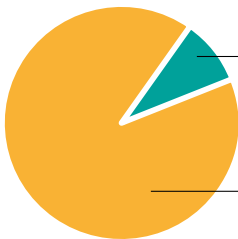
Estimates: 9721 living in the City, 8000 are adults

Most common forms of abuse:



Neglect & acts of omission, financial abuse & physical abuse

#### Age estimates



**Over 65yrs**  
21,000 people in Hackney  
1,642 over age of 65 in City of London

**19 – 64yrs**  
211,000 people in Hackney  
6,378 are aged 19 – 64 in City of London



Most abuse occurs in the own home, by someone known to the individual



City of London

**506**

Hackney

**15,629**



**14.6%**

People with long-term illness or disability in Hackney



2018/19	
<b>CITY OF LONDON</b>	
39 safeguarding concerns raised led to 22 section 42 enquires	
<b>HACKNEY</b>	
1392 concerns raised, led to 477 section 42 enquiries and 285 other enquiries	

## The role of the Safeguarding Adults Board

Under the Care Act all Local Authorities are responsible for creating a Safeguarding Adults Board. Safeguarding Adults Boards are made up of three statutory partners: the Local Authority, Police and Clinical Commissioning Group (CCG). The City and Hackney Safeguarding Adults Board is also supported by the following organisations:

- Homerton University Hospital NHS Foundation Trust
- Barts Health NHS Trust
- East London Foundation Trust
- London Fire Brigade
- National Probation Services and Community Rehabilitation Company
- Hackney CVS
- City of London Healthwatch and Hackney Healthwatch
- London Borough of Hackney Housing
- London Borough of Hackney Public Health
- Older People's Reference Group
- Age UK
- The Advocacy Project

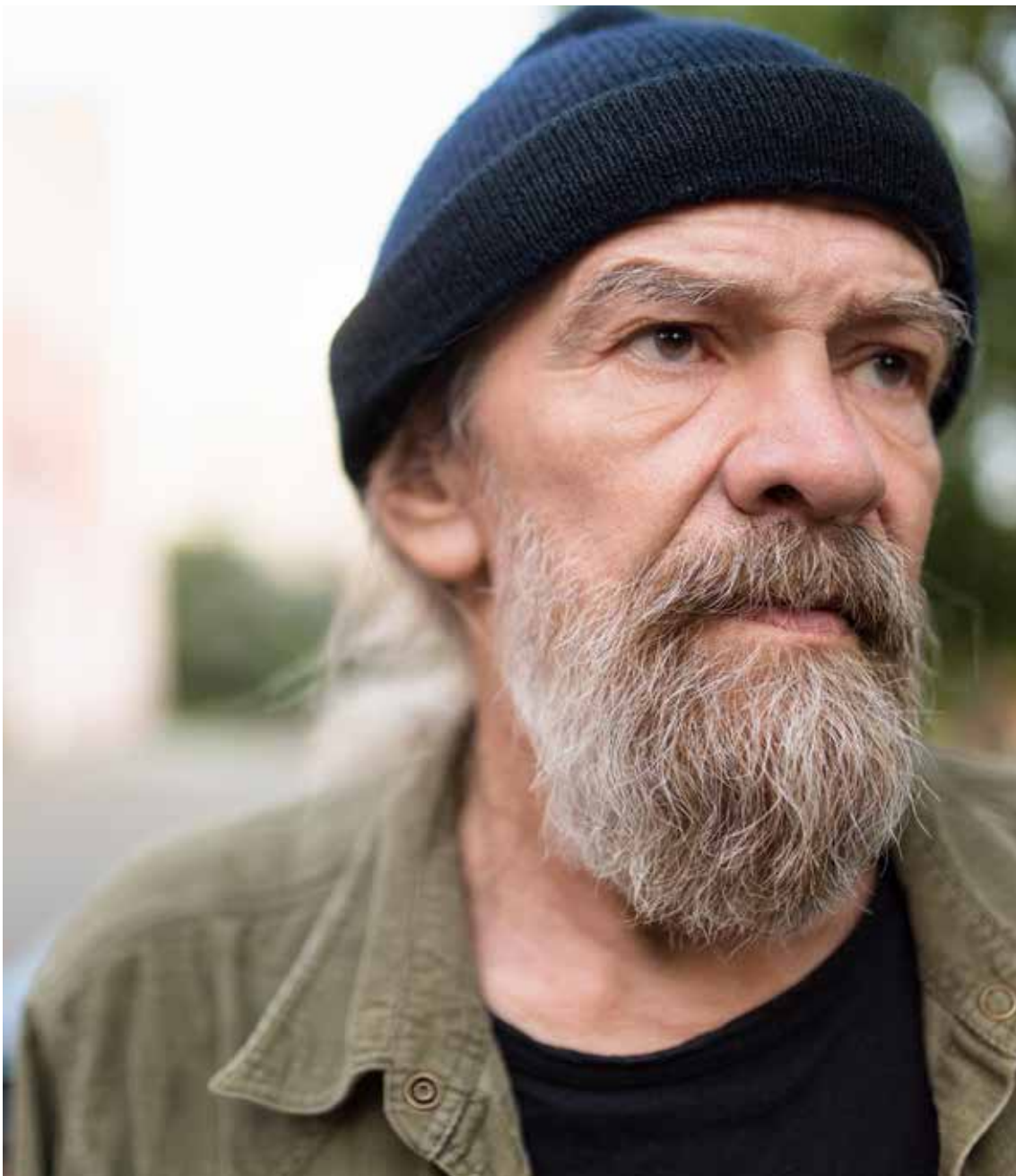
The role of the Safeguarding Adults Board is to safeguard adults with care and support needs by assuring itself that there are local safeguarding arrangements in place and by preventing abuse and neglect. Boards have **three statutory functions**:

- 1)** Develop and publish a strategic plan outlining how we will meet our objectives
- 2)** Publish an annual report detailing how successful we have been in meeting our objectives
- 3)** Commission safeguarding adults reviews for any cases where an individual has died or suffered serious harm as a result of abuse or neglect.

In City and Hackney we are committed to stopping abuse and neglect where possible, to achieve this we strive to:

- ensure that everyone, both individuals and organisations, are clear about their roles and responsibilities
- create strong multi-agency partnerships that provide timely and effective prevention of and responses to abuse or neglect

- support the development of a positive learning environment across these partnerships, at all levels, to help break down cultures that are risk-averse or seek to scapegoat or blame practitioners
- ensure that Making Safeguarding Personal and the voice of the service user is considered through all aspects of our work
- respond effectively where safeguarding concerns are raised to ensure that these are addressed at an operational or strategic level





## Review of the previous Board strategy 2015 – 2020

In our previous strategy we developed the following principles to help us take forward our work:

**SAB Principle 1: All our learning will be shared learning**

**SAB Principle 2: We will promote a fair and open culture**

**SAB Principle 3: The skill-base of our frontline staff and managers will be continuously improving**

**SAB Principle 4: We will understand the local complexity of safeguarding needs**

Whilst we recognise that these principles are still important, and we strive to embed these into our work we have made the decision to use the six safeguarding principles for this strategy. We made this decision following discussions with residents and front line professionals who stated that they recognised and understood the principles.

### What did we do well?

The Board has focussed on a range of different safeguarding priorities over the past five years. **Some of our key achievements include:**

- We have established networks and processes for the Board to share our learning. We have created a LinkedIn page to share learning and have residents and professionals circulation lists, which we regularly circulate newsletters and safeguarding news
- We have commissioned safeguarding training for frontline professionals across City and Hackney to attend, this includes the voluntary sector
- We have created mechanisms for us to better engage with the public this includes the creation of our Safeguarding Champions, service user newsletter and service user events
- We have led work around transitional safeguarding, Modern Day Slavery, Homelessness and Safeguarding, adopting a family approach to risk management and older people and sexuality and consent
- We held a Safeguarding Adults Week for the first time in 2019, and will continue to hold awareness weeks in the future
- We undertook 7 Safeguarding Adults Reviews which have told us how we can improve safeguarding practise across City and Hackney
- We developed our Quality Assurance Framework to help us analyse safeguarding trends such as referrals that did not meet the threshold for a s42 enquiry

- We have undertaken one multi-agency audit which has helped us understand how well we have responded to issues around self-neglect across the partnership. The results were largely positive.

### What were we unable to achieve?

Whilst we attempted to achieve all the priorities set out in our previous strategy we were unable to do so. We recognise that we still need to continue work around the following areas:

- We have not successfully put in place a system to receive feedback from people who have experienced safeguarding. We understand that this has been an issue nationally however, we will continue to put in place processes by which people can provide feedback about the safeguarding experience
- We do not know how well learning from SARs has been embedded into frontline practice and we recognise further work is required to test the impact from SARs
- We know that whilst our understanding of mental capacity has improved, there are a number of more complex matters relating to mental capacity such as higher executive functioning that we need to continue to explore
- While we are getting better at ensuring that service users are influencing the work of the Board we recognise that this is an area for improvement and we will continue to work towards including service users in all aspects of our work.
- We have started work on transitional safeguarding and homelessness, this work is not yet complete and we will continue to focus on these priorities going forward.



## Feedback from the City and Hackney Safeguarding Adults Board Consultation

It is important to the Board that our strategy reflects the views and concerns of people living and working in the City and Hackney. To do this we underwent a consultation process where we engaged with residents and professionals to get their feedback on the following questions:

- 1) What does the word 'safeguarding' mean to you?
- 2) What types of abuse have you heard of?
- 3) What makes you feel worried about the safety of adults with care and support needs?
- 4) Who would you contact if you had any concerns that you or someone you know with care and support needs was unsafe?
- 5) What top three things should we prioritise to help keep adults with care and support needs in the City and Hackney safe?

We would like to thank our service user group who attended our event on 17th September 2019 for helping us construct questions for the consultation. We appreciate all your valuable input into this.

We received 130 responses to our consultation, and identified the following findings:

- We had feedback from people of all different backgrounds including people up to the age of 86, from mixed ethnicities and religions and from over 20 people who considered themselves as having a disability
- People had a varying understanding of safeguarding – most people understood that it is about protecting people from abuse and neglect however there was a misunderstanding that it is a service to deal with all adults needs
- 90% of people had heard of at least three types of abuse, with people being most familiar with sexual and physical abuse
- 86% of respondents identified an appropriate source to refer safeguarding concerns to – either adult social care or the police
- People generally raised concerns about adults at risk accessing services for the following reasons:
  - Not being able to speak out because they are unable or scared
  - Not being able to gain access to services because they do not know what is available or they do not meet thresholds for services
  - The potential for missing signs of abuse and neglect

- The public wanted us to focus on the top five following priorities:
  1. Raising awareness of different forms of abuse
  2. Engaging with community groups on safeguarding related issues
  3. Supporting people who are homeless and may have safeguarding needs
  4. Supporting professionals with incorporating safeguarding into practice
  5. To tackle social isolation and therefore reduce the risk of an individual being abused or neglected



## Key Principles underpinning the Strategy 2020 – 25

The Board has developed the following objectives to drive forward adult safeguarding in the next five years:

### Empowerment

- We will continue to raise awareness of adult safeguarding issues amongst residents living in the City and Hackney
- We will continue to engage with community groups and the voluntary sector to help build upon their understanding of adult safeguarding and to hear about safeguarding issues affecting them
- We will work with service users to ensure that people with lived experience of safeguarding influence the Board's work
- We will build upon work undertaken around making safeguarding personal, advocacy and mental capacity to help build a better awareness amongst frontline professionals and residents

*We will know that we have met our objectives when:*

- Our data shows an increase in the number of awareness raising sessions that the Board has undertaken in the community
- Frontline staff and the public are able to recognise the Safeguarding Adults Board and understand its primary goals
- The number of safeguarding referrals into Adult Social Care from members of the public and the voluntary sector increases
- Those who have experienced a safeguarding enquiry or supported someone through an enquiry report positive feedback about the safeguarding process
- We will see an increased number of referrals to advocacy services

### Prevention

- We will undertake horizon scans of local, London and national safeguarding trends to help us identify thematic priorities for the Board
- We will continue to engage with the Integration Model and Neighbourhood teams to support them in ensuring that safeguarding is embedded through all aspects of their work
- We will continue to focus on work around the following safeguarding themes:

- Homelessness and safeguarding
- Transitional safeguarding
- Social isolation
- Safeguarding in unregulated and out of Borough settings
- We will boost awareness of the Safeguarding Adults Board and our work across City and Hackney – this will include improving our online presence and maintaining clear branding for the Board

***We will know that we have met our objectives when:***

- We can evidence tangible actions taken to address the safeguarding issues we have identified above
- We have incorporated emerging safeguarding trends into the Board's annual strategic plans. In cases where we have not, the Board can evidence reasoning for this or work undertaken to support other teams to take this work forward
- We will be able to show how safeguarding has been embedded into the Integration Model and Neighbourhood Teams
- An increased amount of people are familiar with the work of the Board and will know how to access the resources that we offer.

## Protection

- We will find innovative ways to communicate key learning from the CHSAB to frontline staff across the partnership, this will include using written, online and face-to-face formats
- We will seek yearly feedback from the public about safeguarding issues that are worrying them and ensure that these are incorporated into our yearly work plans
- We will continue to run an annual Safeguarding Adults Week to help raise awareness of emerging safeguarding issues with the public and frontline staff
- We will review the support mechanisms in place for informal carers living in City and Hackney to assess whether these offer carers the support they require.

***We will know that we have met our objectives when:***

- We can evidence that frontline practice is changing as a result of learning that has been disseminated by the Board
- The public report back that they are satisfied that the Board are addressing issues that are important to them

- We see improved engagement with the initiatives that the Board are running during Safeguarding Adults Week
- We will see an increase in carers assessments and referrals to advocacy support for informal carers.

## Partnership

- We will continue to identify how we can work with different organisations and partnerships across City and Hackney where we have overlapping interests. This includes supporting teams to consider safeguarding in their own projects and work streams
- We will continue to work collaboratively with the Safeguarding Children's Partnerships, Community Safety Partnerships and Health and Wellbeing Boards on mutual areas of interest
- We will build upon links that we have created within the voluntary sector and community
- We will continue to co-produce work with community groups and services users
- We will build new links with organisations and groups in City and Hackney that may engage with adults at risk this includes the provider and social housing sectors.

### *We will know that we have met our objectives when:*

- We can evidence how adult safeguarding has impacted other areas of work outside our core business
- We can evidence joint objectives and work undertaken with the Safeguarding Children's Partnership, Community Safety Partnerships and Health and Wellbeing Boards
- We are able to demonstrate how we have expanded our network and influence across City and Hackney

## Proportionality

- We will quality assure providers in City and Hackney, including providers who are working in unregulated settings
- We will ensure that issues of equality and diversity are brought to Board's attention are managed appropriately
- We will help staff apply the Mental Capacity Act and Liberty Protection Safeguards in complex cases
- We will look at how we can appropriately balance the needs of perpetrators of abuse who may also be at risk or suffering abuse and neglect

***We will know that we have met our objectives when:***

- There is an improvement in safeguarding practice across providers and unregulated settings
- Issues of equality and diversity have been considered through all areas of our work
- Data shows an improvement in the quality of mental capacity assessments being undertaken by staff
- We see an increase in safeguarding referrals for adults at risk who are also the alleged perpetrators

**Accountability**

- The Board will help its partners to understand its responsibilities to adults at risk of abuse and neglect, this includes undertaking provider led concerns where appropriate
- To quality assure the safeguarding work of the Board's partner through our Quality Assurance Framework and yearly multi-agency audits
- To identify how much impact the Board and SARs are having in improving safeguarding practice across City and Hackney
- To undertake periodic reviews of the Board and its Chair to ensure that it is meeting its obligations in respect of the Care Act 2014.

***We will know that we have met our objectives when:***

- We see sustained engagement from partners with the work of the Board
- We have evidence that the safeguarding practice is improving across the City and Hackney
- We can evidence that the Board is having a positive impact on safeguarding across the City and Hackney
- We can evidence that the Board is meeting all objectives set out for it in the Care Act 2014



## How will the Board deliver its priorities?

It will be the responsibility of the Board's sub-groups, task and finish group and partners to deliver the priorities set out in the strategy. To help with this, the Board publishes an annual strategic plan explaining what actions it ensure that the strategy is delivered. All groups and partners are required to report their progress to the Independent Chair.

The Board has developed the following work plan for 2020 - 21







# Appendix:

## CHSAB Annual Strategic Plan 2020 – 2021



## CHSAB Annual Strategic Plan 2020 – 2021

The CHSAB Plan addresses the six core principles contained in the CHSAB's Strategy for 2020 – 2025

Partner	Lead
London Borough of Hackney (LBH)	Anne Canning/Simon Galczynski
City and Hackney CCG (CCG)	David Maher / Jenny Singleton
City of London Police	Gareth Dothie
Barts Health NHS Trust	Clare Hughes
London Fire Brigade Hackney	Lee Sandy
National Probation Service	Stuart Webber
Healthwatch Hackney	Jon Williams
Hackney CVS	Kristine Wellington
London Borough of Hackney Public Health	Damani Goldstein
Hackney Recovery Service	Ruth Williamson

Partner	Lead
City of London Corporation (CoL)	Andrew Carter/Chris Pelham
Hackney Metropolitan Police (MPS)	Marcus Barnett
Homerton University Hospital Foundation Trust (HUHFT)	Catherine Pelley
East London Foundation Trust (ELFT)	Dean Henderson
London Fire Brigade City of London	David Bulbrook
London Community Rehabilitation Company	Kauser Mukhtar
Healthwatch City of London	Paul Coles
The Advocacy Project	Judith Davey
London Borough of Hackney Housing	Jennifer Wynter
Safeguarding Children's Partnership	Jim Gamble

Sub-group	Chair
SAR & Case Review	Chris Pelham
Quality Assurance (QA)	Jenny Singleton
Workforce Development (WFD)	Zak Darwood

Task & Finish Groups	Chair
Homelessness & Safeguarding	John Binding/Ian Tweedie
User engagement	Dr Adi Cooper
Transitional safeguarding	Dr Adi Cooper

Sub-Committee	Chair
City of London	Dr Adi Cooper

<b>Principle 1: Proportionality - “I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.”</b>		
Priority	Action	Lead
<b>1. To respond to any safeguarding issues that arise following the outbreak of the Covid-19 pandemic</b>	<b>1.1</b> The Board will hold monthly Executive Group meetings to enable partners to consider any safeguarding issues relating to covid-19 and how to respond to these	Executive Group
	<b>1.2</b> The Board will review data to identify safeguarding trends that emerge as a result of Covid-19 and identify any proportionate Board response	Executive Group / QA sub-group
	<b>1.3</b> The Board will review its functioning to identify how it can ensure business continuity during the covid-19 pandemic	Executive Group
<b>2. To ensure that agencies are preparing staff for the introduction of Liberty Protection Safeguards (LPS) through training and development of skills and knowledge</b>	<b>2.1</b> LPS Leads in City and Hackney will provide assurances to the Board that they have appropriately prepared for the introduction of LPS. This includes responding accordingly to any national issues identified.	LPS Leads
	<b>2.2</b> Partners who have duties under LPS will provide assurances to the Board that appropriate training has been commissioned for their staff. The Board will further consider whether training should be commissioned for agencies who may require a general understanding of LPS. (Please refer to section four for further details on training requirements)	All partners with LPS responsibilities
<b>3. To reflect upon how well the Board has embedded learning from the fire death SAR and embed further learning around fire safety</b>	<b>3.1</b> The SAR sub-group will commission an independent review of a death due to fire in Hackney identifying how the CHSAB has embedded learning from a previous SAR.	SAR sub-group
	<b>3.2</b> The SAR sub-group will lead on the implementation of any further recommendations in relation to the review a fire death. The group will be supported by the Quality Assurance group as required.	SAR sub-group
	<b>3.3</b> The workforce development group will review how the CHSAB can raise awareness of Fire Safety across City and Hackney and implement any training recommendations borne out of the thematic review.	WFD sub-group

<b>Principle 2: Empowerment - “I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens.”</b>		
<b>Priority</b>	<b>Action</b>	<b>Lead</b>
<b>4. To continue to embed and develop frontline practitioners understanding of Mental Capacity in relation to complex issues</b>	<b>4.1</b> The Board will undertake a scoping exercise to assess what the key issues and challenges are for practitioners working with people who may lack executive capacity.	CHSAB Manager / MCA Leads
	<b>4.2</b> A small group of MCA Leads will put together a suite of resources for frontline practitioners to help them work effectively with people whose mental capacity may not be clear.	MCA Leads
	<b>4.3</b> The Board will endorse and promote any best practice guidance that is published in relation to mental capacity and higher executive functioning.	CHSAB Manager
	<b>4.4</b> The Head of Adults Safeguarding LBH will review its current self-neglect and chronic hoarding protocol to ensure that it has sufficient focus on the issue of higher executive functioning within mental capacity.	Head of Adult Safeguarding LBH
	<b>4.5</b> The workforce development sub-group will identify training needs and commission virtual training in relation to assessing executive capacity.	WFD sub-group

<p><b>5. To continue to embed work on service user engagement and ensure that service users influence all aspects of the Board's work</b></p>	<p>5.1 A report will be presented to the CHSAB on the progress of the service user engagement Task and Finish Group's work. The Board will make a decision with regards to closing the group and embedding work into ongoing practice/business as usual.</p>	<p>Service user engagement Task &amp; Finish group</p>
	<p>5.2 The Board Manager will develop a brochure for residents living in City of London and Hackney outlining options on how they can get involved in the work of the Board.</p>	<p>CHSAB Manager</p>
	<p>5.3 The Safeguarding Lead for LBH and Independent Chair to continue to explore options to develop a process for people who use safeguarding services to feedback to the Board.</p>	<p>Independent Chair / Head of Safeguarding LBH / CHSAB Manager</p>
	<p>5.4 The Board will fund Hackney CVS to commission virtual refresher training for the Safeguarding Champions in Hackney.</p>	<p>HCVS</p>
	<p>5.5 The Board will provide funding to the Advocacy Project to support and train peer-to-peer supporters to provide awareness and signposting in the community in City and Hackney .</p>	<p>The Advocacy Project</p>
	<p>5.6 The Board will engage with faith networks that exist in City of London and Hackney to raise awareness of safeguarding issues and to listen to any safeguarding issues affecting their community.</p>	<p>CHSAB Manager</p>

Principle 3: Prevention - “I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”		
Priority	Action	Lead
6. To engage with frontline professionals to share learning from adult safeguarding	6.1 The workforce development sub-group will continue to identify innovative virtual ways of working with frontline staff across City and Hackney, with specific focus on multi-agency learning sessions and digital content.	WFD sub-group
	6.2 An offer will be made to teams working across City and Hackney for the partners to deliver briefings on 1) specific safeguarding issues that the Board is working on and 2) the role and work of the Board	WFD sub-group
	6.3 The Board Business Support Officer will continue to build its SAB frontline practitioner network by disseminating learning via online training resources and SAB newsletter and LinkedIn.	CHSAB Business Support Officer
	6.4 The workforce development group will consider whether it is viable to deliver a virtual conference for Safeguarding Adults Week (November 2020).	WFD sub-group
	6.5 All partners will report data pertaining to safeguarding training to the Board. This will include assurances that all staff have undertaken appropriate training and details of safeguarding training offered to staff.	All partners
	6.6 The City of London will identify how we can better support frontline professionals to understand vulnerability and safeguarding risk	CoL

<p><b>7. To understand how much impact SARs are having on changing safeguarding practice across City and Hackney</b></p>	<p><b>7.1</b> The SAR sub-group will develop a process for communicating learning from SARs which will be embedded into the SAR Protocol and incorporate into City &amp; Hackney's SAR quality markers..</p>	<p>SAR sub-group</p>
	<p><b>7.2</b> The Quality Assurance sub-group will create an impact analysis tool to help determine how well learning from SARs have been embedded into frontline practice. Feedback from the impact analysis tool will be report to the SAR sub-group and Executive Group..</p>	<p>QA sub-group</p>
	<p><b>7.3</b> The workforce development sub-group will develop a set of resources that partners can use for new members of staff so that learning from SARs continues to be filtered into practice.</p>	<p>WFD sub-group</p>
<p><b>8. To ensure that the Integrated Commissioning and Neighbourhood Model continues to filter safeguarding through all elements of their work</b></p>	<p><b>8.1</b> The Executive Group will seek assurance from the Neighbourhood Team that safeguarding continues to be embedded into practice. .</p>	<p>Executive Group</p>
	<p><b>8.2</b> The Neighbourhood Team and Board will work together to identify how safeguarding can be included into on-going projects being undertaken by the Neighbourhoods Team..</p>	<p>Neighbourhood Team / CHSAB Manager</p>
	<p><b>8.3</b> The Board support safeguarding learning in Neighbourhood Teams This includes offers of training, involvement in the MACFA and SAR process. .</p>	<p>CHSAB Manager</p>

<b>Principle 4: Partnership - “I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”</b>		
Priority	Action	Lead
<b>9. To continue to engage with Community Safety Partnership, Safeguarding Children’s Partnership and Health and Wellbeing Boards</b>	<b>9.1</b> The Board Manager will work with the Safeguarding Children’s Partnership to identify cross-cutting priorities in the City. The Board will also deliver one joint meeting with the Children’s Partnership in the City.	CHSAB Manager / CHSCP
	<b>9.2</b> The Board will continue to engage with strategic cross cutting issues affecting CSP, CHSCP and HWB raised through the Joint Chairs meeting.	Independent Chair
	<b>9.3</b> The Board will look at opportunities to commission joint work and/or training on areas of joint interest. All partners will be responsible for raising potential areas of interest to the attention of the Board and Executive Group.	Independent Chair / CHSAB Manager
<b>10. To identify opportunities to engage with new partners</b>	<b>10.1</b> The Board will continue to build its relationships with organisations across City and Hackney, specifically it will look at: <ul style="list-style-type: none"> <li>i). Building links with the social housing and social care provider sector</li> <li>ii). Assisting probation services with work they are undertaking around transitional safeguarding</li> <li>iii). Strengthening links with the voluntary sector</li> </ul>	CHSAB Manager / NPS / CRC / HCVS / CoL



<p><b>Principle 5: Protection - “I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”</b></p>	
<p><b>11. To progress work around transitional safeguarding</b></p>	<p><b>11.1</b> The Transitional Safeguarding Task and Finish Group will continue to work with the Safeguarding Children’s Partnership and Community Safety Partnerships across City and Hackney to identify how the Board can better support young people aged between 16 – 25 at risk of abuse and exploitation.</p>
<p><b>12. To assure ourselves that residents using Out of Borough placements or settings are appropriately safeguarded from abuse and neglect</b></p>	<p><b>12.1</b> LBH, CoL and the City and Hackney CCG will review deaths as a result of Covid-19 for residents placed out of Borough, and any safeguarding issues relating to this.</p>
	<p><b>12.2</b> LBH, CoL and City and Hackney CCG will report to the Board any actions taken following the aforementioned review and how these have been implemented. Any further safeguarding issues that are experienced should also be reported back to the Board.</p>
	<p><b>12.3</b> The Board will support and publicise any work at a national level to strengthen cross Borough working.</p>
	<p>Transitional safeguarding T&amp;F group</p>
	<p>LBH / COL / City and Hackney CCG Teams</p>
	<p>LBH/CoL/City and Hackney CCG Commissioning Teams</p>
	<p>Independent Chair / CHSAB Manager</p>

Principle 6: Accountability - “I understand the role of everyone involved in my life and so do they.”		
Priority	Action	Lead
13. To ensure the delivery of the Board’s core business	13.1 The Board Manager will review all CHSAB policies to ensure these are up-to-date and compliant with equality responsibilities for SABs outlined in the Care Act 2014.	CHSAB Manager
	13.2 The Board Manager will update its expectations for Board Members and circulate to all Board members.	CHSAB Manager
	13.3 A small working group will be created to deliver and support activities across the partnership Safeguarding Adults Week.	WFD/ service user engagement sub-group
	13.4 The Quality Assurance group will oversee the delivery of one multi-agency audit on the theme of self-neglect.	QA sub-group
	13.5 To reform the structure of the Safeguarding Adults Sub-Committee meeting in the City of London to ensure that it includes a focus on partner development.	CHSAB Manager / AD People CoL
14. To ensure that existing projects are brought to completion	14.1 The Board will continue to assist with on-going work on the following projects: a). Homelessness and Safeguarding b). Modern Day Slavery c) Suicide Prevention .	CHSAB Manager





# CHSAB Annual Report 2019 – 20

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



# Contents

Message from the Independent Chair	2
Context	3
What is Safe Guarding Adults Board	4
Role of Safe Guarding Adults Board	4
Board Governance	6
<b>CHSAB Achievements for 2019/20</b>	<b>10</b>
Community Awareness	10
Professional development	11
Partnership working	11
Task and Finish Groups	11
Board Governance	12
Safeguarding Adults Week	12
CHSAB Strategy 2020-25	12
Quality Assurance	13
Safeguarding Adult Reviews (SARs)	13
Integration Model and Neighbourhoods Team	13
<b>What did we not do so well this year?</b>	<b>16</b>
CHSAB Partners' Achievements	19
What are the Board's plans for 2020/21	20
<b>The Board's safeguarding response to the Covid-19 outbreak</b>	<b>22</b>
<b>Safeguarding Data</b>	<b>24</b>
Appendix A	43

## Message from the Independent Chair



I am very pleased to introduce the Annual Report for the City and Hackney Safeguarding Adults Board 2019/20. As the Independent Chair of the Board, I continue to be very grateful to all partners for their contributions to the Board, and their ongoing support. The partnership has continued to grow and develop, as reflected in this annual report.

As I write, (end of May 2020) we are coming out of the lockdown due to the Covid-19 pandemic. This provides an opportunity to mourn the deaths of residents who died, acknowledge the grief of their families and friends as well as commend the incredible hard work, dedication, and commitment of health, social care staff and all the key workers who kept everything going during this period.

All the partners of the Board have reported on the incredible work they have undertaken, providing assurance that they continued to meet their safeguarding responsibilities during this challenging time. I am extremely grateful to everyone for their endeavours to support residents, particularly those who are at risk of abuse or neglect.

During the year that this report covers, partners have worked together to improve safeguarding, raising awareness of safeguarding in City and Hackney's communities, and responding to what people have said is important to them in the consultation for the Board's Strategy ([provide link](#)).

This annual report is important because it shows what the Board aimed to achieve during 2019/20 and what we have been able to achieve. It shows that many of the tasks were completed during the year. The annual report provides a picture of who is safeguarded in City and Hackney, in what circumstances and why. This helps us to know what we should be focussing on for the future. The Delivery Plan for 2020/21, which says what we want to achieve during the year, has been revised in light of the Covid-19 outbreak.

There continues to be significant pressures on partners in terms of resources and capacity, especially during the Covid-19 pandemic, so I want to thank all partners and those who have engaged in the work of the Board, for their considerable time and effort.

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

**Dr Adi Cooper OBE,**  
Independent Chair City and Hackney Safeguarding Adults Board  
May 2020



## Context

The start of 2020 has brought unprecedented and worrying times for residents and professionals living and working across City and Hackney in the form of the Covid-19 pandemic. At the time of writing this report, professionals across the area are working hard to protect the community from this risk, whilst ensuring that essential health and social care services are maintained.

The introduction of the Coronavirus Act 2020 has seen the Care Act 2014 duties temporarily move from being mandatory to discretionary although safeguarding adults remains a Local Authorities' statutory duty<sup>1</sup>. The guidance recognises that safeguarding remains of paramount importance for organisations working with adults who may be at risk of abuse or neglect<sup>2</sup>. The City and Hackney Safeguarding Adults Board (CHSAB) remains committed to supporting organisations and residents across City and Hackney to protect adults who may be at risk of abuse or neglect and need safeguarding support. The CHSAB will do this by continuing to raise awareness of different safeguarding issues, identifying emerging safeguarding issues and supporting organisations to understand and deliver their duties in relation to safeguarding adults at this time.

CHSAB partners commend and appreciate the ways in which communities have come together to assist residents who require help at these times. Unfortunately, it is typical to see an increase of neglect and abuse in times of crisis. There are a number of reasons for this, it can be unintentional, due to increased stresses in the family home or people struggling to care for their family members, or it can be intentional, when people actively try to exploit another, for example by taking over their home or scamming them. The CHSAB would like to ask everyone to be vigilant to the different types and signs of abuse and neglect (<https://hackney.gov.uk/safeguarding-adults-board>) and be aware of how any concern can be reported (Hackney: <https://hackney.gov.uk/chsab-raise-concern>, or in the City: <https://www.cityoflondon.gov.uk/services/adult-social-care/Pages/safeguarding-adults.aspx>). With everyone's support the CHSAB can ensure that adults are kept safe from abuse and neglect.

Given current circumstances, the Board has made the decision to produce a shorter annual report. It is hoped that the report will still help residents understand how the CHSAB has continued to prioritise adult safeguarding across City and Hackney. The CHSAB would also like to take this opportunity to thank professionals and those living in City and Hackney for their continued support and hard work in keeping local residents safe.

1 <https://www.gov.uk/government/publications/coronavirus-covid-19-changes-to-the-care-act-2014/care-act-easements-guidance-for-local-authorities>

2 Annex D: Safeguarding Guidance, <https://www.gov.uk/government/publications/coronavirus-covid-19-changes-to-the-care-act-2014/care-act-easements-guidance-for-local-authorities>

## What is the Safeguarding Adults Board?

### Role

The CHSAB is a partnership of statutory and non-statutory organisations representing health, care, criminal justice, voluntary sector and residents who use services in the City of London and Hackney. The role of the CHSAB is to gain assurance that there are effective adult safeguarding arrangements in place, to protect adults with care and support needs and help prevent abuse and neglect across the City and Hackney.

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

- 1) Develop and publish a Strategic Plan outlining how it will meet our objectives and how our partners will help each other to achieve this
- 2) Publish an Annual Report detailing what it has done to help safeguard the community and how successful it has been in achieving this
- 3) Commission Safeguarding Adults Reviews (SARs) for any cases that meet the criteria.

In addition to this, the CHSAB is able to involve itself or lead work around any other adult safeguarding issues it feels appropriate<sup>3</sup>.

### Membership

The CHSAB has three core statutory partners: the Local Authority, Clinical Commissioning Group and Police service as well as a number of non-statutory partners. This forthcoming year, the CHSAB welcomes London Borough of Hackney Housing Needs and Hackney Recovery Service to sit on the Board.

A full list of our partners and their attendance at our quarterly Board meetings and annual Development Day can be found below:

2019-20	
Independent Chair	100%
London Borough of Hackney ASC	100%
City of London Corporation	100%
City & Hackney CCG	100%
Homerton University Hospital	75%
Barts Health NHS Trust	75%
East London NHS Foundation Trust	100%
London Fire Brigade	75%
Metropolitan Police	25%

<sup>3</sup> S43.4 of the Care Act 2014, <http://www.legislation.gov.uk/ukpga/2014/23/section/43>

2019-20	
City of London Police	25%
Older People's Reference Group	50%
Hackney Healthwatch	100%
City of London Healthwatch	0%
City & Hackney Public Health	50%
Hackney Council for Voluntary Services	75%
National Probation Service	75%
Housing Providers	25%
Safeguarding Children's Partnership	0%
London Ambulance Service	0%
CHSAB Business Support	100%

### Principles

The work of the Board is underpinned by key principles; these were recently revised following consultation for our new strategy. The CHSAB made the decision to align our principles with the six safeguarding principles underpinning adult safeguarding<sup>4</sup>. This decision was made because the results of the strategy consultation showed that the community was most familiar with the six safeguarding principles. The principles are as follows:

- **Prevention** – It is better to take action before harm occurs.  
*“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”*
- **Empowerment** - People are supported and encouraged to make their own decisions and informed consent.  
*“I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens.”*
- **Proportionality** – The least intrusive response appropriate to the risk presented.  
*“I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.”*
- **Protection** – Support and representation for those in greatest need.  
*“I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”*

<sup>4</sup> Paragraph 14.13 Care and Support Statutory Guidance, <https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance#safeguarding-1>

- **Partnership** – Local solutions through services working together and with their communities. Services share information safely and each service has a workforce well trained in safeguarding. Communities have a part to play in preventing, detecting and reporting neglect and abuse. “I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”
- **Accountability** – Accountability and transparency in delivering safeguarding. “I understand the role of everyone involved in my life and so do they.”

## Board Governance

### Sub-groups

To ensure that the work of the Board is delivered there are a number of sub and task and finish groups in place to lead on our annual priorities:

#### **Quality Assurance:**

This group considers quantitative and qualitative information about safeguarding activity across the City and Hackney. This helps the CHSAB understand what is going on in the City and Hackney, and therefore informs its work and priorities.

#### **Safeguarding Adults and Case**

**Review:** This group fulfils our s44 Care Act duty to consider requests for a Safeguarding Adults Review (SAR). The group reviews referrals and make recommendations to the Chair when it considers that a SAR is required. The group also develops and monitors action plans to ensure that learning and recommendations from SARs are embedded.

#### **Workforce development:**

This is newly re-established group, with a focus on how the Board can offer the best training and development opportunities for frontline professionals to assist in building their safeguarding knowledge.

#### **User engagement:**

This task and finish group focuses on how the CHSAB can reach all communities in the City and Hackney as well as engage service users in our work.

#### **Homelessness/Rough Sleeping and Safeguarding:**

This task and finish group continues to review how safeguarding issues relating to people who are homeless or rough sleeping can be tackled and practice improved.

#### **Transitional safeguarding:**

This task and finish group is reviewing the safeguarding provision for young people aged 16 – 25 who may be at risk of abuse or exploitation. This is to identify what gaps exist and how we can better support young people at risk of abuse or neglect.

The work of the sub and task and finish groups is overseen by the Executive Group, whose role it is to monitor progress of work undertaken by the groups, and direct any additional work. There are also quarterly CHSAB meetings attended by the whole partnership, which are opportunities to provide updates on CHSAB work streams and discuss key safeguarding issues.

### *City of London Adult Safeguarding Committee*

The City of London has a Safeguarding Adults Committee, focuses on safeguarding issues that impact on City of London residents only. It meets quarterly, where it reviews its progress in relation both to the CHSAB priorities and specific City priorities that it set itself within the Board's strategic plan. City priorities for 2019/20 were as follows:

- Social isolation and well-being
- Homelessness
- Transitional safeguarding

### *CHSAB strategic links*

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

### *Budget*

In 2019/20 the budget was £236,000 and this was inclusive of partner contributions totalling £130,000 as well as additional contributions for the lead agency, London Borough of Hackney

The expenditure for the Board in 2019/20 was £170,000. The Board have made the decision not to increase partner contributions on the basis that there is currently a reserve of £137,000, to meet any unplanned expenditure that may be incurred the following year.

### *Supporting the CHSAB*

The CHSAB has a full-time Board Manager and Business Support Officer to manage the work of the Board.







## CHSAB Achievements for 2019/20

### *Service user engagement*

- The Board has continued to release regular newsletters and hold regular events, which has allowed the opportunity for service users to find out about safeguarding issues and the work of the Board. Three service user events during 2019/20 were held and attendees contributed to co-produce the new CHSAB Strategy. If you would like to sign up to our mailing list to keep up-to-date with our events and safeguarding news please email: [chsab@hackney.gov.uk](mailto:chsab@hackney.gov.uk)
- The Board has developed a plan to continue to engage with service users and people who have experienced safeguarding.

### *Community Awareness*

- The Safeguarding Champions have continued to raise awareness of safeguarding amongst community and voluntary groups across Hackney. In 2019/20, a further 14 safeguarding champions were trained, who delivered a number of events across Hackney.
- The Board has started to develop the role of the Safeguarding Peer-to-Peer Supporter with the assistance of The Advocacy Project. The Peer-to-Peer Supporter's primary role will be to provide low level safeguarding support, signposting to members of the community as well as reporting safeguarding issues they encounter to safeguarding services. It is hoped that this role will go live 2020/21.
- The SAB Chair and Board Manager have attended a number of community events to raise awareness of safeguarding and the role of the Safeguarding Adults Board, this includes the Older People's Reference Group Annual Conference and City of London Healthwatch launch event.

Elspeth Williams, is a local resident living in Hackney who responded to the CHSAB's advertisement for volunteers to train as a Safeguarding Champion when first advertised in 2018. Elspeth undertook a three day training course, which equipped her with the confidence and skills that she needed to deliver 90 minute safeguarding awareness raising sessions to residents living in Hackney.

Since training as a Safeguarding Champion Elspeth has delivered 11 safeguarding awareness raising events to over 110 people. This has included the London Borough of Hackney Co-Production Team and also the Making it Real Board, who are residents who support London Borough of Hackney to make changes to Adult Social Care. More recently, Elspeth delivered a Safeguarding Awareness Workshop at Hackney CVS during the CHSAB's Safeguarding Adults Week!

One of the key challenges that Elspeth has overcome is delivering safeguarding awareness sessions to a range of different backgrounds and skill sets. Elspeth has found creative ways to adapt her sessions to make sure she can engage effectively with all residents that she engages with.

The Board appreciates Elspeth and all the Safeguarding Champions efforts to help raise awareness of safeguarding across Hackney. If any resident is interested in becoming a Safeguarding Champion, please contact: [chsab@hackney.gov.uk](mailto:chsab@hackney.gov.uk) for more information.



### *Professional development*

- The Board has continued to support frontline professionals develop their safeguarding knowledge. The CHSAB has commissioned frontline training on subjects such as mental capacity in complex cases, whole family approaches, positive risk taking and self-neglect and hoarding.
- The CHSAB developed a questionnaire for frontline staff to better understand their training needs. It was completed by over 50 members of staff, who identified that they would like to learn via bite size classroom sessions and briefings.
- The Board has held two professional development events with frontline staff in October and November 2019; these focussed on learning from Safeguarding Adults Reviews regarding the deaths of people who were homeless.
- The CHSAB has increased its engagement with frontline professionals by creating a safeguarding newsletter and LinkedIn page, this provides a means to send out safeguarding information to frontline professionals as it emerges. It also allows frontline professionals to engage and understand the work that the Board is doing.

### *Partnership working*

- The CHSAB has worked closely with the Community Safety Partnership and Safeguarding Children's Partnership to launch the Modern Day Slavery Strategy for London Borough of Hackney. The Strategy was launched on 18 October 2019, alongside a webpage for Modern Day Slavery, Modern Day Slavery Protocol and resources for professionals and the public. The Board now jointly leads a task and finish group focussed on implementing the actions of the strategy. Further details on Modern Day Slavery can be found: <https://hackney.gov.uk/modern-day-slavery>
- The Board supported Public Health in the London Borough of Hackney to develop safeguarding clauses for their public health contracts.
- The CHSAB is part of the working groups looking at the following areas: Suicide Prevention, engagement with the Orthodox Jewish Community and has also provided feedback the City of London's domestic abuse strategy and City of London and Hackney Autism Strategy.

### *Task and Finish Groups*

- The Board has set up a Transitional Safeguarding Task and Finish Group, which aims to identify any gaps in support offered to young people aged between 16 – 25 who are at risk of exploitation and abuse. The plan is to develop an options paper with recommendations on what actions could be taken to better support young people.

- A homelessness task and finish group has met a number of times to consider how to develop and improve responses to safeguarding issues unique to those who are homeless or rough sleeping. The group's key achievements include the City of London producing a Fatality Review Process for all deaths of people who were homeless or rough sleeping.

### *Board Governance*

- The Board undertook its second 360 degree review of the Independent Chair, the results of which were highly positive. It recognised that the Chair's areas of strength were ensuring that safeguarding issues are discussed and brought to the attention of the Board partners, managing the Board effectively, focusing on prevention and ensuring that SARs are high quality. The Independent Chair made a pledge that she would continue to focus on service user engagement and using data to inform its work going forward.
- The Board signed off the Association of Directors of Adult Social Services Pan-London Information Sharing Agreement for all partners. The agreement ensures that partners are sharing information in relation to safeguarding where necessary.
- The Board updated its Risk Register, which identifies risks that may impact the Board's ability to deliver its legal role. The register is reviewed and updated every six months to identify actions taken to mitigate risks and whether it needs to be edited in line with current events impacting the Board.

### *Safeguarding Adults Week*

- The Board made the decision to hold a Safeguarding Adults Week in line with the National Safeguarding Adults Week which took place between 18 – 24th November 2019.
- There were five safeguarding stalls held in the community, in locations such as the Homerton University Hospital, Pembury Community Centre and Barbican Library. 11 bitesize learning sessions were delivered to staff on different safeguarding issues.
- The Board refreshed its safeguarding leaflets and circulated these to all safeguarding partners as well as various locations across City and Hackney.

### *CHSAB Strategy 2020-25*

- The Board's strategy expires in 2020 and the CHSAB has been working to develop a new strategy for the next five years. A review of what the Board had achieved in relation to its previous strategy and duties was undertaken as well as some, horizon scanning of safeguarding issues that are anticipated to affect residents in future.

- A consultation with professionals and residents took place during the Safeguarding Adults Week to understand what issues people living and working in the City and Hackney wanted the Board to focus on. In total there were 130 responses, the top three areas that people wanted the Board to focus on are: engaging with the community, raising awareness of safeguarding issues and safeguarding issues relating to homelessness.
- The Board ran a Development Day and Service User Event in January 2020, which was an opportunity for partners and service users to identify final areas of focus for the strategy.
- The final strategy has been launched and can be found: [\(Add link\)](#)

### *Quality Assurance*

- The Board refreshed its Quality Assurance Framework, streamlining the document to make it more accessible for our Board partners to complete.
- Board partners completed a new London single-agency audit tool, which focused on four key areas: mental capacity, making safeguarding personal, implementation of SARs and the Liberty Protection Safeguards.

### *Safeguarding Adult Reviews (SARs)*

- The Board published two SARs: Jo-Jo and Yi – the details of which can be found on pages 8 -10.
- The Board considered 5 potential SARs, of which 3 did not meet the threshold for a SAR, one met the threshold for a SAR and a final case the SAR sub-group felt it would be appropriate to undertake a learning review. The findings from our latest SAR will be published in the Board's 2020/21 annual report.
- The SAR sub-group reviewed and updated the SAR Policy and accompanying documents.

### *Integration Model and Neighbourhoods Team*

- The Neighbourhoods Team has continued to provide regular updates to the CHSAB about the embedding on safeguarding throughout their work.
- The CHSAB and Neighbourhoods Team have set up regular meetings to ensure that safeguarding remains a priority throughout all the work that the Neighbourhoods Team does.





## What did we not do so well this year?

Each year the Board sets itself an ambitious set of goals to ensure that it is continually driving forward work in respect of safeguarding adults in the City and Hackney. Unfortunately the Board is not always able to achieve all its goals. The CHSAB did not meet its aims in respect of the following, however the CHSAB does have a plan about how it will take forward each objective:

- 1) The CHSAB continued to struggle to obtain representative service user engagement with the Board. The role of two additional Lay Members for the Board was advertised; unfortunately it was not filled. The CHSAB also worked with service users to understand how it can better engage with people who have experienced the safeguarding process, which provided positive and helpful. In the forthcoming year the Board will be developing a brochure outlining how people can get involved in the Board's work, regardless of whether they are a service user, resident or professional based in the City or Hackney, to support wider engagement.
- 2) The development of a toolkit for mental capacity assessment was not achieved. The Board has subsequently decided to take forward work regarding mental capacity and higher executive functioning. Higher executive functioning relates to situations where someone may appear to understand information and have the ability to make decisions about their life but their actions may indicate that they do not truly understand the consequences of their decision making.
- 3) Following on from the Review of the Independent Chair the CHSAB recognised that improvements in the processes for collecting and reviewing data were required. In response to this, the Quality Assurance Framework has been revised and the process for reporting data to the Executive Group has changed for 2020/21. It is hoped that this will mean that data is used more effectively.
- 4) The CHSAB recognises that there are sections of the community who are still not familiar with the Board and its work. Consequently it has been proposed to do more to build the brand identity so that more people can engage with the Board.

### Learning from SARs

As mentioned in the achievements section on page 13 the Board published two SARs in 2019/20. These are the seventh and eighth SARs that have been undertaken by the Board since s44 Care Act 2014 set the duty for Boards to undertake these SARs.

Under section 44 of the Care Act 2014, a SAR should take place where an adult has i) died or suffered serious harm, ii) it is suspected or known that was due to neglect or abuse and iii) there is concern that agencies could have worked better to protect the adult from harm.

### Case Outline - JoJo

Jo-Jo was a 38 woman with Downs Syndrome, who was cared by her mother throughout her life. Jo-Jo had suffered from life-long eczema. In 2013, she was diagnosed with crusted scabies, which was treated successfully. Jo-Jo's skin problems came back in 2015, at this point she was diagnosed and treated with eczema. Unfortunately this did not work and Jo-Jo's skin condition got worse.

Jo-Jo started to avoid going out as she was in lots of pain and did not want people to look at her. She also stopped using carers, who used to help her go out, and attending her GP and health appointments. Jo-Jo refused to allow her mother to help her. Sadly Jo-Jo's skin became very infected and she became very unwell.

On 9 March 2017, her mother called the GP to see if they would come out for a home visit. The GP consequently, arranged an urgent appointment to see a consultant dermatologist for the next morning. An ambulance took Jo-Jo to the hospital clinic, sadly she suffered a cardiac arrest and died.

### Reasons for review

A decision was made to review the case on the basis that there were concerns about:

- How person-centred the care was for Jo-Jo and those with learning disabilities in general;
- How proactive agencies were in understanding the whole family dynamic and needs of the carer;
- How well agencies worked together to understand the patient's circumstances and needs;
- Professional curiosity and staff ability to identify and raise concerns where these may exist.

### Key findings

The SAR Reviewer and Chair made the following recommendations:

- Annual Reviews for both health and social care must be carried out and the outcomes carefully recorded;
- When an individual's circumstances change (including for their carer) there should be clear information sharing arrangements in place;
- Every agency has a responsibility to consider the needs of carers, especially where the individual may have complex needs or a demanding health condition.



### Case Outline - Yi

Yi was a SAR undertaken by four SABs: City and Hackney, Lambeth, Newham and Islington. It was about a man who was chronically homeless; experiencing long or frequent periods of homelessness, physical, mental health and substance misuse issues. Yi originally moved to the UK in 1999 and successfully built a life in the UK, even purchasing a house. He is believed to have left home and started rough sleeping in 2006, although he was recognised as suffering from mental ill-health in 2008. Little is known about Yi from 2008-12, although it was noted that he was self-neglecting, his home posed an environmental risk and he had suffered a number of thefts and assaults.

Attempts were made to support Yi and this started a process by which he would access services and then these services would be subsequently withdrawn for a number of reasons, such as lack of engagement or financial reasons. No consideration was given to Yi's capacity to make decisions or manage his situation. Yi consequently returned to rough sleeping. While rough sleeping he was admitted to hospital having suffered a subdural haemorrhage, which affected his cognitive abilities, which were already impaired.

Following discharge, he continued to be referred in and out of different services without any consistent support and ended up rough sleeping again. He ended up being admitted back into hospital in a poor state. On this occasion hospital staff referred him for nursing support and he was also allocated an advocate during the assessment and care planning stage.

He was placed in a nursing home where he spent the rest of his life. Yi sadly passed away in September 2018.

### Reasons for review

The Lambeth Safeguarding Adults Board made the decision to initiate a review on the basis that:

- Yi was highly vulnerable and multiple professionals and organisations missed the opportunity to identify the extent to which he was vulnerable
- Whilst Yi did not die as a result of abuse or neglect the group identified that he had suffered significant harm, which would warrant a review.

### Key findings

The SAR findings were:

- That this case was not unique and there were often instances where individuals go-between a number of services. Staff had a tendency in this case to manage each individual crisis but then did not provide long-term interventions that would prevent further crises.
- Professionals and agencies are struggling to manage and provide sufficient care to a growing number of people who present at high risk of harm and complex needs.
- Professionals require support to help them embed a human rights based approach, which would allow them the opportunity to build rapport with individuals and professional networks. Support in helping them understand their knowledge of other adjacent services would also be beneficial.

## CHSAB Partners' Achievements

Whilst a full list of partners' achievements are not included in this report, due to issues described on page one, the list below provides a small selection of adult safeguarding achievements from across our partnership:

- The Advocacy Project has undertaken a consultation across care, community and faith groups to understand what local people understand by safeguarding and how to keep safe.
- The City of London has secured funding to recruit a social worker who will be dedicated to working with people who are street homeless.
- London Borough Hackney Adult Social Care has worked with health partners to launch a neighbourhood model of multi-disciplinary meetings which greatly assists in information sharing and joint approaches to assisting residents with complex needs.
- Following the recommendations from the Jo-Jo SAR the City and Hackney Clinical Commissioning Group has appointed new clinical leads to improve learning disability services in primary care and system wide working for children for children transitioning into adult services. Some of their areas of focus will include improving Learning Disability Registers so all patients get annual reviews, developing resource packs and a Learning Disability/ Autism champion network.
- Over 100 primary care staff have been trained to Level 3 in adult safeguarding.
- Barts Health included a form on mental capacity during an upgrade of their electronic forms. This has helped prompt staff to consider mental capacity when working with patients. Barts have also appointed an Adults Coordinator, who will be the strategic lead for Mental Capacity, Deprivation of Liberty Safeguards and Liberty Protection Safeguards implementation.
- The London Fire Brigade has implemented a new training package for their staff, which includes safeguarding training.
- Community Rehabilitation Company (CRC) has developed London CRC Public Protection Boards at a local and Pan-London level. The role of the Boards is to focus on different safeguarding themes. This has allowed frontline issues to be escalated and strategic messages to be cascaded.
- East London Foundation Trust have launched a new electronic form on their case management system which contains a specific section on the views of the service user, this is to ensure that the spirit of making safeguarding personal; that people get to choose what they want to happen to them.



### What are the Board's plans for 2020/21?

The Board has set itself an ambitious set of goals for the forthcoming year. These may be reviewed based on what might be possible to achieve in the context of the Covid-19 crisis and key safeguarding themes and issues emerging as a result of this. At the time of writing, our key objectives for the forthcoming year include:

- Embedding learning regarding mental capacity in relation to complex issues, including higher executive functioning and fluctuating mental capacity. This will include endorsing and promoting use of best practice guidance, identifying what the key challenges are for frontline professionals and developing a suite of resources for frontline professionals.
- Promoting community engagement including: development of a process by which service users can feedback their experience of safeguarding; a publicity campaign on how the public can get involved in the work of the Board; and develop the role of the Peer-to-Peer Supporters.
- The Board will develop an impact analysis tool which will help understand how much impact the work of the Board has had in changing safeguarding practice amongst agencies and frontline professionals. In the first instance the Board will focus on identifying the impact of SAR learning in improving practice.
- The Board will assure itself that residents placed out of Borough or in CQC unregulated settings are appropriately safeguarded from abuse and neglect.

A full list of our priorities for 2020/21 can be found in appendix 1.



## The Board's safeguarding response to the Covid-19 outbreak

The Board has made the decision to include a section outlining our response to the pandemic as well as actions taken by our partners to ensure that adult safeguarding is prioritised at this time. A full list of our actions in response to Covid-19 and details of action the Board has taken in respect of this year's work plan will be provided in next year's annual report.

In light of the Covid-19 outbreak the Board sought to make the following changes to its core business to help assist in the safeguarding response to Covid-19:

- All non-essential meetings were cancelled until May 2020 to allow frontline staff to respond to the immediate crisis
- The Executive Group has commenced monthly safeguarding and Covid-19 meetings to allow partners to share and quality assure responses to the Covid-19 outbreak. This also allows the Board to identify where it can best support its partners
- The Board has revised its yearly work plan so that it includes a section on safeguarding and Covid-19, specifically that the Board will respond to any key safeguarding issues that may have arisen as a result of the outbreak
- The Board has sent out information to partners on resources and guidance on safeguarding and Covid-19
- The Board has sent out information to our service user network on what support services are available for residents living in City and Hackney to utilise

Some of the key safeguarding actions taken by the Board's partners in response to the outbreak include:

- London Borough of Hackney has enacted business continuity plans which saw hospital discharge and the integrated independence team merging and being set up as a single point of access with extended hours.
- London Borough of Hackney Adult Social Care and Public Health have worked with Age UK East London to secure hotel and domiciliary care to assist in the discharge process
- Both City of London and London Borough of Hackney have ensured that accommodation has been provided to rough sleepers during the Covid-19 pandemic
- City of London have extended their Discharge to Assess Service

- City and Hackney CCG has created a risk log to monitor arising risks and issues. The CCG has also put in place rapid reviews for any Learning Disability deaths, this will help expedite any learning from any death
- East London Foundation Trust have ensured that all new admissions and in-patients are tested for Covid-19, and patients are given twice daily temperature checks. All service users, who are out-patients, have been contacted by phone and have been RAG rated in terms of their mental health status.
- City of London and the Metropolitan Police have continued to run MARAC and MAPPA meetings, this provides an opportunity to ensure a multi-agency response to victims of domestic abuse and management of sexual or violent offenders.
- Both City of London and London Borough of Hackney are reviewing any deaths caused by Covid-19 to ensure that there are not any deaths which may raise safeguarding issues.

The following support is available for anyone who may require support or is experiencing abuse or neglect at this time:

- **City of London**

Support during Covid-19: <https://www.cityoflondon.gov.uk/services/health-and-wellbeing/Pages/covid-19.aspx> or 020 7606 3030

Safeguarding: email: [adultsduty@cityoflondon.gov.uk](mailto:adultsduty@cityoflondon.gov.uk) or call: 020 7332 1224 / 0208 356 2300 for out of hours

- **Hackney:**

Support during Covid-19: <https://hackney.gov.uk/coronavirus-support> or 020 8356 3111

Safeguarding: [adultprotection@hackney.gov.uk](mailto:adultprotection@hackney.gov.uk) or call: 020 8356 5782 / 020 8356 2300 for out of hours

## Safeguarding Data

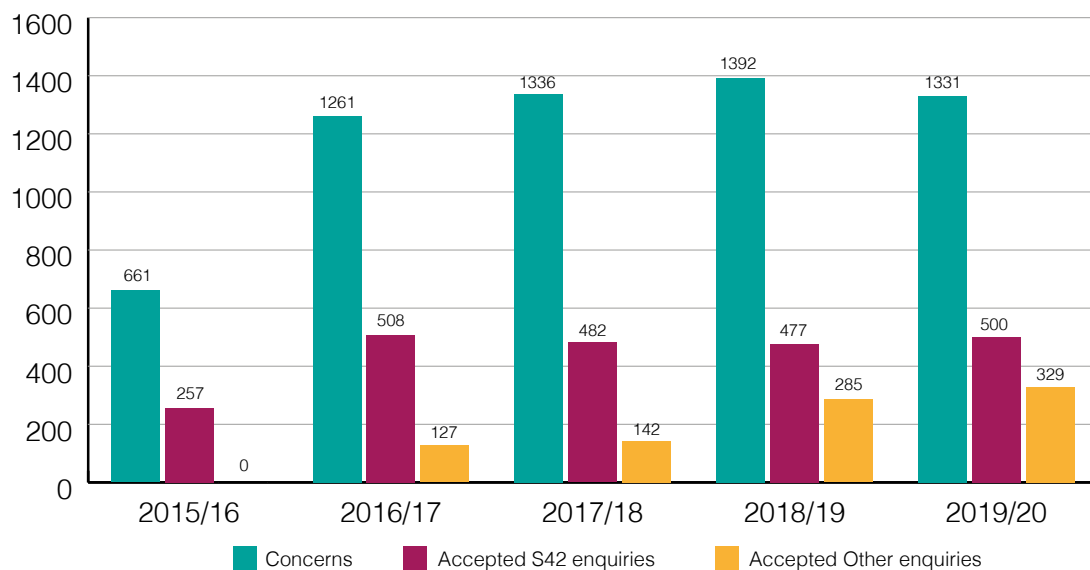
The safeguarding data for the year 2017-2018 is presented separately for the two authorities. City of London and Hackney submit annual statutory returns on safeguarding activity, known as the Safeguarding Adults Collection, and this is included in the data below.

### London Borough of Hackney

- 1,331 concerns were raised
- 500 concerns led to a s42 enquiry and 329 led to other enquiry
- 92% of individuals had their desired outcomes either fully or partially met

### Concerns and Enquiries

**Total number of Safeguarding Concerns and Enquiries, 2015 to 2020**



Note that **500 Section 42 Enquiries** relates to **S42 enquiries starting in 2019-20**. There is a different number (442) used elsewhere in the report for S42 enquiries concluding during the year. On top of this many of the tables are based on the number and types of allegations made and therefore there may be more than one per concern / enquiry

This year has seen a slight decrease in the amount of safeguarding concerns being referred into Hackney Adult Social Care. This decrease is likely due to the outbreak of Covid-19 which initially caused a sharp decrease in safeguarding referrals. This decrease has since plateaued and referral rates have returned to levels consistent with previous years. Despite the drop in safeguarding concerns there has been an increase in the number of s42 and other enquiries initiated, which may represent a better understanding of what constitutes safeguarding amongst referrers. An ‘other’ enquiry can be initiated where an individual may not have care and support needs but is experiencing abuse or neglect and may need support to address this. An ‘other’ enquiry may

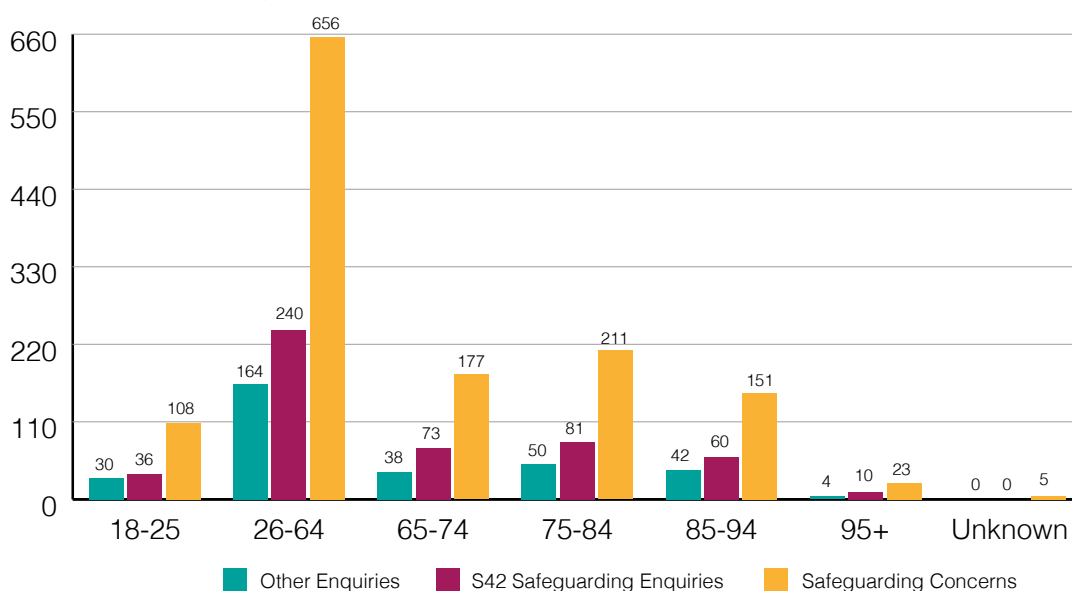
also be initiated where the most proportionate approach to a concern where a specific issue needs to be addressed or a care package requires review. This is a discretionary power under the Care Act 2014 statutory guidance and allows Local Authorities to make a judgement call on each individual situation.

Concerns and all enquiries	2015/16	2016/17	2017/18	2018/19	2019/20
Concerns	661	1261	1336	1392	1331
Accepted S42 enquiries	257	508	482	477	500
Conversion Rate	38.9%	40.3%	36.1%	34.3%	37.6%
Accepted Other enquiries	-	127	142	285	329
S42 Enquiries concluded in year	214	393	496	416	442
Other Enquiries concluded in year	-	113	138	294	321

NB. No data was submitted for Other Enquiries in our 2015/16 return (voluntary)

### Age

Number of Concerns by Age Group, 2019/20



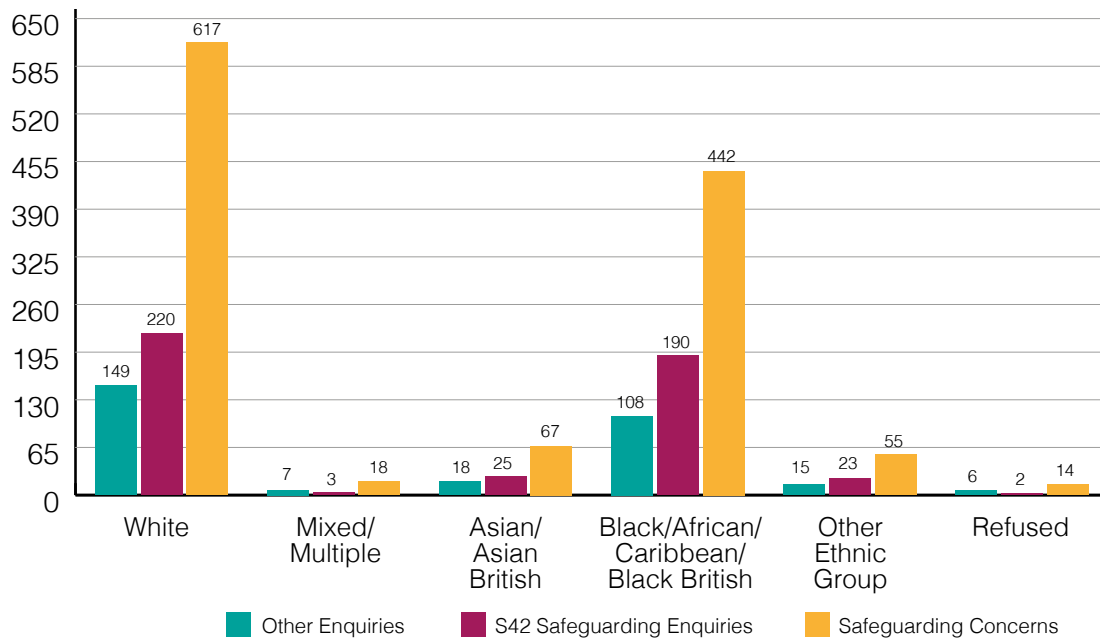
Number of Concerns by Age Group, 2019/20	18-25	26-64	65-74	75-84	85-94	95+	Unknown
Other Enquiries	30	164	39	50	42	4	0
S42 Safeguarding Enquiries	36	240	73	81	60	10	0
Safeguarding Concerns	108	656	177	211	151	23	5

This year the Board made the decision to review data relating to 18 -25 year olds. This is on the basis that the Board is undertaking work around transitional safeguarding and information helps the Board understand more about the safeguarding challenges that are facing young people. The data identified that the highest conversion rate was for adults aged 85 – 94 years old, whereas the lowest conversion rate was for adults aged 18 – 25 year olds and those over 95 years old.



## Ethnicity

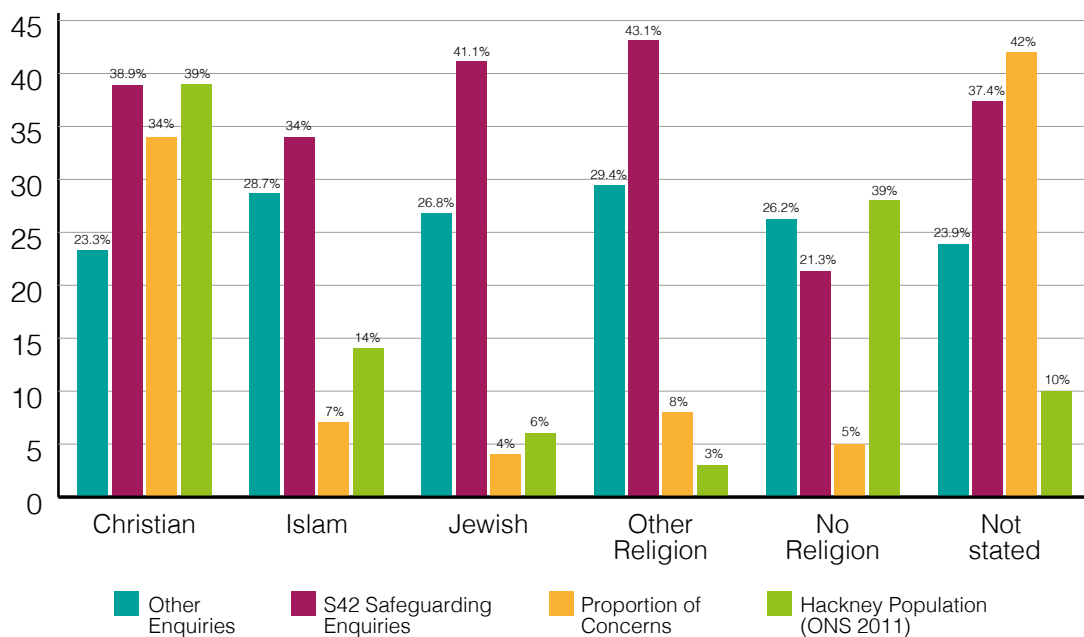
Number of Concerns by Ethnic Group, 2019/20



The data for 2019/20 shows that there continues to be an under-representation from people from a white, mixed race and Asian background. In particular, the representation from people from mixed or Asian backgrounds has reduced over the past year. There continues to be an over-representation of people from an African, Caribbean and Black British background although this over-representation is the same as previous year.

## Religion

Conversion Rate of Concerns by Religion, 2019/20

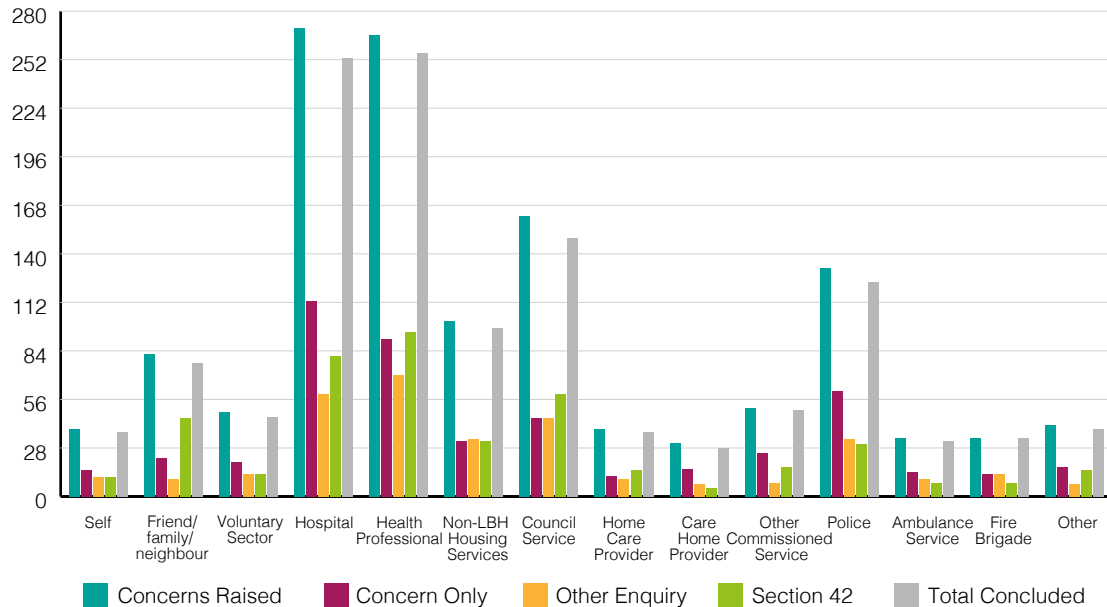


This section should be read with a level of caution given that a high proportion of people did not state their religion. There appears to be an under-representation

from all religious groups, although there has been a slight increase of Jewish people requiring safeguarding services.

### Source of referral

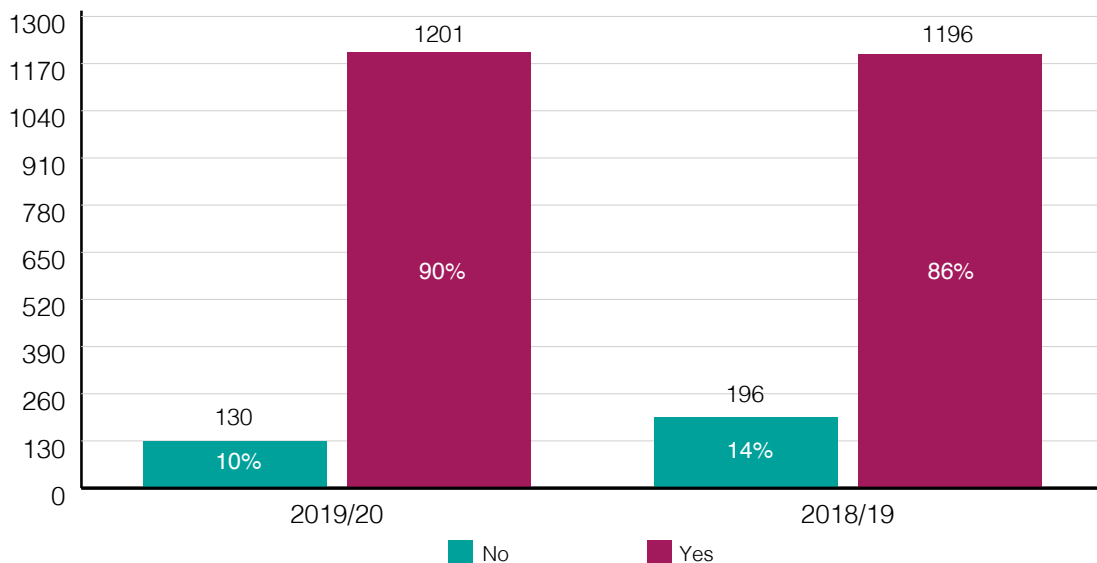
**Number of Concerns raised, by Source of Referral, and the Type of Enquiry they led to (if case concluded)**



In 2019/20 the number of categories within source of referral was expanded to address the number of concerns where source of referral was listed as ‘other’. The health profession continues to be the biggest referrer of safeguarding concerns, making up 40% of the total referrals. It is positive to see an increase in concerns being referred in by a number of different services, including the ambulance service, voluntary sector and council services. The number of self-referrals and from friends and family has remained consistent.

### Feedback to referrer

**Feedback of safeguarding activity to referrers**



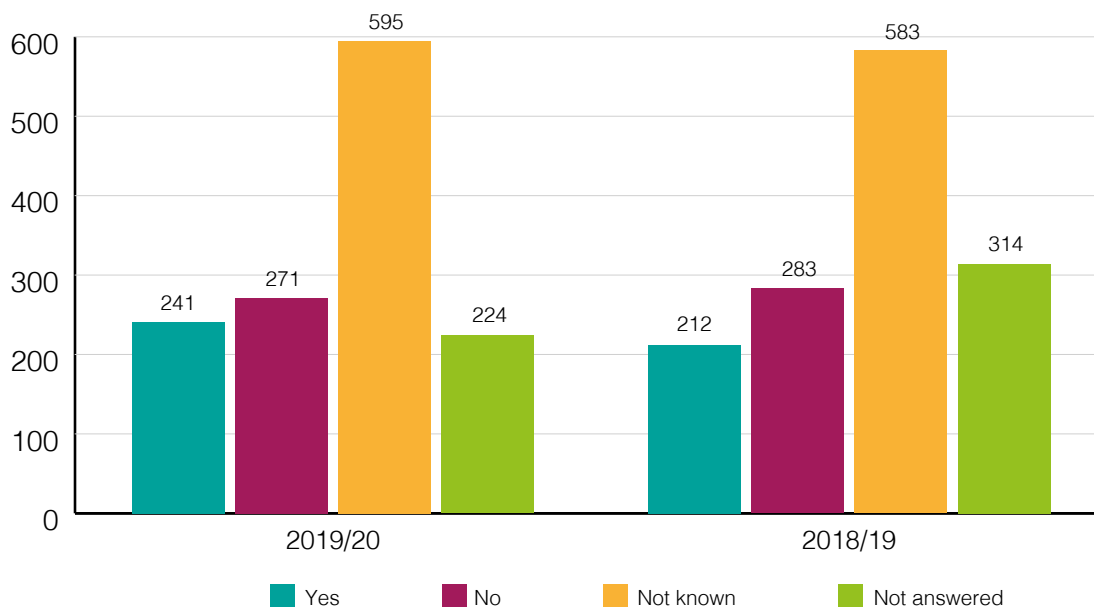


It is positive to see that there continues to be an increase in feedback being provided to referrers.

### Does the alleged perpetrator have care and support needs?

The Concern form includes a question 'Is the person alleged to have caused the harm also an adult at risk?'

#### Concerns where the alleged perpetrator is also an adult at risk



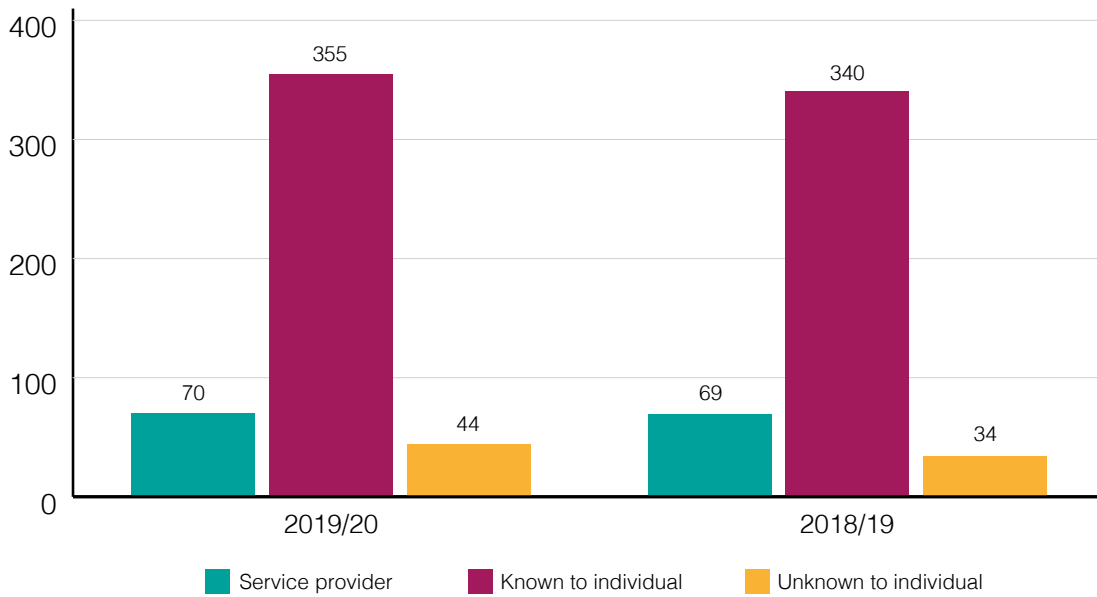
It is increasingly being recognised that those who are alleged to have caused harm are often “adults at risk” themselves. London Borough of Hackney has started to collect data in respect of this to help obtain a better understanding of the complexities of safeguarding and ensure that all adults with care and support needs who present with safeguarding needs are appropriately supported. The data above demonstrates that there is often a need to secure a support and protection plan for the person alleged to have caused the harm. This is an area that requires further exploration.

### Source of risk

Whilst there have been small increases in source of risk being unknown to the individual, the overwhelming majority of cases the source of risk is someone known to the individual. A person "known to the individual", could be a family member, friend, informal carer, neighbour, etc.

This reflects historic national trends, which also indicate that the alleged perpetrator of abuse is most likely someone known to the individual.

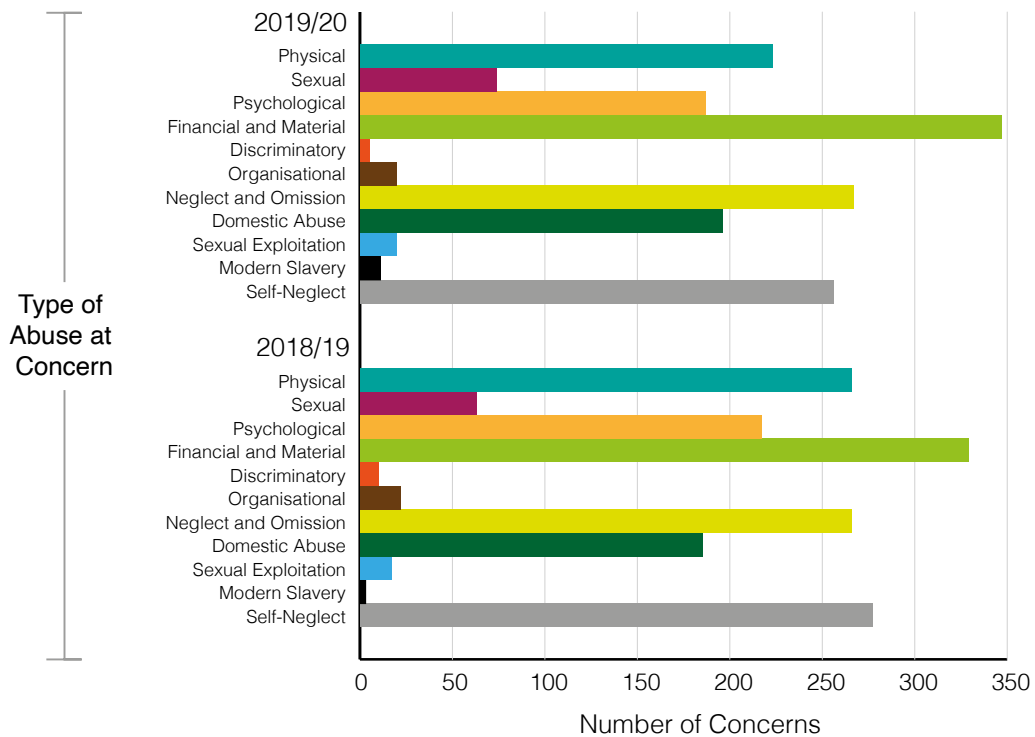
**Source of risk for section 42 enquiries**



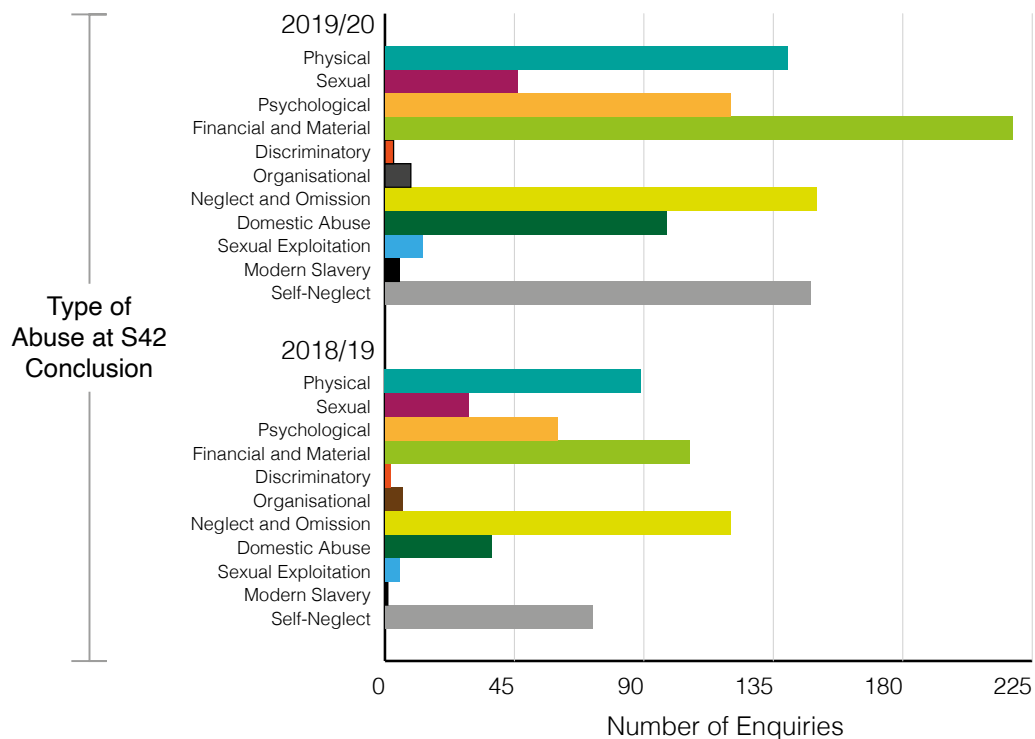
**Types of abuse**

The top three forms of abuse have remained consistent with the most concerns relating to: financial abuse, neglect and omission and self-neglect. Similarly these forms of abuse are also the most common s 42 enquiries.

**Type of abuse relating to safeguarding concerns**



**Type of abuse relating to section 42 enquiries**



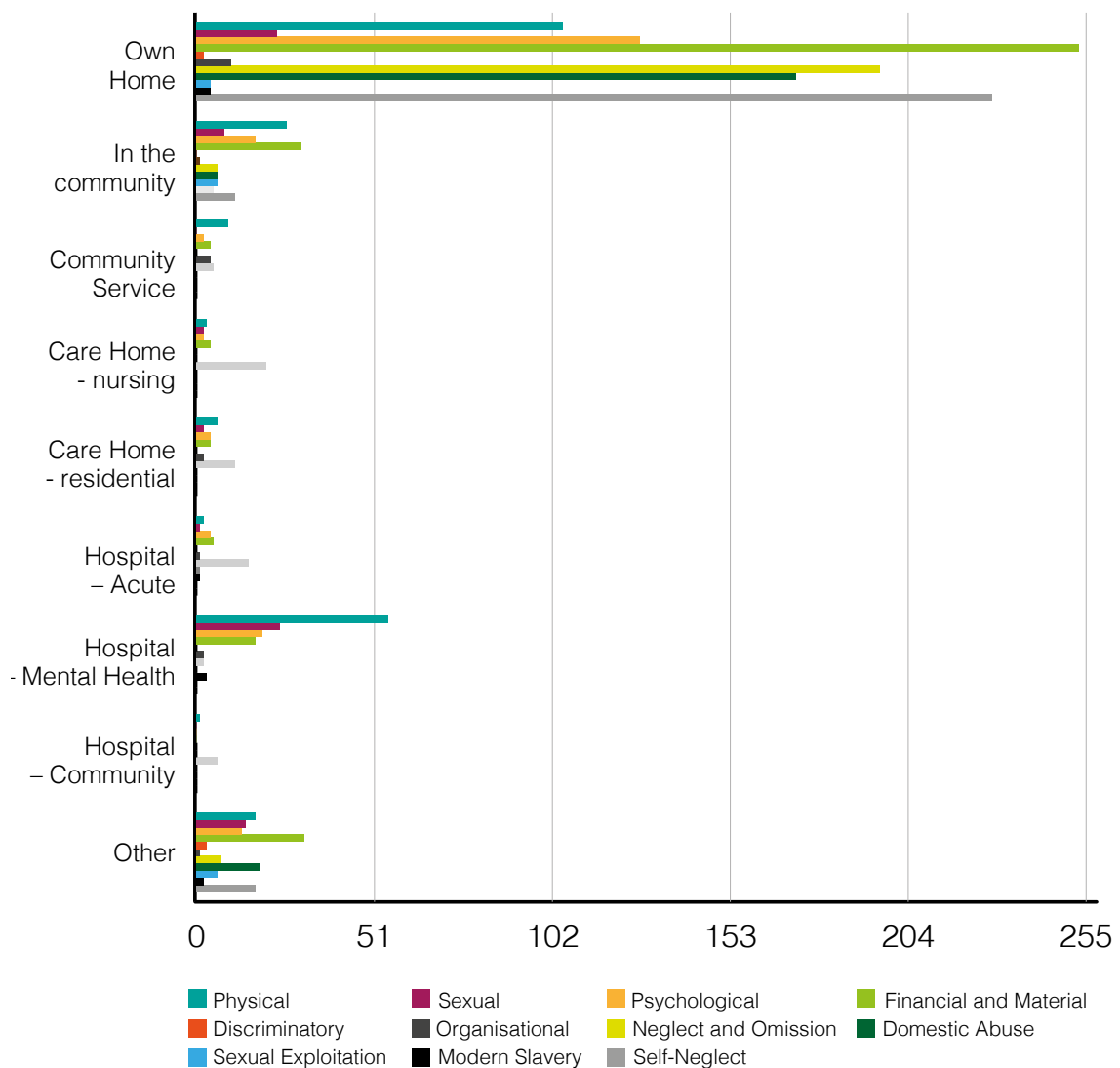
This is consistent with previous years' national data which lists neglect and act of omission, financial abuse and physical abuse as the top forms of abuse. The data shows that there have been no significant increases in any form of abuse, although there have been small increases in sexual and domestic abuse, sexual exploitation and modern slavery. There has been a slight decrease in psychological abuse.

**Abuse by location**

The counts of abuse are higher for this section, as the data captures multiple abuse and not just the primary abuse recorded. The figures show that within their own home adults with care and support needs are most likely to be exposed to financial abuse, self-neglect or neglect and omission. There are few distinctive patterns of abuse within other locations. It does however show that there is a slightly higher prevalence of physical and financial abuse in the community compared to other forms of abuse.

There is a slightly higher prevalence of physical abuse in mental health hospitals, however the person alleged to have caused harm in these cases is often a fellow patient or adult at risk themselves.

**Count of allegations relating to each Type and Location of Risk stated in Concerns**

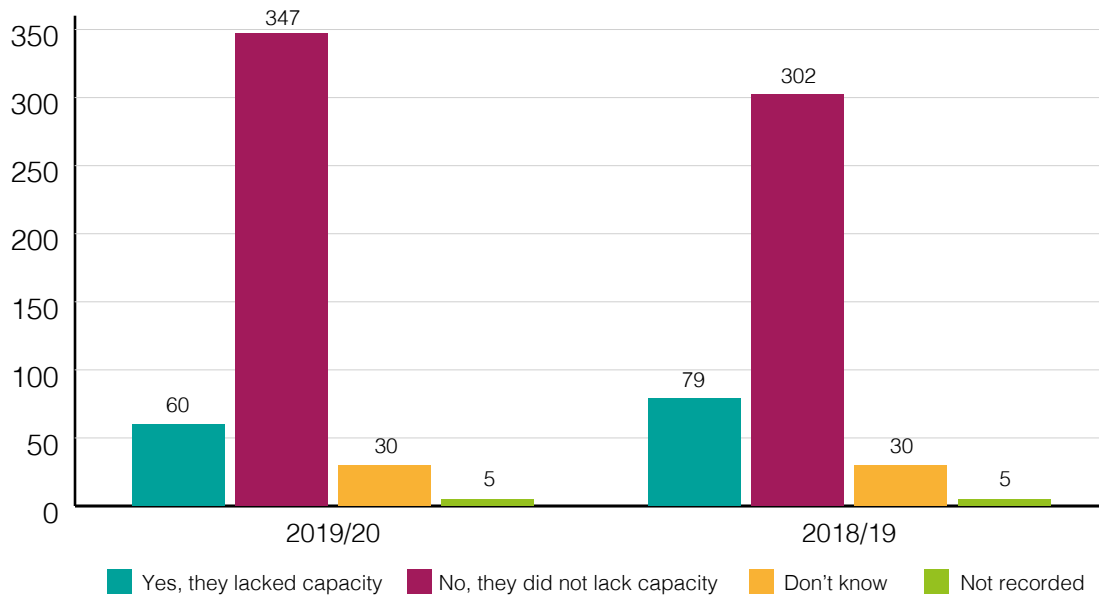


**Mental Capacity and advocacy**

The data has shown a 5% decrease in the number of Section 42 enquiries where the individual was assessed as not having mental capacity to make decisions about their welfare or associated risks. There is an expectation that where an individual does not have mental capacity then an advocate should be identified, either informally (family member, friend, etc or informal carer).

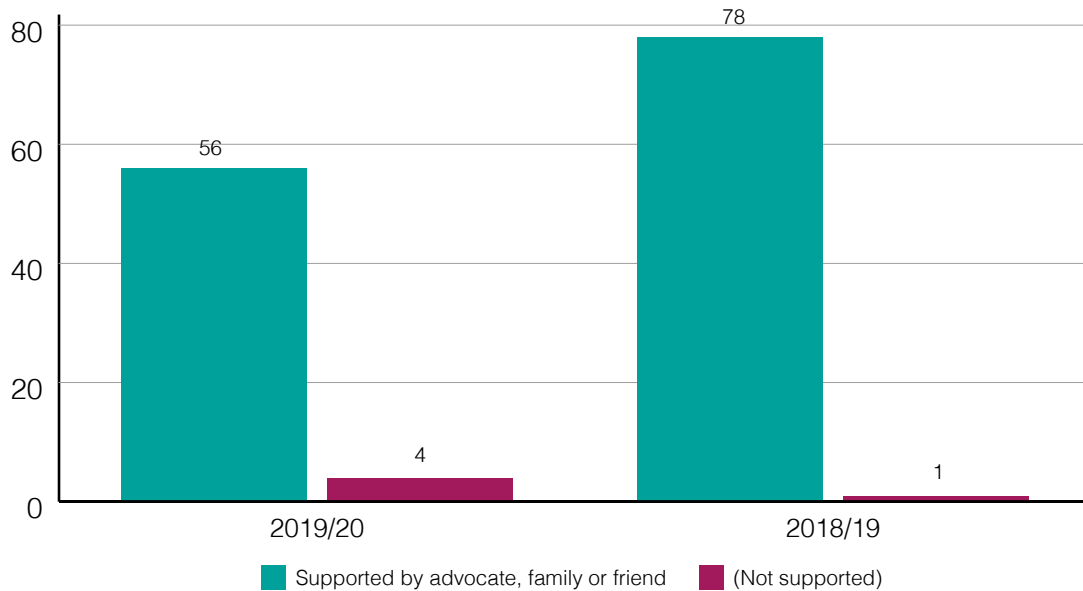
The Board will be focussing on increasing awareness of executive capacity issues, where an individual may appear to have mental capacity through their verbal communication but they are unable to put the reasoning or plans into any form of action, i.e. unable to execute their decisions.

**Mental capacity assessment outcomes for concluded section 42 enquiries**



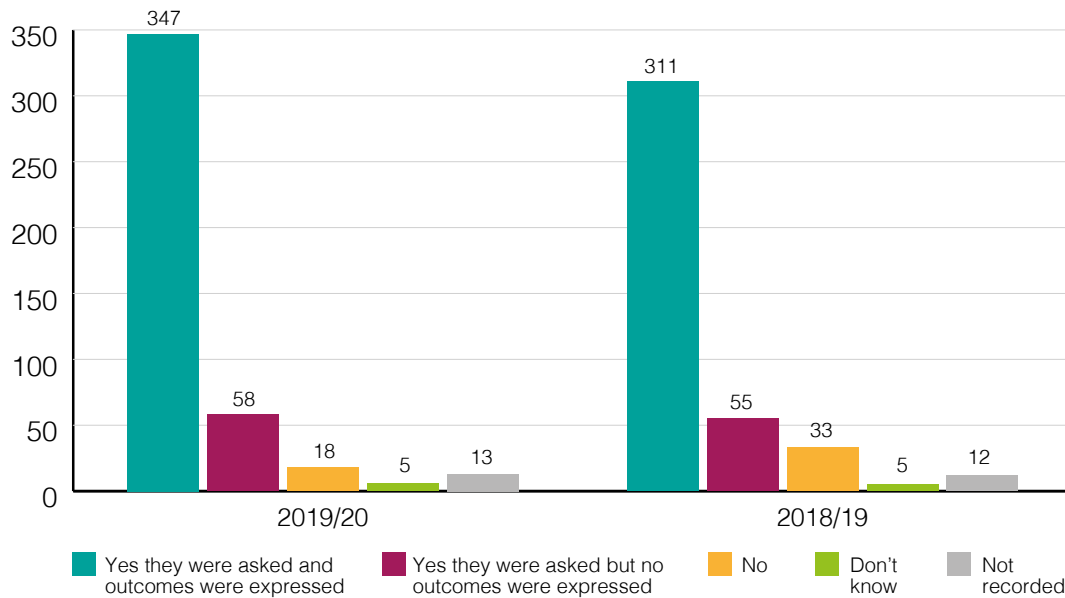
Where someone lacks capacity to make decisions about the outcome they want, they should be offered an advocate who will be able to support them to make decisions. There were four cases from the 60 where no advocacy was provided as would be expected. London Borough of Hackney Adult Safeguarding team have followed this up with respective teams.

**Of those who lacked capacity, proportion supported by an advocate**

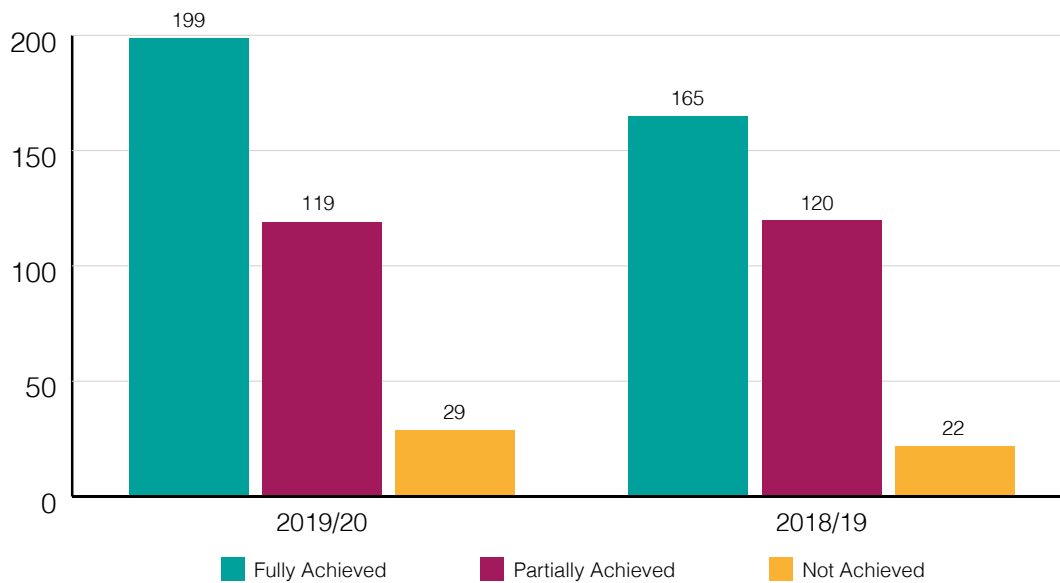


## Making Safeguarding Personal

**Making Safeguarding Personal outcomes for concluded S42 Safeguarding enquiries**



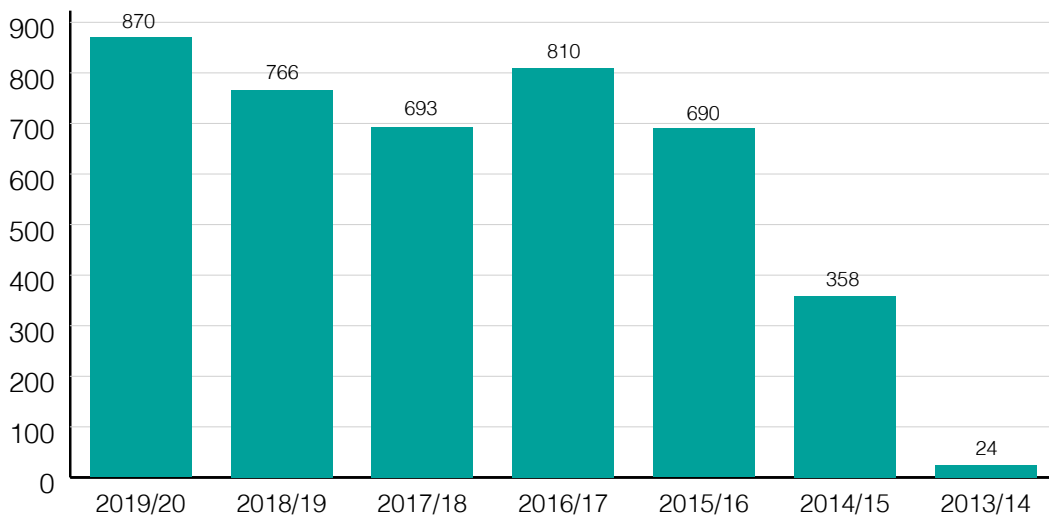
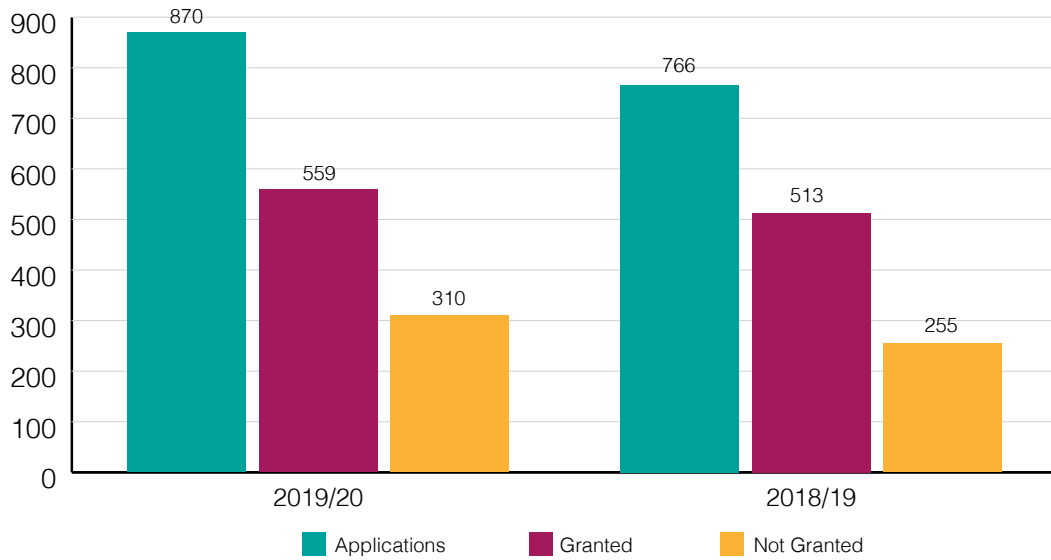
**Desired outcomes of concluded S42 enquiries where outcomes were asked and achieved**



There continues to be an increase in individuals being asked what outcomes they want and these outcomes being achieved, although it is noted that there is a small increase in outcomes not being achieved. This is not a significant increase however.

### Deprivation of Liberty Safeguards (DoLS)

The DoLS team processed 873 applications during the 2019 -20 financial year, which is an increase from 770 from the previous year. Of the 873 applications, 606 were assessed and subsequently authorised.



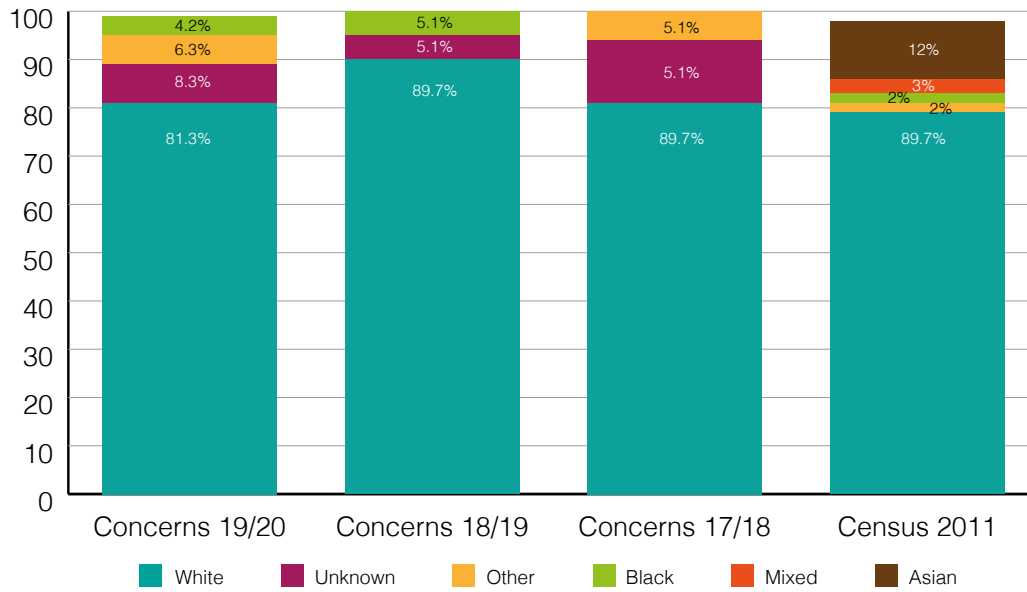
The remaining 267 cases were not progressed for a variety of reasons, such as, they were moved placement, discharged from hospital or passed away.

London Borough of Hackney receives an average of 70 applications per month for people both in and out of the borough. London Borough of Hackney does not have any backlog in cases and has predominantly been able to process applications as per statutory time scales.

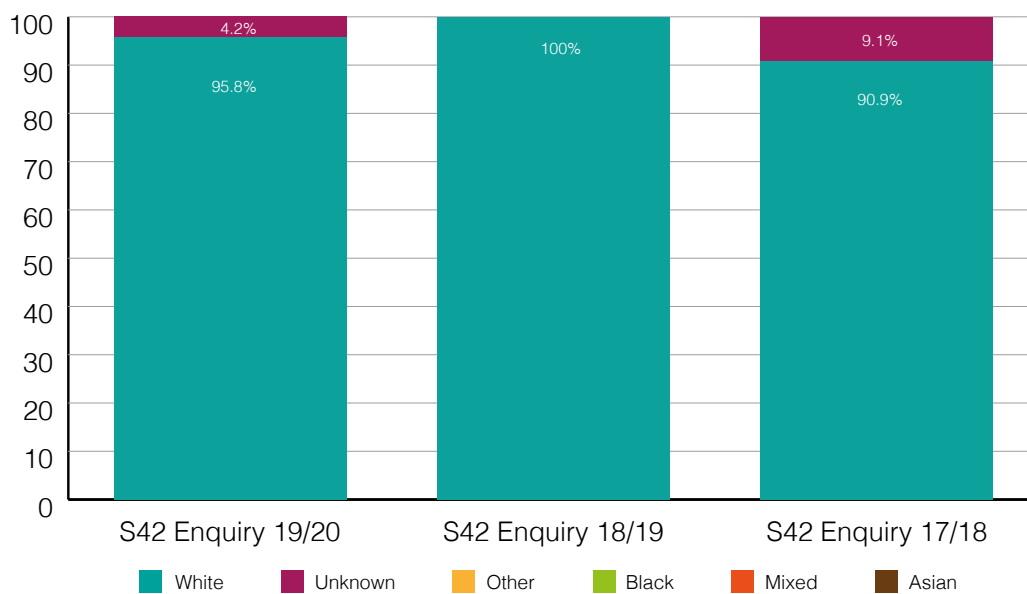
### City of London

- 48 concerns were raised
- 22 concerns led to a s42 enquiry
- 15 people were asked and expressed their desired outcomes. Of these people 13 had their desires fully or partially met

#### Concerns by ethnicity



#### S42 enquiries by ethnicity

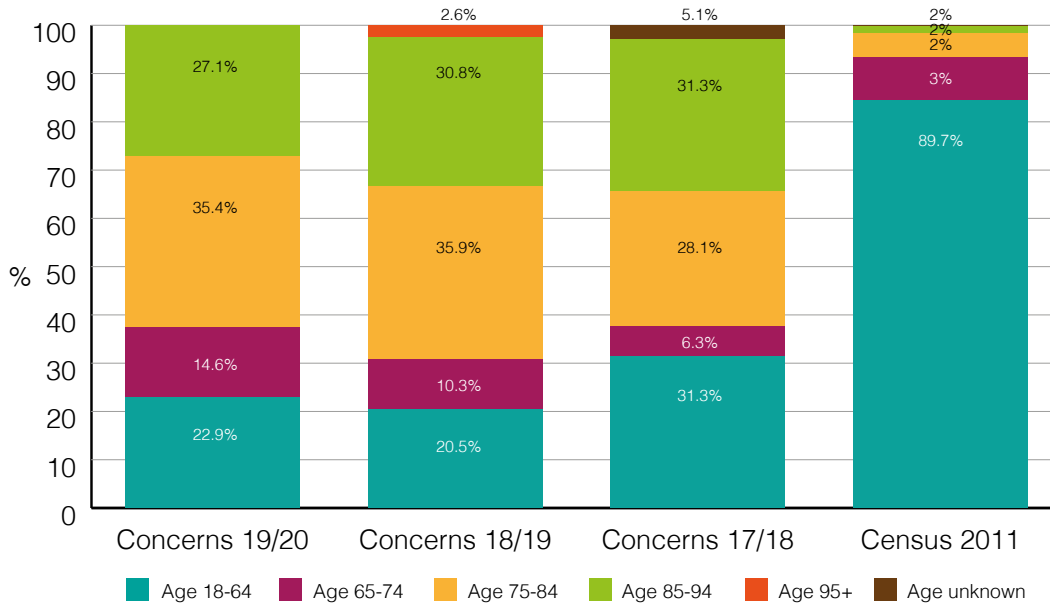


The data shows that the majority of safeguarding concerns were raised in respect of people from a white ethnic group, which is consistent with

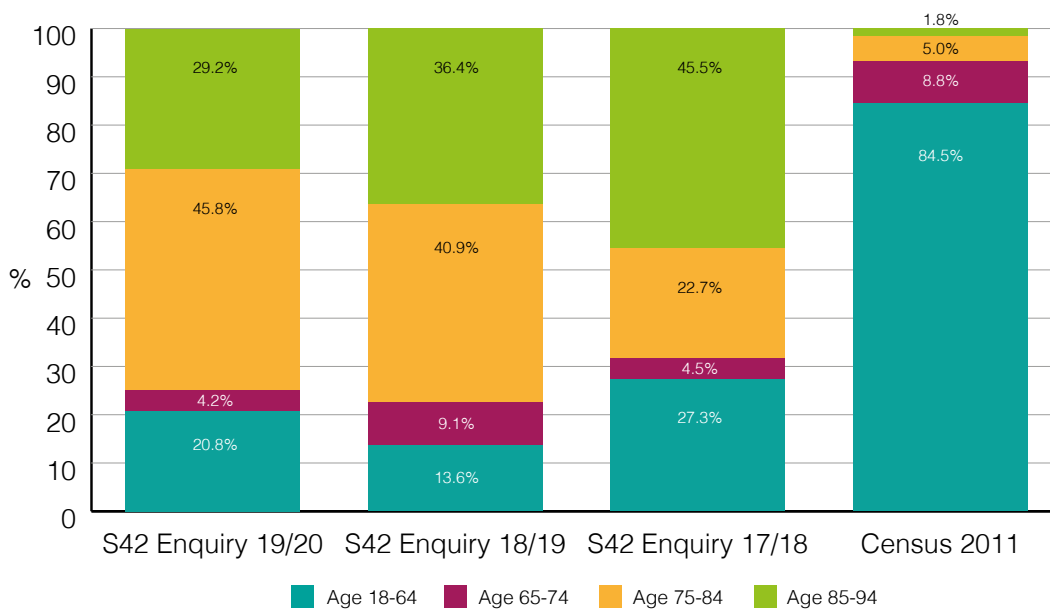


previous year’s data and the 2011 census. There has been a slight increase in ‘unknown’ ethnicity group and the data team has been working with practitioners to ensure that this column is reduced for future years. Of the 24 concluded s43 enquiries, 23 of the individuals were white.

**Concerns by age**

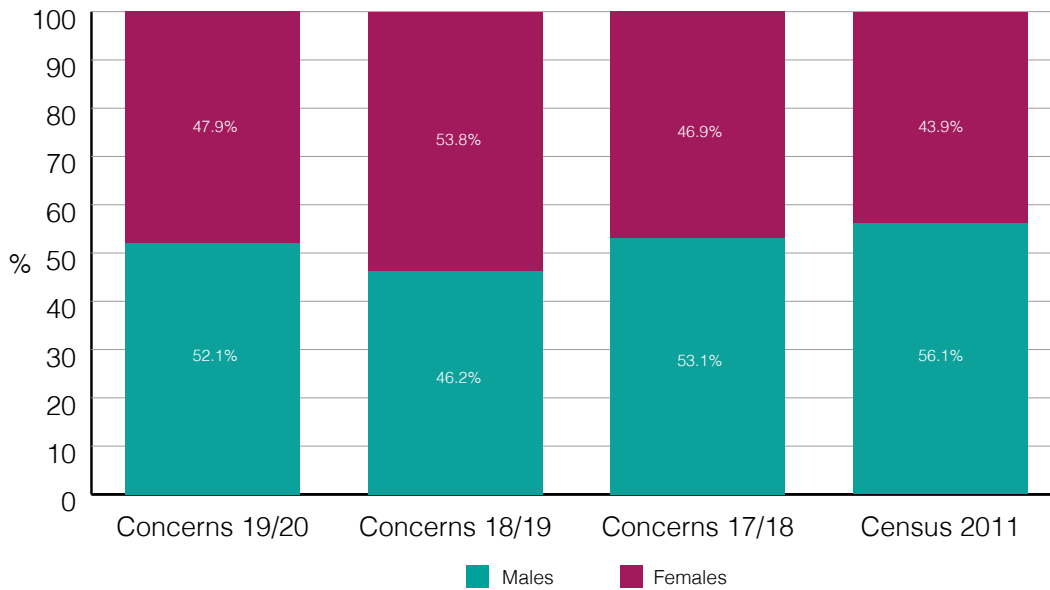


**Enquiries by age**



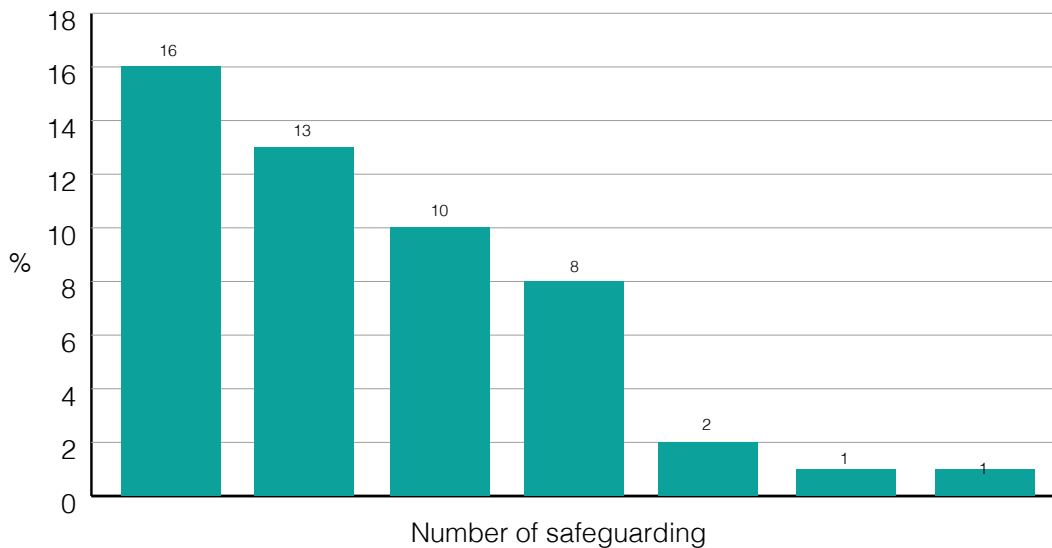
The largest proportion of concerns were received regarding people aged between 75 – 84 years old, this also represented the most safeguarding enquiries. The data for 2019/20 shows that the older age of the adult at risk the more likely that they will meet the threshold for a s42 enquiry.

### Concerns by gender



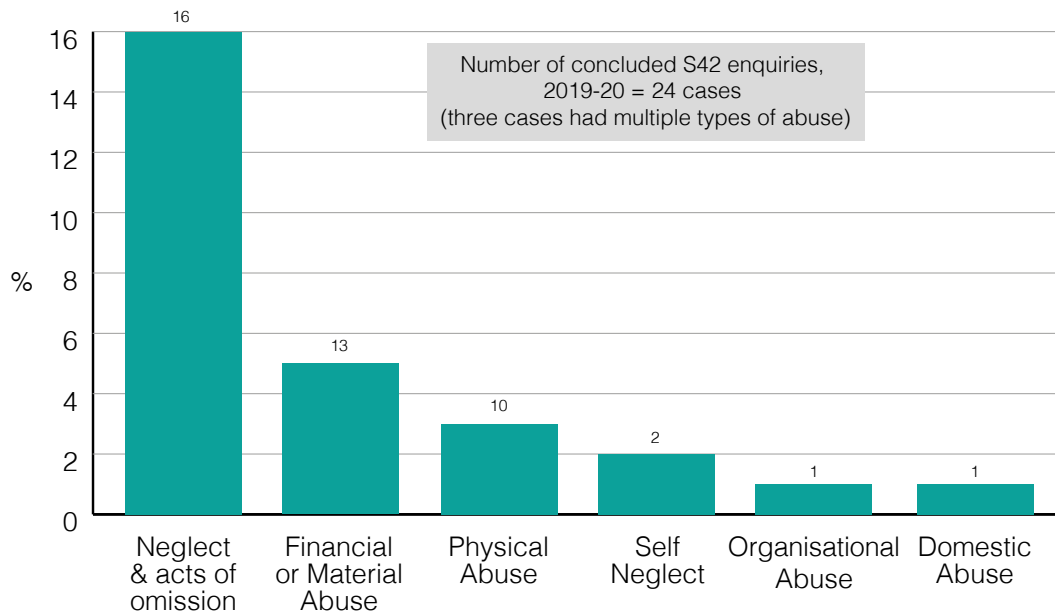
In contrast to last year’s data there were a slightly higher proportion of males referred to Adults Social Care. This is consistent with census data which shows a higher proportion of males living in the City of London.

### Types of abuse



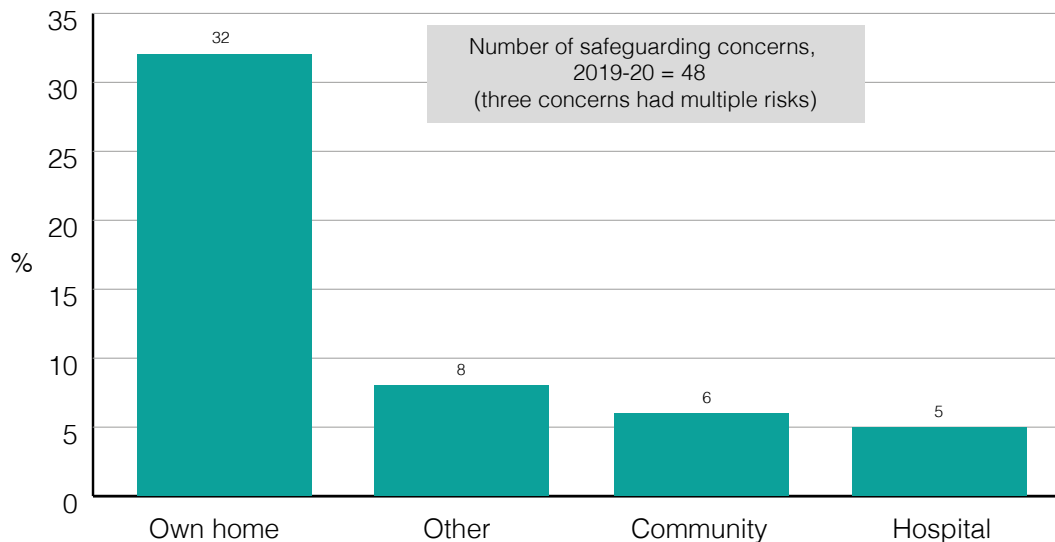
The above chart has recorded multiple forms of abuse logged by practitioners rather than just the primary form of abuse. The most common forms of abuse noted are neglect and omission, physical abuse, self-neglect and financial abuse. This is consistent with data provided nationally in recent years.

**Safeguarding enquiries by types of abuse**



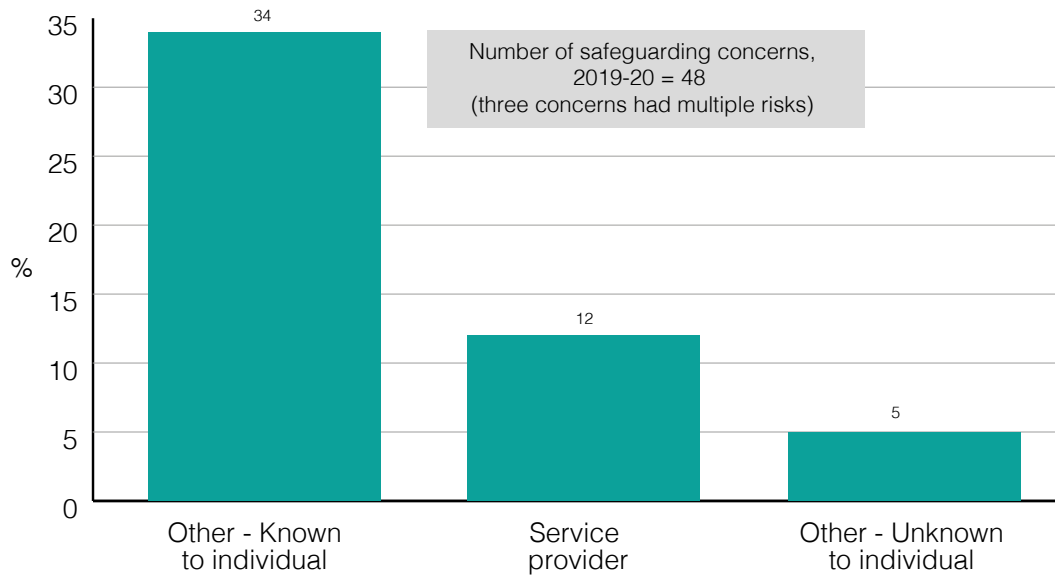
The data shows a broadly consistent picture to the concerns data, with neglect and acts of omission being the highest proportion of enquiries. The data shows proportionately slightly higher amount of financial abuse cases meeting the threshold for s42 enquiries and a slightly lower number of self-neglect cases meeting the threshold.

**Location of abuse**



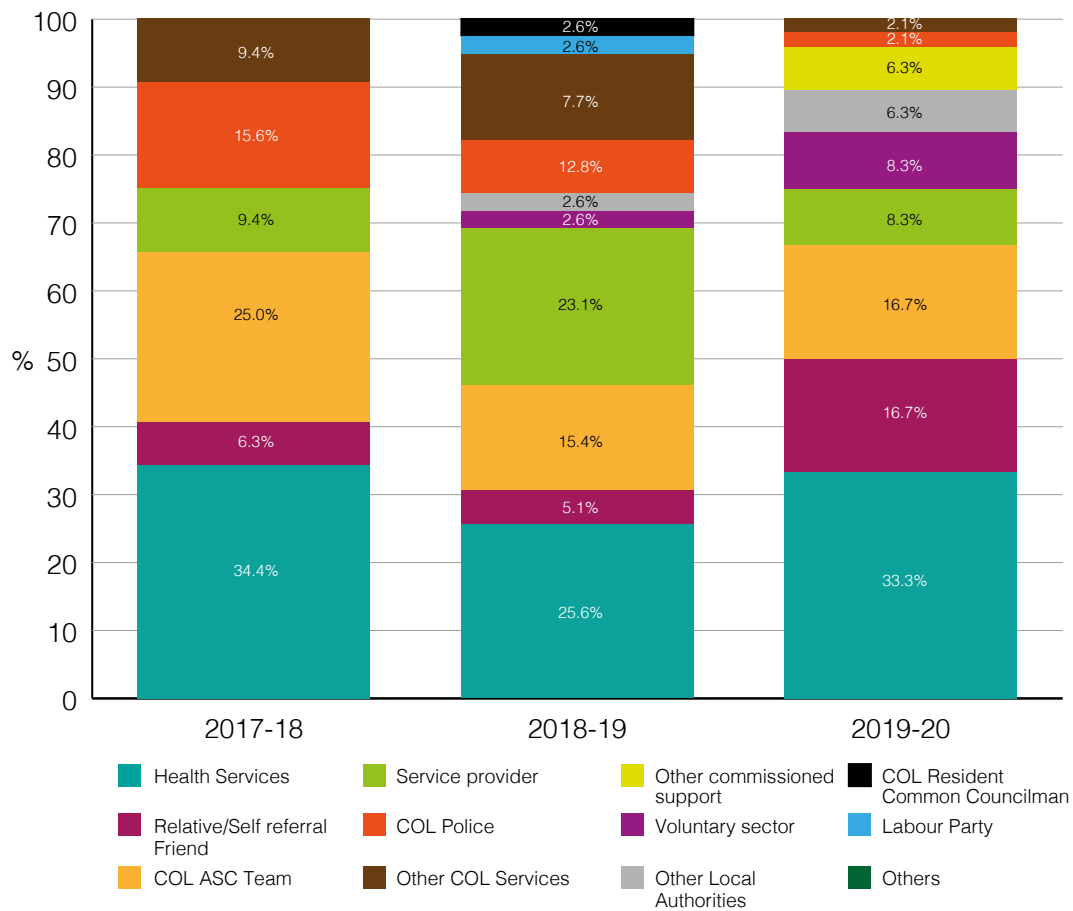
In line with previous year's data abuse is most likely to occur in the individual's own home. This is consistent to historic national data, which has consistently shown that abuse is far more prevalent within the home than any other location.

**Source of risk**



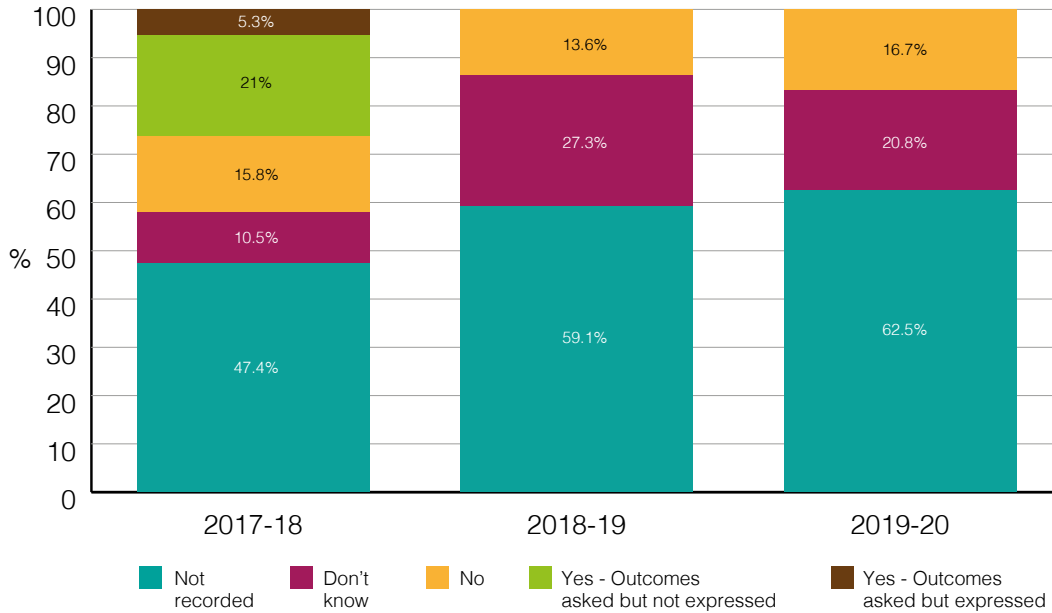
The data demonstrates that abuse or neglect in City of London is most likely to be perpetrated by someone known to them. This is again consistent with historic national data and previous data within City of London.

**Source of referrals**



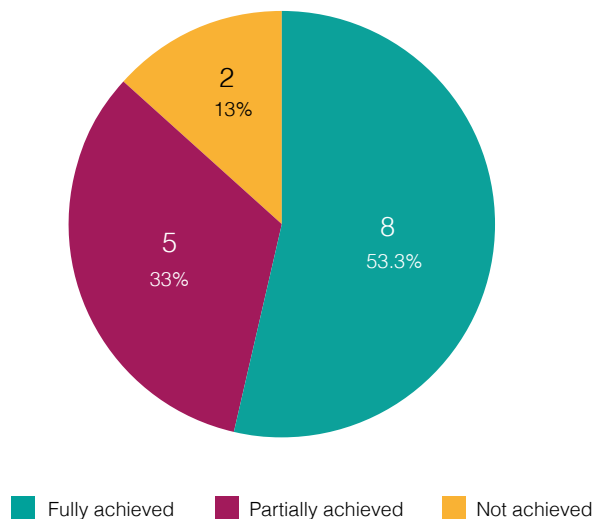
The data shows that there continues to be a wide range of organisations referring concerns into City of London. It was positive to see referrals from sources such as a significant proportion from friends and family, referrals from political parties, the voluntary and commissioned services sector.

### Making Safeguarding Personal



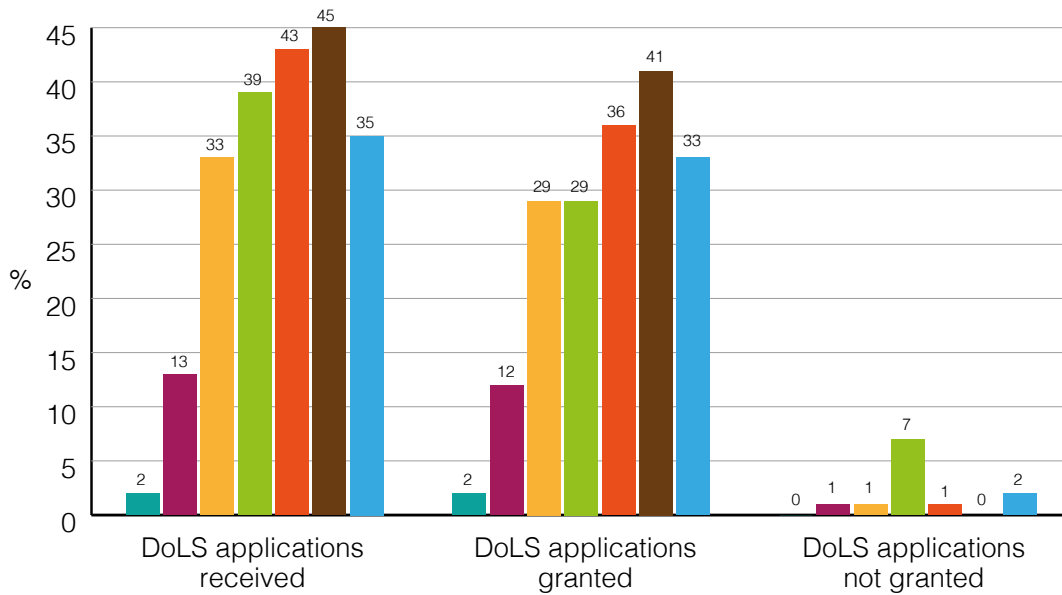
In 2019-20, 24 concluded S42 enquiry cases were submitted to the NHS Digital. Out of these cases, 20 individuals were asked about their desired outcomes, but individuals in the remaining four cases were not asked about their desired outcomes. For two of the enquiries the individual was unable to express their desired outcomes and in another case the enquiry was withdrawn.

### Making Safeguarding Personal Outcomes



The data showed that where the adult at risk of abuse and neglect expressed outcomes, in 13 cases wishes were either partially or fully met.

### Deprivation of Liberty Safeguards (DoLS)



In 2019-20, 58 DOLS applications were submitted to the City of London for approval. Out of these 58 cases, 35 were new applications made between 1 April 2019 and 31 March 2020, the other applications were DoLS extensions. Of the 35 new DoLS applications, 33 were granted but two were not. The two cases where a DoLS was not granted was due to a change in circumstances.

# Appendix A:

## **CHSAB Annual Strategic Plan 2020-2021**

## CHSAB Annual Strategic Plan 2020 – 2021

The CHSAB Plan addresses the six core principles contained in the CHSAB's Strategy for 2020 – 2025

Partner	Lead
London Borough of Hackney (LBH)	Anne Canning/Simon Galczynski
City and Hackney CCG (CCG)	David Maher / Jenny Singleton
City of London Police	Gareth Dothie
Barts Health NHS Trust	Clare Hughes
London Fire Brigade Hackney	Lee Sandy
National Probation Service	Stuart Webber
Healthwatch Hackney	Jon Williams
Hackney CVS	Kristine Wellington
London Borough of Hackney Public Health	Damani Goldstein
Hackney Recovery Service	Ruth Williamson

Partner	Lead
City of London Corporation (CoL)	Andrew Carter/Chris Pelham
Hackney Metropolitan Police (MPS)	Marcus Barnett
Homerton University Hospital Foundation Trust (HUHFT)	Catherine Pelley
East London Foundation Trust (ELFT)	Dean Henderson
London Fire Brigade City of London	David Bulbrook
London Community Rehabilitation Company	Kauser Mukhtar
Healthwatch City of London	Paul Coles
The Advocacy Project	Judith Davey
London Borough of Hackney Housing	Jennifer Wynter
Safeguarding Children's Partnership	Jim Gamble

Sub-group	Chair
SAR & Case Review	Chris Pelham
Quality Assurance (QA)	Jenny Singleton
Workforce Development (WFD)	Zak Darwood

Task & Finish Groups	Chair
Homelessness & Safeguarding	John Binding/Ian Tweedie
User engagement	Dr Adi Cooper
Transitional safeguarding	Dr Adi Cooper

Sub-Committee	Chair
City of London	Dr Adi Cooper



<p><b>Principle 1: Proportionality - “I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.”</b></p>		
Priority	Action	Lead
<p><b>1. To respond to any safeguarding issues that arise following the outbreak of the Covid-19 pandemic</b></p>	<p>1.1 The Board will hold monthly Executive Group meetings to enable partners to consider any safeguarding issues relating to covid-19 and how to respond to these</p>	<p>Executive Group</p>
	<p>1.2 The Board will review data to identify safeguarding trends that emerge as a result of Covid-19 and identify any proportionate Board response</p>	<p>Executive Group / QA sub-group</p>
	<p>1.3 The Board will review its functioning to identify how it can ensure business continuity during the covid-19 pandemic</p>	<p>Executive Group</p>
<p><b>2. To ensure that agencies are preparing staff for the introduction of Liberty Protection Safeguards (LPS) through training and development of skills and knowledge</b></p>	<p>2.1 LPS Leads in City and Hackney will provide assurances to the Board that they have appropriately prepared for the introduction of LPS. This includes responding accordingly to any national issues identified.</p>	<p>LPS Leads</p>
	<p>2.2 Partners who have duties under LPS will provide assurances to the Board that appropriate training has been commissioned for their staff. The Board will further consider whether training should be commissioned for agencies who may require a general understanding of LPS. (Please refer to section four for further details on training requirements)</p>	<p>All partners with LPS responsibilities</p>
<p><b>3. To reflect upon how well the Board has embedded learning from the fire death SAR and embed further learning around fire safety</b></p>	<p>3.1 The SAR sub-group will commission an independent review of a death due to fire in Hackney identifying how the CHSAB has embedded learning from a previous SAR.</p>	<p>SAR sub-group</p>
	<p>3.2 The SAR sub-group will lead on the implementation of any further recommendations in relation to the review a fire death. The group will be supported by the Quality Assurance group as required.</p>	<p>SAR sub-group</p>
	<p>3.3 The workforce development group will review how the CHSAB can raise awareness of Fire Safety across City and Hackney and implement any training recommendations borne out of the thematic review.</p>	<p>WFD sub-group</p>

<b>Principle 2: Empowerment - “I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens.”</b>		
<b>Priority</b>	<b>Action</b>	<b>Lead</b>
<b>4. To continue to embed and develop frontline practitioners understanding of Mental Capacity in relation to complex issues</b>	<b>4.1</b> The Board will undertake a scoping exercise to assess what the key issues and challenges are for practitioners working with people who may lack executive capacity.	CHSAB Manager / MCA Leads
	<b>4.2</b> A small group of MCA Leads will put together a suite of resources for frontline practitioners to help them work effectively with people whose mental capacity may not be clear.	MCA Leads
	<b>4.3</b> The Board will endorse and promote any best practice guidance that is published in relation to mental capacity and higher executive functioning.	CHSAB Manager
	<b>4.4</b> The Head of Adults Safeguarding LBH will review its current self-neglect and chronic hoarding protocol to ensure that it has sufficient focus on the issue of higher executive functioning within mental capacity.	Head of Adult Safeguarding LBH
	<b>4.5</b> The workforce development sub-group will identify training needs and commission virtual training in relation to assessing executive capacity.	WFD sub-group

<p><b>5. To continue to embed work on service user engagement and ensure that service users influence all aspects of the Board's work</b></p>	<p>5.1 A report will be presented to the CHSAB on the progress of the service user engagement Task and Finish Group's work. The Board will make a decision with regards to closing the group and embedding work into ongoing practice/business as usual.</p>	<p>Service user engagement Task &amp; Finish group</p>
	<p>5.2 The Board Manager will develop a brochure for residents living in City of London and Hackney outlining options on how they can get involved in the work of the Board.</p>	<p>CHSAB Manager</p>
	<p>5.3 The Safeguarding Lead for LBH and Independent Chair to continue to explore options to develop a process for people who use safeguarding services to feedback to the Board.</p>	<p>Independent Chair / Head of Safeguarding LBH / CHSAB Manager</p>
	<p>5.4 The Board will fund Hackney CVS to commission virtual refresher training for the Safeguarding Champions in Hackney.</p>	<p>HCVS</p>
	<p>5.5 The Board will provide funding to the Advocacy Project to support and train peer-to-peer supporters to provide awareness and signposting in the community in City and Hackney .</p>	<p>The Advocacy Project</p>
	<p>5.6 The Board will engage with faith networks that exist in City of London and Hackney to raise awareness of safeguarding issues and to listen to any safeguarding issues affecting their community.</p>	<p>CHSAB Manager</p>

Principle 3: Prevention - “I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”		
Priority	Action	Lead
6. To engage with frontline professionals to share learning from adult safeguarding	6.1 The workforce development sub-group will continue to identify innovative virtual ways of working with frontline staff across City and Hackney, with specific focus on multi-agency learning sessions and digital content.	WFD sub-group
	6.2 An offer will be made to teams working across City and Hackney for the partners to deliver briefings on 1) specific safeguarding issues that the Board is working on and 2) the role and work of the Board	WFD sub-group
	6.3 The Board Business Support Officer will continue to build its SAB frontline practitioner network by disseminating learning via online training resources and SAB newsletter and LinkedIn.	CHSAB Business Support Officer
	6.4 The workforce development group will consider whether it is viable to deliver a virtual conference for Safeguarding Adults Week (November 2020).	WFD sub-group
	6.5 All partners will report data pertaining to safeguarding training to the Board. This will include assurances that all staff have undertaken appropriate training and details of safeguarding training offered to staff.	All partners
	6.6 The City of London will identify how we can better support frontline professionals to understand vulnerability and safeguarding risk	CoL

<p><b>7. To understand how much impact SARs are having on changing safeguarding practice across City and Hackney</b></p>	<p><b>7.1</b> The SAR sub-group will develop a process for communicating learning from SARs which will be embedded into the SAR Protocol and incorporate into City &amp; Hackney's SAR quality markers..</p>	<p>SAR sub-group</p>
	<p><b>7.2</b> The Quality Assurance sub-group will create an impact analysis tool to help determine how well learning from SARs have been embedded into frontline practice. Feedback from the impact analysis tool will be report to the SAR sub-group and Executive Group..</p>	<p>QA sub-group</p>
	<p><b>7.3</b> The workforce development sub-group will develop a set of resources that partners can use for new members of staff so that learning from SARs continues to be filtered into practice.</p>	<p>WFD sub-group</p>
<p><b>8. To ensure that the Integrated Commissioning and Neighbourhood Model continues to filter safeguarding through all elements of their work</b></p>	<p><b>8.1</b> The Executive Group will seek assurance from the Neighbourhood Team that safeguarding continues to be embedded into practice. .</p>	<p>Executive Group</p>
	<p><b>8.2</b> The Neighbourhood Team and Board will work together to identify how safeguarding can be included into on-going projects being undertaken by the Neighbourhoods Team..</p>	<p>Neighbourhood Team / CHSAB Manager</p>
	<p><b>8.3</b> The Board support safeguarding learning in Neighbourhood Teams This includes offers of training, involvement in the MACFA and SAR process. .</p>	<p>CHSAB Manager</p>

<p><b>Principle 4: Partnership - “I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”</b></p>		
Priority	Action	Lead
<p><b>9. To continue to engage with Community Safety Partnership, Safeguarding Children’s Partnership and Health and Wellbeing Boards</b></p>	<p>9.1 The Board Manager will work with the Safeguarding Children’s Partnership to identify cross-cutting priorities in the City. The Board will also deliver one joint meeting with the Children’s Partnership in the City.</p>	<p>CHSAB Manager / CHSCP</p>
	<p>9.2 The Board will continue to engage with strategic cross cutting issues affecting CSP, CHSCP and HWB raised through the Joint Chairs meeting.</p>	<p>Independent Chair</p>
	<p>9.3 The Board will look at opportunities to commission joint work and/or training on areas of joint interest. All partners will be responsible for raising potential areas of interest to the attention of the Board and Executive Group.</p>	<p>Independent Chair / CHSAB Manager</p>
<p><b>10. To identify opportunities to engage with new partners</b></p>	<p>10.1 The Board will continue to build its relationships with organisations across City and Hackney, specifically it will look at:</p> <ul style="list-style-type: none"> <li>i). Building links with the social housing and social care provider sector</li> <li>ii). Assisting probation services with work they are undertaking around transitional safeguarding</li> <li>iii). Strengthening links with the voluntary sector</li> </ul>	<p>CHSAB Manager / NPS / CRC / HCVS / CoL</p>

Principle 5: Protection - “I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”	
<p><b>11. To progress work around transitional safeguarding</b></p>	<p>11.1 The Transitional Safeguarding Task and Finish Group will continue to work with the Safeguarding Children’s Partnership and Community Safety Partnerships across City and Hackney to identify how the Board can better support young people aged between 16 – 25 at risk of abuse and exploitation.</p>
<p><b>12. To assure ourselves that residents using Out of Borough placements or settings are appropriately safeguarded from abuse and neglect</b></p>	<p>12.1 LBH, CoL and the City and Hackney CCG will review deaths as a result of Covid-19 for residents placed out of Borough, and any safeguarding issues relating to this.</p> <p>12.2 LBH, CoL and City and Hackney CCG will report to the Board any actions taken following the aforementioned review and how these have been implemented. Any further safeguarding issues that are experienced should also be reported back to the Board.</p> <p>12.3 The Board will support and publicise any work at a national level to strengthen cross Borough working.</p>
	<p>Transitional safeguarding T&amp;F group</p> <p>LBH / COL / City and Hackney CCG Teams</p> <p>LBH/CoL/City and Hackney CCG Commissioning Teams</p> <p>Independent Chair / CHSAB Manager</p>

Principle 6: Accountability - “I understand the role of everyone involved in my life and so do they.”		
Priority	Action	Lead
13. To ensure the delivery of the Board’s core business	13.1 The Board Manager will review all CHSAB policies to ensure these are up-to-date and compliant with equality responsibilities for SABs outlined in the Care Act 2014.	CHSAB Manager
	13.2 The Board Manager will update its expectations for Board Members and circulate to all Board members.	CHSAB Manager
	13.3 A small working group will be created to deliver and support activities across the partnership Safeguarding Adults Week.	WFD/ service user engagement sub-group
	13.4 The Quality Assurance group will oversee the delivery of one multi-agency audit on the theme of self-neglect.	QA sub-group
	13.5 To reform the structure of the Safeguarding Adults Sub-Committee meeting in the City of London to ensure that it includes a focus on partner development.	CHSAB Manager / AD People CoL
14. To ensure that existing projects are brought to completion	14.1 The Board will continue to assist with on-going work on the following projects: a). Homelessness and Safeguarding b). Modern Day Slavery c) Suicide Prevention .	CHSAB Manager





**City & Hackney Safeguarding Adults Board**

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Tel: **020 8356 6498**



<p><b>Cabinet Response to the Skills, Economy and Growth review Scrutiny Commission Investigation, 'Making the Local Economy Work for Hackney'</b></p>	
<p><b>CABINET MEETING DATE</b></p> <p>19 October 2020</p>	<p><b>CLASSIFICATION</b></p> <p>Open</p>
<p><b>WARD(S) AFFECTED</b></p> <p>All Wards</p>	
<p><b>CABINET MEMBER</b></p> <p>Cllr Nicholson Cabinet member for Planning, Culture and Inclusive Economy</p>	
<p><b>KEY DECISION</b></p> <p>No</p>	
<p><b>GROUP DIRECTOR</b></p> <p>Stephen Haynes Group Director, Strategy, Policy and Economic Development</p>	

## 1. Cabinet member introduction

1.1 In the ‘Supporting Business’ section of our 2018 manifesto, we placed the inclusive economy at the heart of our vision for the Borough, where we said:

‘We will work to ensure that equalities and diversity are at the heart of our business community, promoting Black and Ethnic Minority businesses, small and medium sized businesses, supporting entrepreneurs, Coops and Social Enterprises; ensuring that the opportunities created by Hackney’s growing and changing economy are available to all.’

This timely report sets out our responses to the Commission’s recommendations, showing how we have stayed true to that vision and commitment, while responding to the challenges and changing landscape brought about by COVID-19.

1.2 I commend this report to Cabinet

## 2. Recommendation

2.1. The Cabinet is asked to approve the content of this response.

### Executive Response to the Scrutiny Recommendations

There have been substantial changes to the national and local economy in the last six months due to the COVID-19 pandemic. When the inclusive economy strategy was being developed, the economy in Hackney was growing. However, nationally and more locally, the economy is now experiencing the largest recession on record. The focus of the Council with regards to inclusive growth and developing an inclusive economy has had to shift towards building back better rather than widening access to the economic growth that existed previously.

These changes have taken place after the Skills, Economy and Growth commission gathered its evidence for their review, as acknowledged in their final report. This does mean some of the recommendations and their responses will need to be seen in the light of these changing circumstances.

<b>Recommendation One</b>	<b>Response</b>
The Commission recommends the action plan, linked to the Council’s Inclusive Economy strategy, maps the Council’s work to date in relation to the key principles outlined by the RSA’s Inclusive Growth Commission (as	There are many overlaps between the thinking behind the RSA’s principles for inclusive growth and the Council’s Inclusive Economy strategy. The Inclusive Economy strategy’s objectives drive the action plan. Currently a review

<p>instrumental to achieving inclusive growth) using it as a baseline to assess if the Council has all the necessary policies in place for achieving inclusive growth.</p>	<p>of the action plan is taking place as part of the Council's response to the pandemic and its impacts on the local economy. This is a helpful reminder from the Commission to take account of the RSA's principles in this review.</p>
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<p><b>Recommendation Two</b> The Commission recommends the Council encourage local pilots or projects that fit within the IEP's area of work to bid for involvement in phase two of the IEP work. To highlight the policies and practices needed for a local economy like Hackney.</p>	<p><b>Response</b> Taking part in the work of the IEP would be a great opportunity for many organisations in Hackney. When opportunities arise for future programmes and funding, the Council will promote these where it can.</p>
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<p><b>Recommendation Three</b> The Commission recommends the Council's Inclusive Economy action plan explores the avenues for social enterprises to access the opportunities to work more closely with anchor institutions and local businesses.</p>	<p><b>Response</b> The Council recognises the need to work more closely with anchor institutions and local businesses, including social enterprises. As part of its ongoing dialogue and relationship with anchor institutions in the Council led Community Partnership Board and its associated working groups. The Council will explore what opportunities exist for developing closer working relationships between social enterprises, local businesses and anchor institutions.</p> <p>Hackney Council is a stakeholder member of the Hackney Social Enterprise Partnership which was formed and is led by social enterprises in the borough. The partnership brings together social enterprises and stakeholder organisations who share the common aspiration of creating an environment where social enterprises can thrive and grow. The Council contributes to the activities of the partnership, these deliverables are reflected in the Administrations manifesto. These include hosting an annual conference for the sector to build the social enterprise network in the borough and share</p>
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	<p>knowledge, experience and ideas; engaging with social enterprises to support them in selling to the Council and collaborating with the sector to help shape future procurement policy.</p> <p>While still in the early stages this partnership will provide the opportunity for the Council to further support the sector including the creation of opportunities for social enterprises to work with anchor institutions and businesses.</p>
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<p><b>Recommendation Four</b> The Commission recommends as part of the Council's Inclusive Economy action plan the Council explores how they can encourage different modes of business ownership.</p>	<p><b>Response</b> The strategy contains commitments to supporting the range of businesses that operate in Hackney - small firms, black and ethnic minority owned businesses, social enterprises and cooperatives as well as start-ups and larger companies.</p> <p>The strategy and action plan contain steps for the Council to support these businesses. For example shaping Planning policies to support business growth, business support programmes and the implementation of affordable rent policies. The pandemic and subsequent economic impact on local businesses has thrown commercial rents and the relationship between commercial tenants, commercial landlords and the Council into sharp relief.</p>
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<p><b>Recommendation Five</b> The Commission suggests the Council looks at the reasons why Hackney's economy is so different from the national trends. The Commission recommends the Council develops an understanding of the trends related to Hackney's SMEs such as being able to confirm why businesses choose Hackney as their</p>	<p><b>Response</b> The economic circumstances during this pandemic have had a significant impact on our local economy, particularly many of our SMEs. Work has been ongoing to ascertain the effect of the initial lockdown and of the phased reopening on our businesses. It has been difficult to get up-to-date data, but the Council has been</p>
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<p>start up location; the conditions that allow them to thrive and grow and the reasons for their higher than average survival rate.</p>	<p>monitoring the economic impact more widely across London. Two surveys have also taken place with businesses locally. As the national economy is currently in recession, the need for insight into our local economy has shifted to trying to anticipate the longer term impacts of the pandemic.</p> <p>Prior to the pandemic a report was commissioned in 2018 on a study of the Hackney economy, workspace and social value which provided an insight into the range of business sectors, growth areas both for businesses and employment outcomes, and socio economic change. This information has provided a useful evidence base informing the Council's business support activities; indications can also be drawn from the report and the Council's own area based knowledge of the variables contributing to business development and growth. Commissioning a similar report in future could provide valuable information on the extent that the pandemic has affected our local economy and inform a context for future business support programming.</p>
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<p><b>Recommendation Six</b> The Commission recommends the Council explores how future workforce intelligence can be gathered. The Commission is of the view this could be a joint piece of work between the council and local businesses. This work should include identifying future job roles and business needs.</p>	<p><b>Response</b></p> <p>It would be valuable to explore this further and provide a definition for what the term 'workforce intelligence' actually embraces. Currently the Council has a network in place where through it's work with local businesses it is able to identify job opportunities arising with local businesses and refer these to the Employment and Skills team to coordinate and promote local employment opportunities.</p> <p>In addition the <a href="#">Hackney Business Toolkit</a> promotes and articulates a range of measures and packages that businesses, small or large, can draw on</p>
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	from the Council and how the Council can reciprocate.
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<p><b>Recommendation Seven</b></p> <p>The Commission recommends the Council considers developing locally specific responsible business objectives that will encourage businesses who are employing to look at how they redesign jobs, how job roles are divided and the labour sourced.</p>	<p><b>Response</b></p> <p>Our mission is to make Hackney fairer, building a more inclusive and resilient economy, one that nurtures start-up businesses, provides continuity for established businesses, and supports growing and scaling up businesses.</p> <p>The Council's <u>business toolkit</u> sets out our offer to businesses operating in the borough and how business can work with the Council to make Hackney a fairer place for all.</p> <p>The toolkit highlights the need for businesses to adopt social values including paying the London Living Wage, employing local residents and taking on apprentices. It also provides the routes to the support available for businesses to achieve these outcomes.</p> <p>Following the current response to the pandemic the Council will actively promote the toolkit to businesses and track and monitor pledges made by businesses to support the local economy, local residents and businesses.</p> <p>The Employment, Skills and Adult Learning (ESAL) team is committed to working closely in partnership with local businesses to secure opportunities for Hackney residents within their community to ensure positive social value outcomes are secured through linking residents directly to employers/opportunities via the Hackney Works service.</p> <p>Through section 106, Unilateral Undertaking agreements and</p>
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	<p>procurement-based contracts, ESAL utilises council leverage to formalise commitments from businesses via Strategic Employment and Skills Plans (ESPs) to ensure maximum social value is secured for residents to embed inclusive employment outcomes. Our work directly aims to secure a menu of inclusive opportunities, including apprenticeships, work experience, supported internships and part-time/full-time work whilst actively encouraging the business community to pay the London Living Wage to ensure all residents within Hackney have access to an inclusive economy which supports communities to thrive.</p> <p>In a post COVID-19 labour market we recognise that the recession will have a greater impact on job seekers in Hackney with disabilities, mental health or autism. As a result, we will work closely with businesses to explore job carving and job design. Two methods for customising job duties which are proven to improve overall productivity within a workforce.</p> <p>In addition we will work closely with businesses to ensure that recruitment methods are inclusive and support residents with a range of disabilities into the workforce. For example, through the use of work trials.</p>
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<p><b>Recommendation Eight</b> The Commission recommends the Council's action plan for the Inclusive Economy strategy considers exploring if specific interest forums may help inclusion for businesses particularly Black and Minority Ethnic</p>	<p><b>Response</b> During the Covid-19 pandemic a substantial amount of business engagement was undertaken through surveys, online business forums, emails and in 121 exchanges as well as managing and distributing the £100m</p>
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<p>businesses (BAME) based on the key challenges these local businesses face.</p>	<p>business pandemic support package to the boroughs business community.</p> <p>The next piece of work focussed on supporting the business community is to analyse this data and develop a business support programme that addresses the medium to long term impact of Covid-19 on the borough's businesses and to establish whether or what specific support may be required for certain groups or sectors and propose the most effective way to provide this going forward.</p>
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<p><b>Recommendation Nine</b></p> <p>The Commission recommends the Council ensures the action plan for the Inclusive Economy strategy links up social and economic inclusion policies to reinforce one another. The Commission would like an update on how this has been achieved.</p>	<p><b>Response</b></p> <p>The Inclusive Economy action plan contains the objectives and commitments from the strategy and links across to other Council strategies and manifesto commitments - for example these include the Sustainable Procurement Strategy, LP33, Transport strategy, Older People Strategy, Young Futures and the Arts &amp; Cultural strategy.</p> <p>A wide range of services across the Council participate in the Inclusive Economy steering group and this enables effective cross service programming and delivery of the inclusive economic and social outcomes the policies articulate and the Council is seeking.</p>
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<p><b>Recommendation Ten</b></p> <p>The Commission recommends the Council considers using its business forums to help influence business behaviour. We would encourage the Council to diversify its geographical focus for business forums and consider having special interests business forums. They could operate like the apprenticeship network (leading by example) to encourage</p>	<p><b>Response</b></p> <p>The Hackney Business Network (HBN) forums are currently area based and are held for businesses in Shoreditch, Dalston, Hackney Central, Hackney Wick, Clapton &amp; Stamford Hill. Businesses and self-employed residents are encouraged to attend and notices are distributed via the HBN and through the Councils social media networks. The forums currently do not target specific</p>
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<p>the adoption of inclusive business models that provide fairer rewards, minimum employment standards and investment in the workforce.</p>	<p>sectors or business types and efforts are made to ensure they are as accessible as possible and of value.</p> <p>It is a priority that the forums are inclusive and are attended by a wide range of businesses to help build the relationship and a set of shared values between businesses and the Council, promoting a stronger sense of community that reaches out and engages with residents in the borough and encourage local supply chains to further enhance the resilience of the local economy.</p> <p>The content of these forums is carefully structured to include local information, business promotion, local opportunities but also they act as a key route for the Council to share our inclusive economy aspirations and influence business behaviour through the promotion of the London Living Wage, apprenticeships, local employment and CSR opportunities. There is an intention to review the roles and content of the forums over the coming months as part of the Covid phase 2 work.</p> <p>Underpinned by the development of co-designed Employment &amp; Skills Plans with businesses, our approach to employer engagement is focused around sectors of local economic growth, and those with trends of growing under representation. As an example, HereEast has created a local economy housing the growth of successful SMEs, large businesses, and internationally recognised higher education institutions. We have been successfully developing a bespoke place based employment and skills approach with Here East, which has fostered direct and effective partnerships leading to a significant increase in local residents engaging with</p>
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	<p>growth sector businesses. The effects of covid-19 on businesses ability to physically engage residents has been mitigated by the creation of bespoke virtual engagement sessions, which are supported by the creation of a variety of employment opportunities beyond the traditional academic only pathways.</p>
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<p><b>Recommendation Eleven</b> The Commission recommends the Council:</p> <p>A) Explores how local SMEs can feel appreciated and how to champion local businesses who make available and offer the Council's recommended routes for work opportunities.</p> <p>B) Gathers insight work and co-designs with SMEs the low carbon infrastructure locally to reduce the use of fossil fuels and their dependence on polluting vehicles.</p>	<p><b>Response</b> The Council actively champions businesses who have adopted our social values. The Hackney Business Toolkit itself describes and promotes local businesses and case studies, but on a larger scale hundreds of businesses following best practices have been promoted during our yearly campaigns during London Living Wage Week, Social Enterprise Day, Small Business Saturday and National Apprenticeship Week.</p> <p>As work continues to progress with the Zero Emissions Network in the Shoreditch area connecting businesses with zero carbon resources, this agenda is moving forward at some pace and spreading geographically.</p> <p>SMEs have a key role to play in transitioning to a low carbon economy, supporting a greener recovery that builds on immediate actions being delivered as a consequence of the impact of the pandemic.</p> <p>The future green recovery event scheduled for November this year will include SME representation as a key stakeholder, co-designing low carbon neighbourhoods based on the '15 minute city principles' as well as examining the role of local businesses in green skills development.</p>
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	<p>Existing engagement with SMEs is occurring in a variety of key geographical locations and is in the process of being extended as part of our award winning Zero Emission Network. We will also be working closely with SMEs as we move to the expansion of ULEZ in 2021 which will encourage a shift to less polluting vehicles, supported by an expansion of EV charging infrastructure in the borough being driven by the Council.</p>

<p><b>Recommendation Twelve</b>  The Commission recommends the Council looks at a way they can ensure there is local support for SMEs and examples of how they can engage with the Corporate Social Responsibility (CSR) agenda to work towards having a sustainable local business in the borough.</p>	<p><b>Response</b>  The different ways that advice for businesses is provided can be found on the Councils webpage: <a href="https://hackney.gov.uk/business-advice">https://hackney.gov.uk/business-advice</a></p> <p>The Hackney Business Network (HBN) is the Councils primary engagement tool with businesses and consists of the Hackney Business Network website, twitter and newsletter. Advice, support and CSR opportunities are shared via these routes to over 6000 businesses on a daily basis.</p> <p>As noted previously the Council has produced a <a href="#">business toolkit</a> which sets out the Council's offer to businesses working in the borough and how they can work with the Council to make Hackney a fairer place for all. There is also specific advice about reducing business waste, reducing the businesses environmental impact and promoting to businesses the adoption of the <a href="#">Fairtrade</a> objectives.</p>
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<p><b>Recommendation Thirteen</b>  The Commission recommends the Council considers the ways in which SMEs can contribute to the longer-term needs of the local</p>	<p><b>Response</b>  The Council proposes that as part of the HBN forum review consideration is given to this recommendation, designing a potential programme and the resources</p>
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<p>economy constructively, the Commission is of the view there is a role for the Council in supporting SMEs with the space to do strategic thinking.</p>	<p>defined required to provide such support and space. It will also give an opportunity to seek the views of SME's in the borough as to what might be relevant or appropriate for them. This engagement will be informed by the Inclusive Economy strategy's objectives.</p>
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<p><b>Recommendation Fourteen</b> The Commission recommends mapping the demand among SMEs for affordable workspace and from this information create a mechanism to assess need. This could be a way to harness the council's work around affordable workspaces to understand the impact it is having and if it incentivises more organisations to contribute to social value work.</p>	<p><b>Response</b> Through the preparation of Hackney's new Local Plan, LP33, and the Councils Area Regeneration work across the borough it has developed an up to date baseline understanding of the demand for affordable workspace in the borough.</p> <p>As the programme of area based regeneration plans and policies are brought forward for Homerton, Clapton / Hackney Downs, Shoreditch, Dalston, Hackney Central, Hackney Wick and Stamford Hill the Council will gather more local area specific data on the demand for affordable workspace and shape policy and delivery on this.</p>
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<p><b>Recommendation Fifteen</b> The Commission recommends that the Council ensures the procurement opportunities given to SMEs are dovetailed with safeguards that ensure the SME is not unduly exposed to high costs like TUPE or delays in contract transition.</p>	<p><b>Response</b> This recommendation is being progressed as part of a range of activities being undertaken in the delivery of the Council's Sustainable Procurement Strategy.</p>
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<p><b>Recommendation Sixteen</b> The Commission recommends, with regards to technology advances, the Council's Inclusive Economy action plan includes working with local partners to identify the support and help residents need to:</p>	<p><b>Response</b> The Inclusive Economy strategy adopted in November 2019 clearly identifies the skills challenges arising from technology, for example, the move to greater automation.</p>
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<p>A) understand the change coming and</p> <p>B) have a clearer understanding of the steps they would need to take to transition following changes to their job, and or sector of employment.</p>	<p>Within the Council's Adult Learning provision, there is an increased focus in on digital skills training, particularly for entry level and ESOL learners. Programmes of study this academic year have been extended to include a short contextualised digital skills induction as a bolt on to planned curricula. A wider ICT learning offer has also been planned for learners at all levels. Face to face digital support sessions in the community are being planned for digitally excluded residents who want to access online learning opportunities.</p> <p>The Central London Forward (CLF) Skills Strategy, which encompasses Hackney as a constituent borough, recognises that London as a leading hub of economic, social and community activity has an important role in ensuring that through skills, training and high-quality employment historical inequalities and barriers to the labour market are effectively mitigated to ensure no Londoner is left behind or excluded from the economy.</p> <p>Over the next 5 years, by linking the needs of employers to the aspirations of residents through high-quality training, and skills development, CLF aims to reform the Central London skills system to ensure that it is fit for future purpose by placing renewed emphasis on securing positive learner outcomes and progression pathways in partnership with employers, and adult learning/skills providers. These changes which are due to commence in September 2020, and will create a new vision for skills across London that strengthens collaboration with employers, providers and people to effectively respond to the needs and demands of the changing labour market.</p>
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<p><b>Recommendation Seventeen</b></p> <p>The Commission recommends the communication plan for the Council's Inclusive Economy strategy outlines how it will or aims to attract the attention and engage with all residents including residents who live in the borough but who do not own a business or work locally.</p> <p>The Commission wishes to receive an update about the proposed communication plan to promote the Inclusive Economy strategy.</p>	<p><b>Response</b></p> <p>The general communications plan for the Inclusive Economy strategy is woven into the wider Council communications strategy and the Rebuilding a Better Hackney Narrative. The Council has, from its experience, recommended that this approach is the more effective approach to take in reaching out to a general audience rather than a separate comms plan for the Inclusive Economy strategy itself.</p> <p>More specific communications plans will be linked to the implementation of the strategy's objectives. These objectives are being revisited and reprioritised in the light of the Covid-19 pandemic.</p> <p>The team would welcome an opportunity to discuss this approach at a future Commission meeting as the above work stream unfolds in the coming months.</p>
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<p><b>Recommendation Eighteen</b></p> <p>The Commission recommends local education providers and training education providers work with local businesses to explore and co-design curriculums so they can better align with the jobs and skills needed in the labour market. The Commission suggests taking action like hosting events to provide information about the apprenticeship levy and T-levels to demystify the process of offering placements.</p>	<p><b>Response</b></p> <p>The Hackney Apprenticeship Network has been established by the Council to better connect businesses with high quality training education and training providers close working with training and education providers. More generally, the focus of the Hackney Apprenticeship Network is on demystifying the apprenticeship landscape and making participation as simple as possible for employers e.g. by connecting employers to quality-assured training providers.</p> <p>Our STEM commission which will be established in 2021 will put a focus on fostering links between education providers and employers to ensure curriculums are aligned with the needs of the local STEM economy, and that training can be co-designed and</p>
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	<p>co-delivered by employers, and tie into pre-employment pathways e.g. through the kickstart scheme.</p> <p>Likewise, established good practice between adult learning training providers and local employers who input into curriculum and course design, will be extended as the vocational training offer for adults expands.</p>
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<p><b>Recommendation Nineteen</b>  The Commission recommends the employment and skills board consider the use of social media to nudge people and get people interested in career development, so they can learn more about the labour market or industry changes and better prepare for the economic changes whether that is labour market or industry changes.</p>	<p><b>Response</b>  We have created an online platform (Hackney Opportunities) that gives residents a better understanding of different progression pathways and support that is available in the borough. This platform allows us to advertise all the employment and training opportunities available in Hackney and makes it easier for residents to access them. The opportunities advertised are not just focused on jobs but covers a wider range such as work placement, apprenticeship, upskilling, training.</p>
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<p><b>Recommendation Twenty</b>  The Commission wishes to receive regular updates as the Council develops the metrics that will underpin the Council's Inclusive Economy strategy. The Commission would like to explore this further and contribute to the Council's work developing the metrics.</p>	<p><b>Response</b>  A workshop with Officers took place in January 2020 to confirm the purpose of the metrics, discuss what information should be included, consider format options and, agree the domains to focus on and group metrics into.</p> <p>Since this workshop a draft set of five tables for each domain has been prepared. To date mainly publicly available data has been included.</p> <p>A full draft of the metrics is due to be completed before the end of the year and officers would welcome the opportunity to share this first complete draft with the</p>
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	<p>Commission for feedback on content and format.</p> <p>The team would be happy to provide an update by email or to present at a future meeting.</p>
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**SECTION 85 LOCAL GOVERNMENT ACT 1972 – RESOLUTION TO EXTEND SIX MONTH RULE AND CHANGES TO CABINET MEMBERSHIP/PORTFOLIOS**

<p><b>CABINET</b></p> <p>19 October 2020</p>	<p><b>CLASSIFICATION:</b></p> <p>OPEN</p>
<p><b>WARD(S) AFFECTED</b></p> <p>Woodberry Down Hackney Downs</p>	
<p><b>GROUP DIRECTOR</b></p> <p>Tim Shields, Chief Executive</p>	

## **1. SUMMARY**

- 1.1 The purpose of this report is to enable the Cabinet to note a dispensation of the 6 month rule for Councillor Rickard, and Councillor Selman on the grounds of their respective maternity leave.

## **2. RECOMMENDATIONS**

- 2.1 **That the Cabinet note in accordance with Section 85 of the Local Government Act 1972, notes Councillor Rickard's non-attendance at meetings until the Council AGM in May 2021 to accommodate her maternity leave.**
- 2.2 **That the Cabinet in accordance with Section 85 of the Local Government Act 1972, notes Councillor Sellman's non-attendance at meetings until the Council AGM in May 2021 to accommodate her maternity leave, and the appointment of Councillor Susan Fajana-Thomas to Cabinet to cover the maternity cover, and other changes to other Cabinet member portfolios as detailed in paragraph 4 below..**

## **3 BACKGROUND**

- 3.1 Section 85 of the Local Government Act 1972 states that if a member of a local authority fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority, they shall cease to be a member of the authority. The only exception is if their non-attendance has been approved by the authority before the expiry of that period. Attendance can be at any committee or sub-committee, or at any joint committee, joint board or other body where the functions of the authority are discharged. Section 85 of the Act allows an authority to grant dispensation for such absence providing the dispensation is granted before the 6 month period of absence has expired.
- 3.2 Councillor Sellman's and Councillor Rickard's last council meeting before they went on maternity leave, was on the 22 July 2020. Under the circumstances it is requested that Council approve a dispensation of the 6 month rule for both councillors until the next AGM scheduled for 22 May 2021. This would not prevent either Councillor from returning to meetings at any time before this date should they decide to take less than a year's maternity leave.

## **4. IMPACT**

- 4.1 The councillors' ward duties will be undertaken by their ward colleagues. The Mayor has confirmed the following arrangements in order to cover Councillor Selman's Cabinet portfolio:

Councillor Susan Fajana-Thomas will be appointed Cabinet member for Community Safety, to cover the community safety, enforcement, and regulation elements of the portfolio.

Councillor Kennedy will be responsible for the strategic relationship with the Voluntary and Community Sector (VCS), including VCS grants and property; he will be supported by Councillor Maxwell in relation to lunch clubs, Connect Hackney and the new Marie Lloyd Centre.

Councillor Williams will be responsible for policy, strategy and devolution (working with the Mayor), along with refugees and vulnerable migrants.

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

5.1 There are no direct financial implications emanating from this report.

## **6. COMMENTS OF THE DIRECTOR OF LEGAL & GOVERNANCE**

6.1 Section 85 of the Local Government Act 1972 ('LGA') states that if a member of a local authority fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority, they shall cease to be a member of the authority.

6.2 The only exception is if their non-attendance has been approved by the authority before the expiry of that period. Attendance can be at any committee or sub-committee, or at any joint committee, joint board or other body where the functions of the authority are discharged. Section 85 of the Act allows an authority to grant dispensation for such absence providing the dispensation is granted before the 6 month period of absence has expired.

6.3 This report is to enable the Council to consider a dispensation of the 6 month rule for both Councillors on the grounds of their maternity leave. It is recommended, in light of this, the extension is granted.

## **APPENDICES**

None

## **BACKGROUND PAPERS**

None

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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