



COUNCIL

All Members of the Council are
HEREBY SUMMONED
to attend a meeting of the Council
to be held on:

Wednesday, 25 January 2023, at 7.00 pm
Hackney Town Hall,
Mare Street E8 1EA

The live stream can be viewed here:

<https://youtu.be/dHqjccwH0s4>

Back up link:

<https://youtu.be/nFqBzBYqSE8>

Mark Carroll
Chief Executive
17 January 2023
www.hackney.gov.uk

Contact: Natalie Williams
Senior Governance Officer
governance@hackney.gov.uk

MEETING OF COUNCIL WEDNESDAY, 25 JANUARY 2023 ORDER OF BUSINESS

1 Apologies for Absence

2 Speaker's Announcements

3 Declarations of Interest

Members are invited to consider the guidance which accompanies this agenda and make declarations as appropriate.

4 Minutes of the Previous Meeting (Pages 15 - 44)

To consider the minutes of the meeting held on 23 November 2022

5 Questions from Members of the Public

The deadline for questions from members of the public is 12 noon, four clear working days before the meeting (Wednesday, 18 January). If you wish to submit a question you can do so by emailing governance@hackney.gov.uk or via the Council's website.

A supplementary agenda setting out any public questions received after the publication of the main agenda will be circulated shortly after this deadline.

6 Questions from Members of the Council

6.1 From Cllr Zoë Garbett to the Mayoral Adviser for Private Rented Sector and Housing Affordability

Can the Cabinet Member explain why only 9 Hackney landlords have been submitted to the London Rogue Landlord checker since 2017?

6.2 From Cllr Eluzer Goldberg to the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

Can the Cabinet Member provide an update on the Council's efforts to make Hackney smoke free by 2030?

6.3 From Cllr Alastair Binnie-Lubbock to Cabinet Member for Environment and Transport

During recent snowfall and cold snap, many pavements remained treacherous for days, limiting people's mobility while roads were fully gritted with

environmentally damaging salt based grit. What has the Council learned from this about giving pavements and paths equal priority to roads?

6.4 From Cllr Grace Adebayo to the Mayor

In June 2020, Barratt Developments embarked on the journey of replacing the cladding in Dalston Square in line with the new standard set out by the Ministry of Housing, Community and Local Government; residents were told that the cladding replacement would be completed within 18 months. 30 months down the line, the scaffolding is still up and cladding work uncompleted, not to mention the emotional and psychological impact on residents. Can the Mayor or the Cabinet Member kindly tell us the reason for the delay?

6.5 From Cllr Zoë Garbett to the Deputy Mayor for Delivery, Inclusive Economy & Regeneration

Currently, only 25% of the Council's contracts go to local businesses which means 75% of contracts – and so profits – flow out of the borough, when will you increase this to a much more meaningful 50%?

6.6 From Cllr Sarah Young to the Cabinet Member for Housing Services and Resident Participation

What is the Council doing to improve its responses to damp and mould, both short term and in the medium-longer term, especially on regeneration estates like Woodberry Down where the homes are older, colder and not up to modern standards?

6.7 From Cllr Alastair Binnie-Lubbock to the Deputy Mayor for Delivery, Inclusive Economy & Regeneration:

British Trust for Ornithology estimates up to 100,000,000 birds crash into windows of buildings in the UK each year, with one-third dying as a result, London Plan Policy D9 suggests impacts of tall buildings on birds "may need to be taken into consideration" in development. Will Hackney create planning policy guidance?

6.8 From Cllr Midnight Ross to the Mayoral Adviser for Housing Needs and Homelessness

With the cost of living and increase in homelessness, how is the council supporting vulnerable women through temporary accommodation?

6.9 From Cllr Lee Laudat-Scott to the Cabinet Member for Families, Parks and Leisure

Could the Cabinet Member provide an update on the London Fields Lido project?

6.10 From Cllr Ali Sadek to the Cabinet Member for Housing Services and Resident Participation

Could the Cabinet Member please update the Council on progress with improving the turnaround time for addressing water ingress to Council homes?

7 Elected Mayor's Statement

8 Calculation of 2023/24 Council Tax Base and Local Business Rate Income - Report of the Cabinet Member for Finance, Insourcing and Customer Service: To Follow

This report is late because of the need to reflect the decision on the localised business rates pooling scheme which will not be made available until after publication date of this agenda. There have also been delays in preparing the business rates section of the report due to hold ups in the required software releases.

9 Children and Families Service Annual Report - Report of the Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care: Enclosed (Pages 45 - 124)

10 Gender and Ethnicity Pay Gap 2022 - Report of the Cabinet Member for Employment, Human Resources and Equalities: Enclosed (Pages 125 - 150)

11 Annual Pay Policy Statement 2023/24 - Report of the Cabinet Member for Employment Human Resources and Equalities : Enclosed (Pages 151 - 164)

12 Members' Allowances Scheme - Group Director: Chief Executive : Enclosed (Pages 165 - 192)

13 Appointments to Committees and Commissions – Director: Legal, Democratic and Electoral Services : Enclosed (Pages 193 - 194)

14 Appointments to Outside Bodies – Director: Legal, Democratic and Electoral Services : Enclosed (Pages 195 - 198)

15 Motions

15a Fireworks and Sky Lanterns

This Council notes:

- Fireworks can be a source of significant problems, fear and distress for many animals. They can cause psychological distress and injuries as animals attempt to run away or hide from the noise.
- The noise generated by fireworks has been found to be the most common cause for fear responses in dogs. The loud and sudden noise can also be a trigger for PTSD-related symptoms in humans. The debris can also pose a hazard to other animals.
- The short-lived nature of firework noise can make it difficult for the police or local authority officers to pinpoint locations and take action.
- Fireworks can be a risk to public safety when lit in small garden spaces in which people of all ages including children can be injured and there is a risk to fire safety for private and public property.
- In October 2022, fireworks were let off into a large crowd of people at Stratford shopping centre. Over the years, there have been a number of incidents involving fireworks in Hackney including a two year old sustaining burns.
- Fireworks and sparklers are only permissible for purchase from registered sellers for private use on selected dates of the year including: 15th October to 10th November, between 26th to 31st December, 3 days before Diwali and 3 days before Chinese New Year. It is possible to purchase fireworks outside of the dates above but only from retailers with a specific licence.
- An estimated 200,000 sky lanterns are released every year in the UK. As the popularity of sky lanterns increases, so too does the risk to animals and the environment.
- Sky lanterns are a danger to animals, a fire risk, an aviation hazard and a litter nuisance. When ingested, sharp parts can cause internal bleeding in animals. Animals can become entangled in fallen lantern frames and suffer from injury or stress trying to free themselves, and sometimes starve to death from being trapped.
- In Wales, sky lantern releases are banned on council-owned land and property. In other countries, sky lantern release is considered environmentally irresponsible and classed as a crime. In England, although almost 200 councils have voluntarily banned sky lanterns on council-owned land, it remains legal to release paper lanterns.

Hackney Council therefore resolves:

- To require the advertisement of all public firework displays within the local authority boundaries well in advance of the event.
- To actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people and measures to mitigate

the risks. (As examples of possibilities: a public campaign of Rocket 'o'Clock having people fire them at the same time so the impact is shorter. It could even be a campaign on sharing food rather than sharing fireworks (The council may have other ideas and is not expected to use these examples if a better resolution is found)

- To encourage local firework suppliers to stock 'quieter' fireworks (less than 70 dB) for public and private display.
- To only use 'quieter' fireworks (less than 70 dB) in all council funded firework displays.
- To not issue special licences to retailers that allow them to sell fireworks outside the following dates: 15th October to 10th November, between 26th to 31st December, 3 days before Diwali and 3 days before Chinese New Year.
- To ban the release of sky lanterns on Hackney Council owned land and discourage their release anywhere in Hackney.

Hackney Council further resolves to write to the UK Government and urge it:

- To introduce legislation to limit the maximum noise level of fireworks to 70dB for those sold to the public for private display.
- To ban the release of sky lanterns on public and private land, in line with the Civil Aviation Authority to ensure public safety around airports.

Proposer: Cllr. Zoë Garbett

Seconder: Cllr. Alastair Binnie-Lubbock

15b Local Electricity Bill

This Council notes:

- A government report published in 2014 stated that with investment and legislative change, the community energy sector could deliver 3,000 megawatts (MW) of energy by 2020.
- Evidence to the Parliamentary Environmental Audit Committee's recent 'Technological Innovations and Climate Change: Community Energy' inquiry states that "by 2030 the community energy sector could grow by 12-20 times, powering 2.2 million homes and saving 2.5 million tonnes of CO2 emissions every year..."
- But the same inquiry also noted that as of 2020, community energy contributed just 278 MW of renewable energy.
- Local renewable energy generators, such as community energy groups, are unable to sell the energy that they generate to local people because the current energy market and licensing rules lead to unmanageable local supply costs.

- Power for People is a not-for-profit organisation campaigning for the Local Electricity bill that would kick start a community energy revolution.
- Power for People estimates a Local Electricity Act would result in a twenty-fold increase in renewable community energy generation over 10 years, preventing 1.5 million tonnes of CO2 emissions every year.
- The Co-operative Party is calling for a £90 million National Community Energy Fund to help deliver 150,000 new community energy owners.
- Hackney Council is supporting community energy generation schemes through its £300k Community Energy Fund.

This Council believes:

- That the Local Electricity Bill would help local authorities, like Hackney, sell locally generated renewable energy installed by Hackney Light and Power.
- Revenue generated from Hackney Light and Power could be re-invested into a local decarbonisation scheme.

This Council resolves to:

- Write to Power for People to inform them of the Council's support for their campaign.
- Write to the local Members of Parliament to inform them that the Council has passed this motion and supports the Local Electricity Bill.
- Write to the Secretary of State for Business, Energy and Industrial Strategy, and the Minister for Energy and Climate, calling on the Government to:
 - support the Local Electricity Bill;
 - follow Hackney Council's lead by setting up a National Community Energy Fund

Proposer: Cllr Gilbert Smyth

Secunder: Cllr Margaret Gordon

15c Right to Food

This Council notes that:

- The last decade has seen a staggering rise in food poverty across the UK, with millions of people going hungry in the UK and food bank use spiking since the start of the pandemic.
- In April 2020 alone, Hackney's food bank fed 1,803 people (an 186% increase on the previous year) with over 400 of them being children.
- During the height of the pandemic and first lockdown, the Council was delivering 1,500 food parcels per week, on average.

- During school holidays and half terms, Hackney Council supports families of more than 20,000 children on low incomes with help to buy food and pay bills.
- Some data suggests that as many as 56,000 adults are missing meals and 22,000 using a food bank in Hackney as a result of the cost of living crisis.
- Department of Work and Pensions statistics show that the number of people in Hackney dependent on Universal Credit has risen from 13,000 in 2020 to 32,000 in 2022.
- Poverty in our borough and across London has been exacerbated by the pandemic and this Conservative Government's failure to tackle the current cost of living crisis and target support to those who most need it.
- The 'Right to Food' campaign argues that the millions pushed into food poverty should be central to this strategy.
- The establishment of a council-wide Free School Meals task force, aimed at providing a hot meal to as many children in poverty as possible.

Council believes that:

- These figures are devastating for a rich country like the UK and reflect the fact that twelve years of Tory austerity have left too many people below the breadline.
- Enshrining the Right to Food in law would clarify government obligations on food poverty and would introduce legal avenues to hold public bodies accountable for failing to prevent people from going hungry in the fifth largest economy in the world.

Council resolves to:

- Declare Hackney a Right to Food borough and campaign for the Right to Food to be adopted at a national level.
- Ask the Mayor to write to the Secretary of State for Environment, Food and Rural Affairs urging the Government to:
 - Bring forward legislation to enshrine the Right to Food in law, clarifying the government's obligation to protect people from food poverty and introducing legal avenues to hold government bodies accountable for violations.
 - Create a national network of community kitchens including community use of school kitchens.
 - Implement a policy of Universal Free School Meals.
 - Promote access to public land suitable for community food growing.
 - Strengthen Hackney's Food Poverty and Insecurity Action Plan to address the worsening impact of the cost of living crisis to support the borough's poorest and most vulnerable families.

Proposer: Cllr Jon Narcross

Secunder: Cllr Sheila Suso-Runge

Dates of Future Meetings

Members are requested to note the dates of Full Council meetings for 2022/23. All meetings of Full Council will commence at 7.00pm and are scheduled as follows:

- 1 March 2023 (Budget Setting)
- May 2023 (Annual Meeting)

Public Attendance

Following the lifting of all Covid-19 restrictions by the Government and the Council updating its assessment of access to its buildings, the Town Hall is now open to the public and members of the public may attend meetings of the Council.

We recognise, however, that you may find it more convenient to observe the meeting via the live-stream facility, the link for which appears on the agenda front sheet.

We would ask that if you have either tested positive for Covid-19 or have any symptoms that you do not attend the meeting, but rather use the livestream facility. If this applies and you are attending the meeting to ask a question, make a deputation or present a petition then you may contact the Officer named at the beginning of the Agenda and they will be able to make arrangements for the Chair of the meeting to ask the question, make the deputation or present the petition on your behalf.

The Council will continue to ensure that access to our meetings is in line with any Covid-19 restrictions that may be in force from time to time and also in line with public health advice. The latest general advice can be found here - <https://hackney.gov.uk/coronavirus-support>

Rights of Press and Public to Report on Meetings

The Openness of Local Government Bodies Regulations 2014 give the public the right to film, record audio, take photographs, and use social media and the internet at meetings to report on any meetings that are open to the public.

By attending a public meeting of the Council, Executive, any committee or sub-committee, any Panel or Commission, or any Board you are agreeing to these guidelines as a whole and in particular the stipulations listed below:

- Anyone planning to record meetings of the Council and its public meetings through any audio, visual or written methods they find appropriate can do so providing they do not disturb the conduct of the meeting;
- You are welcome to attend a public meeting to report proceedings, either in 'real time' or after conclusion of the meeting, on a blog, social networking site, news forum or other online media;
- You may use a laptop, tablet device, smartphone or portable camera to record a written or audio transcript of proceedings during the meeting;
- Facilities within the Town Hall and Council Chamber are limited and recording equipment must be of a reasonable size and nature to be easily accommodated.
- You are asked to contact the Officer whose name appears at the beginning of this Agenda if you have any large or complex recording equipment to see whether this can be accommodated within the existing facilities;
- You must not interrupt proceedings and digital equipment must be set to 'silent' mode;
- You should focus any recording equipment on Councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to

respect the wishes of those who do not wish to be filmed or photographed. Failure to respect the wishes of those who do not want to be filmed and photographed may result in the Chair instructing you to cease reporting or recording and you may potentially be excluded from the meeting if you fail to comply;

- Any person whose behaviour threatens to disrupt orderly conduct will be asked to leave;
- Be aware that libellous comments against the council, individual Councillors or officers could result in legal action being taken against you;
- The recorded images must not be edited in a way in which there is a clear aim to distort the truth or misrepresent those taking part in the proceedings;
- Personal attacks of any kind or offensive comments that target or disparage any ethnic, racial, age, religion, gender, sexual orientation or disability status could also result in legal action being taken against you.

Failure to comply with the above requirements may result in the support and assistance of the Council in the recording of proceedings being withdrawn. The Council regards violation of any of the points above as a risk to the orderly conduct of a meeting. The Council therefore reserves the right to exclude any person from the current meeting and refuse entry to any further council meetings, where a breach of these requirements occurs. The Chair of the meeting will ensure that the meeting runs in an effective manner and has the power to ensure that the meeting is not disturbed through the use of flash photography, intrusive camera equipment or the person recording the meeting moving around the room.

Advice to Members on Declaring Interests

If you require advice on declarations of interests, this can be obtained from:

- The Monitoring Officer;
- The Deputy Monitoring Officer; or
- The legal adviser to the meeting.

It is recommended that any advice be sought in advance of, rather than at, the meeting.

Disclosable Pecuniary Interests (DPIs)

You will have a Disclosable Pecuniary Interest (*DPI) if it:

- Relates to your employment, sponsorship, contracts as well as wider financial interests and assets including land, property, licenses and corporate tenancies.
- Relates to an interest which you have registered in that part of the Register of Interests form relating to DPIs as being an interest of you, your spouse or civil partner, or anyone living with you as if they were your spouse or civil partner.
- Relates to an interest which should be registered in that part of the Register of Interests form relating to DPIs, but you have not yet done so.

If you are present at any meeting of the Council and you have a DPI relating to any business that will be considered at the meeting, you **must**:

- Not seek to improperly influence decision-making on that matter;
- Make a verbal declaration of the existence and nature of the DPI at or before the consideration of the item of business or as soon as the interest becomes apparent; and
- Leave the room whilst the matter is under consideration

You must not:

- Participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business; or
- Participate in any vote or further vote taken on the matter at the meeting.

If you have obtained a dispensation from the Monitoring Officer or Standards Committee prior to the matter being considered, then you should make a verbal declaration of the existence and nature of the DPI and that you have obtained a dispensation. The dispensation granted will explain the extent to which you are able to participate.

Other Registrable Interests

You will have an 'Other Registrable Interest' (ORI) in a matter if it

- Relates to appointments made by the authority to any outside bodies, membership of: charities, trade unions,, lobbying or campaign groups, voluntary organisations in the borough or governorships at any educational institution within the borough.
- Relates to an interest which you have registered in that part of the Register of Interests form relating to ORIs as being an interest of you, your spouse or civil partner, or anyone living with you as if they were your spouse or civil partner; or
- Relates to an interest which should be registered in that part of the Register of Interests form relating to ORIs, but you have not yet done so.

Where a matter arises at any meeting of the Council which affects a body or organisation you have named in that part of the Register of Interests Form relating to ORIs, **you must** make a verbal declaration of the existence and nature of the DPI at or before the consideration of the item of business or as soon as the interest becomes apparent. **You may** speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

Disclosure of Other Interests

Where a matter arises at any meeting of the Council which **directly relates** to your financial interest or well-being or a financial interest or well-being of a relative or close associate, you **must** disclose the interest. **You may** speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

Where a matter arises at any meeting of the Council which **affects** your financial interest or well-being, or a financial interest or well-being of a relative or close associate to a greater extent than it affects the financial interest or wellbeing of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest, you **must** declare the interest. You **may** only speak on the matter if members of the public are able to speak. Otherwise you must not take part in any discussion or voting on the matter and must not remain in the room unless you have been granted a dispensation.

In all cases, where the Monitoring Officer has agreed that the interest in question is a **sensitive interest**, you do not have to disclose the nature of the interest itself.

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London Borough of Hackney
 Full Council Meeting
 Municipal Year 2022/23
 Date of Meeting: Wednesday, 23 November 2022

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

Councillors in Attendance:	<p>Mayor Philip Glanville - Mayor of London Borough of Hackney Cllr Anya Sizer - Deputy Speaker of London Borough of Hackney</p> <p>Cllr Kam Adams, Cllr Grace Adebayo, Cllr Frank Baffour, Cllr Alastair Binnie-Lubbock, Cllr Sophie Conway, Cllr Michael Desmond, Cllr Sade Etti, Cllr Susan Fajana-Thomas, Cllr Zoe Garbett, Cllr Eluzer Goldberg, Cllr Margaret Gordon, Cllr Ben Hayhurst, Cllr Clare Joseph, Cllr Christopher Kennedy, Cllr Lee Laudat-Scott, Cllr Hershy Lisser, Cllr Richard Lufkin, Cllr Clayeon McKenzie, Cllr Sem Moema (part), Cllr Jon Narcross, Deputy Mayor Guy Nicholson, Cllr Joseph Ogundemuren, Cllr Deniz Oguzkanli, Cllr M Can Ozsen, Cllr Benzion Papier, Cllr Sharon Patrick, Cllr Sam Pallis, Cllr Fliss Premru, Cllr Steve Race, Cllr Ian Rathbone, Cllr Midnight Ross, Cllr Ali Sadek, Cllr Caroline Selman (part), Cllr Gilbert Smyth, Cllr Simche Steinberger, Cllr Sheila Suso-Runge, Cllr Lynne Troughton, Cllr Claudia Turbet-Delof, Cllr Joe Walker, Cllr Jessica Webb, Cllr Carole Williams, Cllr Caroline Woodley, Cllr Penny Wrout and Cllr Sarah Young</p>
Absent:	<p>Deputy Mayor Bramble and Councillors Adejare, Chapman, Coban, Billington, Lynch, Potter, Young Maxwell, Krautwirt and Samatar</p>
Officer Contact:	<p>Natalie Williams, Senior Governance Officer</p>
Live stream link:	<p>https://youtu.be/OJjqN-uKoo8</p>

Councillor Anya Sizer [Deputy Speaker] in the Chair

The Deputy Speaker welcomed all who were in attendance online and in person. A special welcome was extended to the winners of the Mayor’s Civic Awards, their guests and the judges.

1. The Mayor's Civic Awards

1.1 The Mayor's Civic Awards, established in 2016, recognised the efforts of community leaders and sought to inspire others to make a lasting difference within their communities in the borough.

1.2 A vote of thanks was given to all those who nominated, the nominees and the four judges; Dr Ronx, Colette Allen-CEO Hackney Quest, Euphemia Chukwu,-CEO of Fame Star Youth and Tara Mewawalla from the Hackney Gazette.

1.3 The Mayor presented the following awards to individuals:

- **Paul Fosu** - diagnosed with Polio at a young age, he qualified in Fitness Instructing and delivered free classes to patients and residents across the borough. Paul was part of the Together Better NHS Clinical Commissioning Group Project at Elsdale Surgery. The Mayor described him as an amazing example of strength and a community hero.
- **Hawa Sesay** - an award winning activist and campaigner and survivor of Female Genital Mutilation (FGM). She founded the Hawa Trust charity, to support communities of vulnerable women and girls affected by violence and abuse. The Mayor described the work of the charity as 'vital' and Hawa as inspirational.
- **Joyclen Buffong** - managed multiple youth hubs in the borough. Joyclen established Rise.365 in 2019 which inspires, supports and empowers young people. During the pandemic, Joyceln set up a community food shop to help stop food poverty - which continued to operate. The Mayor stated that the work undertaken by Rise365 had 'flipped on its head, the perception of young people'.

1.4 The Mayor presented the following awards to organisations:

- **Hackney Migrant Centre (HMC)** - which had supported refugees, asylum seekers and vulnerable migrants in need for over ten years. They provided free advice and support services including support with immigration, housing, welfare and access to health. The Mayor praised their collective resistance to austerity and the hostile environment and the 'dedication of its staff and volunteers'.
- **Apex** - provided high quality provision for young people including education, drama and sports as well as mentoring, coaching and family support. Apex particularly supported low-income families, signposting to resources & services and worked to address education gaps and attainment levels especially amongst young black boys and Looked After Children. The Mayor stated that Apex goes 'above and beyond providing for young people and their families in Hackney'.

- **Connecting All Communities (CAC)** - a devoted group of volunteers who supported families in need. The primary aim was to tackle segregation and encourage community cohesion, by offering: mentoring and employment support, housing and welfare advice, citizenship programmes, translation services, cooking classes and intergenerational activities. The Mayor praised the CEO Shukri Adan's incredible 'leadership and commitment to partnership'.

There was a brief intermission, prior to the formal commencement of the Full Council meeting.

The meeting resumed at 7.25pm.

2 Apologies for Absence

- 2.1 Apologies for absence were received from Deputy Mayor Bramble and Councillors Adejare, Chapman, Coban, Lynch, Potter, Young, Maxwell, Krautwirt and Samatar
- 2.2 It was noted that Councillors Potter, Samatar and Young had joined the meeting remotely and were reminded that they were not counted as being 'present' for the purposes of the Local Government Act 1972 and could not vote on any item under consideration.

3 Deputy Speaker's Announcements

- 3.1 The Deputy Speaker informed the chamber of her recent civic engagements which 'acted as very welcome pockets of hope and light'. These included:
 - Diwali celebration at Hackney Town Hall which brought members of the Hindu and Sikh community to celebrate with food, dance and the switching on of the lights in the Town Hall square.
 - Postponed highlights of Hackney Carnival showcased at Shoreditch Town Hall.
 - Antigua and Barbuda anniversary event at St Matthias church.
 - The Lord Mayor's show
 - Remembrance Sunday hosted by Saint Church, led by Reverend Al Gordon and Rev Paul Cowley.

4 Declarations of Interest

- 4.1 There were no declarations of interest.

5 Minutes of the Previous Meeting

- 5.1 Cllr Steinberger raised concerns relating to the recording of attendance at a previous Council meeting. The Monitoring Officer gave assurances via the Deputy Speaker that this issue was being investigated and that he would be contacted by the Governance Team Leader.
- 5.2 **RESOLVED:** That the minutes of the Council meeting held on 26 October 2022 be agreed as a true and accurate record of proceedings.
- 5.3 **NOTE:** *Since this meeting, the Governance Team Leader contacted Cllr Steinberger in relation to the issues raised and this matter has been resolved.*

6 Petition

Details of the petition can be found in the agenda.

<https://hackney.moderngov.co.uk/documents/g5477/Public%20reports%20pack%20Wednesday%2023-Nov-2022%2018.30%20Council.pdf?T=10>

- 6.1 Karen Neill, Katie Killip and Ben Pearson addressed Council on motorcycle and scooter parking charges as set out in the petition submission in the agenda. A summary of the main points raised included:
- The petition against the Council's planned motorcycle and scooter parking charges had been signed by 7750 people
 - During the consultation, the Council received almost 4000 responses, 80% of which were against the proposals.
 - The report produced by the Council was fundamentally flawed claiming that motorcycles were more polluting than cars. This was used to dismiss the results of the consultation and justify the charges.
 - The claim was based on a 20 year old study that looked at non catalytic converter motorcycles from the mid 1990's on bikes which were obsolete.
 - Consultation showed that 51% of riders use their bike for commuting
 - Riders would face parking charges of £6 per hour which for an everyday commuter adds up to £14,000 per annum.
 - Charging bikes the same as cars was unjust and disproportionate. Cabinet failed to recognise the fundamental differences between cars, and electric motorcycles which produced no tailpipe emissions.
 - The parking charges would result in: more car use, increased use of kerbside space for parking, failure to improve air quality, increased congestion and pollution.
 - The negative impact of the charges to local businesses and the borough.
- 6.2 Following questions from Members, the petitioners stated that consultation on the charges showed widespread opposition. Only 1 in 5 respondents supported the charges with 97% of motorcyclists and the majority of residents opposed to them. The petitioners believed that whilst the Council claimed that

the charges were not aimed at raising revenue, this claim was doubtful given such steep charges. It was felt that charges would most impact working class people living, working and commuting into Hackney, which would have a detrimental effect on businesses in the borough. The petitioners wished to engage Council officers to assist in finding a resolution. They cited examples of how other London local authorities had dealt with the issue of congestion, the environment and motorcycle parking charges.

- 6.3 Mayor Glanville responded on behalf of the Cabinet Member for Environment and Transport who was not present. He thanked the petitioners for attending and acknowledged that they were originally to attend September's Full Council meeting which was scaled back due to the death of Her Majesty Queen Elizabeth II. It was noted that in recent months, representations had been made to Cabinet which was indicative of the strength of feeling pertaining to this issue. He explained that consultation was completed on the principle of motorcycle charging, the results of which fed into the Parking Enforcement Plan consultation. He believed that motorcyclists were not exempt and should pay for the use of the public highway and parking.

NOTE: since the publication of these minutes, it has been noted that the Motorcycle Action Group had made representations to Cabinet and not Save London Motorcycling.

- 6.4 Mayor Glanville stated that during the 6 month consultation on motorcycle changes, feedback from almost 5,000 people was received and the consultation on the Parking and Enforcement Plan received over 8,000 responses. He believed this demonstrated the extent of the engagement on the Council's plans. These plans were a step to Hackney becoming the most walking and cycling friendly borough in London.

- 6.5 Addressing the points made by the petitioners, the Mayor stated the following:
- The important role that motorcycles, scooters and mopeds play in the Hackney economy was recognised. This was demonstrated in the support of the delivery drivers' campaign in Dalston when it was ensured that the Council provided them with adequate facilities and space.
 - All forms of vehicles, including emissions embedded in electric vehicle (EV) motorbikes and cars needed to be recognised in the charging regime.
 - The Council's pledge to tackle toxic air and pollution and reduce the amount of miles driven on its roads meant always prioritising the cleanest forms of transport – walking, cycling and public transport. Then treating all other private transport options based on their tailpipe emissions with a surcharge on diesel vehicles.
 - Placing motorcycles on the same footing as all other vehicles, with permit prices based on the emissions they produce, would help deliver those pledges.
 - At the request of petitioners, the number of charging bands would be expanded from three to seven. Bikes under 125cc would see a permit

price of £1.30 a week. 125cc covered most mopeds. This was felt to be a fair and proportionate charge.

- Under the new banding regime, the least polluting vehicles would see permit charges seven to ten times less than drivers of the most polluting vehicles.
- The administration did not support powered commuting of any kind.

6.6 Concluding, the Mayor highlighted that the Parking Enforcement Plan was an Executive decision reserved for Cabinet. He recommended that this issue be further discussed at a future Cabinet meeting. He committed to reviewing the negative impact of the charges highlighted over the first year of implementation. He stated that should some of the externalities expressed materialise, then the possibility of amending the policy would be explored. He suggested that Council refer the matter back to Cabinet, the decision maker.

6.7 Cllr Steinberger requested further clarification on the process and available options.

NOTE: *Since this meeting, the Governance Team Leader has contacted Cllr Steinberger informing him of the process for hearing petitions and next steps.*

6.8 Cllr Binnie-Lubbock proposed that the matter be referred back to Cabinet with a recommendation that Cabinet review the evidence that had been presented. This was seconded by Cllr Steinberger.

6.9 Following recommendations proposed by the Mayor at paragraph 6.6 and Cllr Binnie-Lubbock, at 6.8 a vote was taken.

RESOLVED: That the petition be referred back to Cabinet without recommendation.

7 Questions from Members of the Public

7.1 From Kofo David to the Mayoral Adviser for Housing Needs & Homelessness

With the level of support given to rough sleepers through the pandemic we now know that it is possible to do a lot for rough sleepers. What support is the Council giving to rough sleepers during the winter months amidst the cost of living crisis?

Response from the Mayoral Adviser for Housing Needs & Homelessness

Cllr Etti explained that tackling rough sleeping was more complex than providing accommodation. Support was often needed from a range of different professional and voluntary services including healthcare, addiction support, or mental health services. In addition, some people opt for the perceived safety and familiarity of life on the streets. The Council could only persuade people and had no powers to force people into the offer of accommodation.

During the pandemic, it was reported that the Council and partner organisations had successfully assisted 219 residents into settled

accommodation, who were either rough sleeping or at risk of homelessness. The Council had bid for funding from the Department for Levelling Up, Housing and Communities to deliver support and solutions for rough sleepers. This included provision of emergency and assessment bedspaces to help residents off the street throughout the year. This would allow dedicated officers to assess need and eligibility so that longer term options may be considered.

Ongoing support provided to rough sleepers was delivered by the Outreach Team delivered in partnership with Thamesreach. Support included regular contact with identified rough sleepers in the borough and responses to referrals of new rough sleepers made to Streetlink. This ensured a clear understanding of the street population, their needs and vulnerabilities. Work was undertaken with these residents to secure appropriate housing solutions including reconnection with family. Despite the housing crisis and increasing numbers of new rough sleepers, only 7 residents had been sleeping rough on the streets of Hackney for more than 3 months.

Assurances were given that when temperatures drop to freezing over the winter, the Council would offer temporary accommodation to all rough sleepers. This is in line with the Severe Weather Protocol which operated across London. Hackney Night Shelter (HNS) provided year round nightly accommodation for rough sleepers, some of whom have no recourse to public funds. The Council continued to support HNS to secure new accommodation which would ensure this vital support remained available over the winter period.

Cllr Selman arrived at the meeting at 8.00pm

8 Questions from Members of the Council

8.1 From Cllr Garbett to the Mayoral Adviser for Older People and Carers

Hackney has the largest amount of unclaimed pension credit in London. What has the Council done in the past to address this and what are you doing to address this now?

Response from the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

In the absence of the Mayoral Adviser for Older People and Carers, the question was responded to by the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture. He informed the meeting that the issue of unclaimed benefits was a national problem, with more than £15bn unclaimed from the Treasury every year. More than seven million households across the UK miss out on benefits they were entitled to each year. In Hackney that amounts to approximately £12.3m of unclaimed Pension Credit every year.

Cllr Kennedy highlighted steps the Council were taking to encourage takeup of Pension Credit which included: Hackney Today articles, messaging via

Voluntary Sector partners, mail outs and proactive steps by link workers to contact Hackney pensioners. The team encountered some reluctance by those eligible due to stigma attached to the benefits system. Assisting people in other areas such as accessing Council Tax Reduction, free TV licences or help with heating costs had opened up engagement on Pension Credit.

Cllr Kennedy informed Members of the Money Hub, an initiative to support those in severe hardship and the use of the Low Income Family Tracker (LIFT) - a dashboard that identified which households were eligible for which benefits. As of October 2022, nearly 700 households in Hackney were eligible for Pension Credit but had not claimed, losing out an average of £300 per month. The Money Hub included three outreach workers based in community settings, who would seek to identify the 700 households by broad community outreach and targeted support.

Concluding, Cllr Kennedy stated that a Labour Government was needed to provide a fairer welfare system and effectively tackle and alleviate poverty.

Supplementary Question

Are there plans to review the outcome of the work undertaken by the Money Hub with regard to Pension Credits?

Response

Cllr Kennedy advised that the Money Hub had been operational for three weeks. After 6-12 months, a review would take place, following which, a further assessment of the best way to encourage takeup of Pension Credit would be taken forward.

8.2 From Cllr Troughton to the Mayor

One in four Hackney residents rely on buses as their main means of transport including many in King's Park, where there are already very high levels of deprivation, that depend heavily on the 236 and 242. With the Government failing to invest in sustainable and affordable public transport, Transport for London's proposals would leave many King's Park residents even more isolated and poorer. Can the Mayor please update us on his campaign to save our buses, so we can report back to the thousand or more residents who signed the petition calling for a sustainable and affordable way to travel?

Response from the Mayor

The Mayor highlighted that it was only the Labour party in the borough that took action to save Hackney buses and was pleased to report the success of the campaign. The 11 bus routes in Hackney which were proposed by Transport for London (TfL) to be cut or reduced, had been saved, with the exception of some changes to route 26. He reported that he had been with the Mayor of London and other Labour politicians from across London earlier that day, to celebrate the extra investment in London's bus routes.

The Mayor highlighted his dismay at the actions of the last Conservative Mayor of London and former Prime Minister, Boris Johnson who struck a deal that London would not receive any Central Government revenue funding for its public transport system. This was at a time when cities across the world were thinking about public transport as a response to the climate and cost of living crisis.

Concluding, the Mayor paid tribute to officers who had worked on this and emphasised that buses were the most popular mode of transport in the borough. Buses were overwhelmingly used by young people, those on low incomes, women, black and global majority residents and the disabled. Subsequently, his administration was committed to bus prioritisation to ensure the routes were expanded especially to the east of the borough. He paid tribute to Councillors Patrick, Sadek and Troughton who represented the Kings Park Ward. He thanked them for their tireless work on the campaign in saving bus routes 242 and 236 which served those communities who were most disconnected from public transport.

Supplementary Question

How long is this reprieve guaranteed?

Response

The Mayor stated that this was dependent on the long term funding settlement for TfL. More widely, it was also dependent on the re-election of a Labour Mayor of London and a Labour Government that would be willing to invest in the public transport infrastructure.

8.3 From Cllr Binnie-Lubbock to the Mayoral Adviser for Private Rented Sector and Housing Affordability

Many residents who are private renters are reporting real difficulties with the cost of living and in particular private rent increases. Can the Mayor's Advisor for Private Renting and Affordability share with the Council the work she has been doing in recent months to address these concerns?

Response from the Mayoral Adviser for Private Rented Sector and Housing Affordability

Cllr Moema advised that renters had long been on the frontline of Hackney's housing crisis, due to the government's failure to tackle the root causes of a broken housing system. There had been a near 10% increase in average private sector rents this year in addition to the increased costs of food and energy. The average private weekly rent in Hackney in October 2022 was £650 compared with an average £150 for a housing association property and £108 for the Council property.

Cllr Moema emphasised the Council's commitment to supporting private renters and challenging rogue landlords. It was noted that the Council could only use the powers given by the Government and so therefore had pushed for changes to private renting in the borough. In recent years the Government had agreed to many of the recommendations put forward by the Council however it was reported that much more needed to be done. Cllr Moema was proud of the work that the Council had undertaken with tenant organisations including Generation Rent, London Renters Union and Hackney Citizens. These organisations acted as a critical friend, holding the Council to account on behalf of private tenants.

Cllr Moema summarised a number of actions that had been taken by the Council as part of the #BetterRenting campaign to address the unfair system. In summary, these included:

- 16 priced-out private renters given the opportunity to remain in the local community by moving into Hackney Living Rent homes at Gooch House in Clapton.
- Hackney Living Rent capped at a third of local incomes, provision of genuinely affordable homes aimed at private renters who were not likely to be prioritised for social housing but could not afford to buy outright.
- Supporting enforcement action against landlords. An example of this was cited where private renters won £24,000 in rent repayment. The Council's private sector housing team provided support by investigating and giving evidence.
- A longstanding Council campaign with partners to end no fault Section 21 evictions
- Commitment to expanding landlord licensing.

Cllr Moema advised that private renters who were eligible would be able to access the wider support package recently announced by the Council. She highlighted the Labour Party's commitment to the manifesto pledge to ensure better renting for private tenants in the borough and deplored the recent shocking case of Awaab Ishak in Rochdale.

Supplementary Question

As Mayor Adviser for Private Rented Sector and Housing Affordability, what have you specifically been doing in response to the cost of living crisis which has been acute in recent months and what does your workload look like?

Response

Cllr Moema stated that the housing portfolio reflected the complexity of the housing market in Hackney. She advised that she had been working alongside the Mayoral Adviser for Housing Needs & Homelessness with those in temporary accommodation. This was considered the main priority group impacted by the cost of living crisis. There was a push to see where Housing Benefit was able to cover the high proportion of private sector rents in the borough. She further advised that she had worked with officers to see how

best tenants on low to middle incomes could be advised and supported. A large part of her activities involved campaigning for additional powers for Councils to take action on behalf of tenants. In closing, she welcomed any ideas that the Green group may wish to put forward to assist in addressing some of the issues faced by private renters which accounted for 40% of the Council's residents.

8.4 From Cllr Patrick to the Cabinet Member for Finance, Insourcing and Customer Service

Hackney residents are struggling with the rising cost of living, mortgage payments, rent, food, and household bills are all rising. What is the Council doing to support residents in light of the financial crisis and what support is it receiving from Central Government in order to help?

Response from the Cabinet Member for Families, Parks and Leisure

In the absence of the Cabinet Member for Finance, Insourcing and Customer Service, the Cabinet Member for Families, Parks and Leisure responded to the question. Cllr Woodley stated that concerns about health and wellbeing of residents remained a primary concern. She stated that Councillors knowledge of the areas of need within their respective wards and the local community organisations was crucial.

It was highlighted that roaming surgeries had been held across the borough where residents were signposted to the Help at Hand booklet - to show people the different options of help on offer. She implored Members to continue using the information and networks they had to maximise efforts in support of residents in light of the financial crisis

Questions that were not taken at the meeting due to time constraints, and where a written response was to be provided are attached at **Appendix A**.

9 Elected Mayor's Statement

9.1 Mayor Glanville recalled the previous week where Councillors and Council staff took a moment to reflect on Transgender Awareness Week and Transgender Day of Remembrance. Describing Hackney as an open and welcoming borough, he stood in solidarity with transgender and non-binary residents who face discrimination on a daily basis. He denounced the attack at Club Q, a LGBTQI+ venue in Colorado Springs on Saturday, 19 November 2022, where five people were killed and 25 were injured, including trans people. Referencing Qatar, hosts of FIFA World Cup 2022 he raised concerns about their LGBTQI+ rights and stated that small symbols of solidarity had been stamped out throughout the tournament. He believed it was the wrong decision to bring the World Cup to Qatar.

9.2 The Mayor was pleased that the Remembrance Sunday service and events had resumed having been scaled back in previous years due to the pandemic. He was pleased to have also recently attended the Association of Jewish Ex Servicemen Personnel march.

- 9.3 The Mayor reflected on the tragic case of Awaab Ishak who died at two years old from a respiratory condition caused by chronic exposure to mould in his family home in Rochdale. Thoughts were sent to his family. The Mayor stated that no one in 21st-century Britain should be living in the conditions that Awaab's family faced. Citing the manifesto pledge of ensuring tenants have a safe, warm and decent place to call home, the Mayor set out steps the Council would take to redouble its efforts to tackle damp and mould. In summary, these included:
- Prioritise and inspect all reports of damp and mould as quickly as possible. The aim was to inspect the majority of cases within five working days of being reported. Health needs of anyone within the household will also be considered.
 - Where damp and mould was caused by a leak, the aim was to respond to reports of leaks within 24 hours.
 - Undertake a stock survey in 2022/23 to include specific assessments of damp and mould across all Hackney's council stock.
 - Work proactively with residents to identify cases early and prevent cases from happening in the first place.
 - Be more deliberate in the engagement with housing associations operating within the borough on the issue of tackling damp and mould.
 - Work with Tenant Management Organisations to ensure a joined up and standard response to tackling damp and mould.
- 9.4 The Mayor stated that these actions would take place as part of the wider ambition to improve the service given to tenants; including the 34,000 in private rented properties across the borough. Noting the challenges posed by the Conservative Government over the past 12 years, he urged Central Government to stop their attack on council housing.
- 9.5 Concluding, Mayor Glanville was pleased to report that during Living Wage Week, the Council celebrated the milestone that over 200 businesses and organisations in Hackney (including the Council) were signed-up as Living Wage employers. This was an increase from nine businesses and organisations in 2016. He believed tackling poor pay and conditions to be pivotal in tackling the cost of living crisis and committed to working further on this.

Conservative group response

- 9.6 Cllr Steinberger, congratulated the Republicans in the US for winning the majority vote within the House of Representatives. Whilst he sympathised with the Mayor's comments regarding the World Cup in Qatar he vowed to support England nonetheless.
- 9.7 The Chamber was informed of recent public engagements which included; opening a shop in Mare Street, Hackney and attendance at the J Trade Expo-Britain's only Jewish Trade expo.
- 9.8 It was requested that the Mayor look into action emanating from a deputation that was brought before the Council from residents of Brownlow Road two years ago.

- 9.9 Cllr Steinberger stated his commitment to lobbying the Prime Minister to ensure that housing benefits payments were in line with inflation.

Green group response

- 9.10 Cllr Garbett congratulated the recipients of the Mayor's Civic Awards and was encouraged by the positive work undertaken by individuals and organisations throughout the borough. She acknowledged the civic leaders, organisers, activists and volunteers that were lost through the pandemic. Special mention was given to Joanna Roberts MBE, a longstanding volunteer at Benthall School in Hackney Downs who had passed away. Her funeral had taken place earlier that day.
- 9.11 Progress made on the London Living Wage was welcomed however it was stated that there was still much to do. She and Cllr Binnie-Lubbock had joined UNISON, library staff and residents in demonstration to voice continued dissatisfaction to the proposed changes to library staffing. Cllr Garbett urged that there was still time to listen to the concerns and halt the consultation until the Library Strategy was embedded. She spoke more widely about planned strike action across the country including the historical first ever nurses strike as well as ongoing rail and post workers strikes. She stated that these were providers of essential services and their pay should reflect inflation and the value of their work.
- 9.12 Cllr Garbett welcomed the Money Hub initiative and thanked officers who had worked on it to ensure its accessibility.
- 9.13 Reflecting on the avoidable death of Awaab Ishak in Rochdale, the focussed work on tackling damp and mould was deemed necessary. The work of the Living in Hackney Scrutiny Commission looking at housing disrepairs was also noted and residents were encouraged to participate in this process.
- 9.14 Cllr Garbett was saddened by the death of a man in the reception area of Stoke Newington Police station. She stated that more information was required regarding the police's actions and resources provided during the day when the man had attended the station.
- 9.15 The Mayor's sentiment of standing in solidarity with the LGBTQIA+ community was echoed. Cllr Garbett condemned the Club Q attack and Qatar's treatment of members of that community and highlighted the significance of the Trans Day of Remembrance. Concerns were raised that Trans rights were not reflected nationally in the Conservative Government. She urged Conservative colleagues in the Chamber to lobby the Prime Minister on LGBTQIA+ rights for residents and staff in the borough.
- 9.16 Cllr Garbett stated that the hostile environment needed to be challenged and the myth that refugees caused pressure on the housing system needed to be debunked. She believed that issues with the housing system were caused by a lack of affordable housing. 24 November marked the one year anniversary of the death of 27 migrants who drowned in the Channel whilst in their endeavours of a better life. Cllr Garbett highlighted the need to take care of displaced people both nationally and locally.

9.17 Concluding, Cllr Garbett, expressed thanks on behalf of the Green group to staff and fellow Councillors who had been supportive during their first six months in office. She was delighted that ward forums and surgeries had resumed.

The Mayor's reply

9.18 In reply to the Opposition Groups, Mayor Glanville raised the following points:

- He echoed the tribute to Joanna Roberts MBE and informed that he had not been aware of her death.
- He advised that there was a commitment to continue the conversation with trade unions even after the end of the formal consultation.
- It was reported that following agreement of the Green Book pay award, staff received their back pay on 15 November. Red Book staff (craft and associated employees) increase would be implemented in December 2022.
- The Money Hub was operational and two benefits specialists and a disability benefit specialist were being recruited. 800 people had already submitted applications.
- He concurred with Cllr Garbett's comments on the importance of the protection of Human Rights, whether it be the LGBTQI+ community in Colorado Springs or in Qatar. This sentiment also extended to the estimated 6500 slave labourers who had died in the construction industry in Qatar.
- It was with regret that he had not heard anything about these issues from the Conservative opposition in response. He referenced that the Green group had actively participated in scrutiny and the wider democratic process. The Mayor asserted that the Green Group had done more in the six months since being elected, than the Conservative group had done in 10 years. He expressed dismay that during the 6 months since the election in May 2022, the Conservative group had not tabled one question and utilised the opportunity to hold the administration to account.

Cllr Moema left the meeting at 9.02pm

10 Strategic Plan

10.1 Mayor Glanville introduced the report. The Strategic Plan sets out the direction of the administration. Council and borough for the next four years and was a strategic response to the Labour manifesto. He thanked Sonia Khan, Head of Policy and Strategic Delivery, for leading on this work. Thanks were also relayed to Deputy Mayor Bramble and Deputy Mayor Nicholson for leading on this alongside Cabinet. The Strategic Plan encompassed staff values, organisational change, Mayoral priorities and the ambitions and challenges for the borough. It was noted that this was at a difficult and unprecedented time locally and nationally. Highlighting the themes set out within the Plan, it was noted that it would be presented at each Annual Council Meeting.

- 10.2 Deputy Mayor Nicholson advised that due to a lack of funding and support from Central Government partnership working was vital The Council would forge partnerships with those in the voluntary, statutory and private sectors and would provide the political steer to enable delivery of the Plan.
- 10.3 In response to questions from the Green group, the Mayor advised that a Strategy Against Violence to Women and Girls was recently adopted by Cabinet. This alongside the forthcoming campaign to be launched showed the administration's commitment to tackling violence against women and girls. With regard to consultation, the Mayor stated that the Plan built upon the mandate on which he and his fellow Labour Councillors were elected; however there would be scope for the coproduction and codelivery of strategies and services. Concerning community wealth building, he stated that He was a Labour and Co-operative Mayor and co-operative values were embedded within both the manifesto and Strategic Plan. The Mayor informed that there was an Inclusive Business, Social Enterprise and Co-op Mayoral Champion. He believed the recently launched Community Energy Fund, Hackney Business Network and the Diversity and Tech Commission were all examples of the commitment to building community wealth.
- 10.4 The Mayor explained that the intention was to bring the Council's direct emissions target down to 2030. Assurances were given that consumption based emissions and the work of the Pensions Committee were in line with the Paris Agreement. Regarding advertising, there was a sensitive need to balance consumption based emissions and the generating of income. Work on ethical advertising was being led by Cllr Kennedy.

RESOLVED:

1. That the Strategic Plan be adopted.
2. That an annual cycle of progress updates be considered by Full Council in May of each year, linked to the Annual Meeting (AM).

Councillors Papier and Steinberger voted against the recommendations. Cllr Lisser was not present at the time of the vote.

11 Pensions Committee Annual Report

- 11.1 Cllr Adams, Chair of the Pensions Committee introduced the report. He thanked Members of the Committee for their commitment to the responsible management of the 1.9 billion pension fund during a period of considerable challenges for the Local Government Pension Scheme and wider economy. Thanks were also relayed to the former Chair, Cllr Chapman having chaired the committee for eight years and also to Ian Williams, Group Director Finance and Corporate Resources. Cllr Adams was pleased to report that the Pension Fund had reduced its exposure to carbon reserves by 96.9% between July 2016 and November 2021, far exceeding the Fund's original target to reduce exposure by 50% by 2022. He highlighted the central areas of the Committee's work as set out within the report.

- 11.2 Cllr Adams informed the Chamber that the committee had received questions from Cllr Binnie-Lubbock and Cllr Garbett at the Pensions Committee the previous evening that would be responded to in writing.
- 11,3 The Mayor welcomed the report and thanked Cllr Adams, former Chair Cllr Chapman the Committee and officers. He highlighted that the contribution of Council Tax payers to the pension fund could be reduced due to being 103% funded. This assisted in closing the budget gap.

RESOLVED: To note the contents of the report

Councillors Lisser, Papier, Race and Steinberger left the meeting.

12 Overview and Scrutiny Annual Report

- 12.1 Cllr Gordon, Chair of the Scrutiny Panel introduced the report highlighting the need for effective back bench scrutiny. She reported that scrutiny in Hackney had shaped the Council's response to many of the challenges faced, given a voice to communities, contributed to the development of various policies and strategies and pushed the Executive to deliver better services to residents. Cllr Gordon highlighted some of the key areas of work undertaken. Thanks were expressed to the Commission Chairs, Vice Chairs, Committee Members and Co-optees. Thanks were also extended to Tracey Anderson, Head of Scrutiny and Ward Forums and her team.
- 12.2 In response to a question from Cllr Garbett, submitted prior to the meeting, Cllr Hayhurst stated that one of the biggest challenges of privatisation over the past two years was that of GP practices. He cited an example of where the local scrutiny function had sought to make national changes. This was done by making local Commissioners accountable and lobbying MPs with a specific proposal to amend legislation to enable local Commissioners to reject a privatisation transfer or impose conditions.
- 12.3 Mayor Glanville highlighted the importance of scrutiny in a Mayoral system and applauded the leadership and commitment demonstrated by the various Commission Chairs. Special mention was given to the reviews undertaken on Child Q, school exclusions and net zero. The Mayor committed to the continued funding, resourcing and support of the scrutiny function.
- 12.4 In response to a question from Cllr Garbett, Cllr Conway advised that the involvement of community organisations and residents was central to scrutiny. Every effort was made to ensure that the views of the few who were detrimentally impacted were considered. The importance of residents setting the agenda and contributing to reviews was emphasised. Assurances were given that the tracking and monitoring of the implementation of recommendations remained a primary focus.
- 12.5 Cllr Gordon thanked Cllr Garbett and Binnie-Lubbock for their proactive and enthusiastic engagement in scrutiny and expressed disappointment at the Conservative group's failure to contribute and represent residents in this process.

RESOLVED: To note the contents of the report

In accordance with Council Procedure Rule 7.1 Section 4.2 of the Council's Constitution, Cllr Adams MOVED a motion without notice to extend the meeting beyond 10pm to 10.15pm

This was SECONDED by Cllr Rathbone

RESOLVED: That the meeting be extended to 10.15pm

Cllr Gordon left the meeting at 9.45pm.

13 Motions

The proposed tabled amendments to the motions have been published separately.

Full details of the debate can be viewed at: <https://youtu.be/OJjqN-uKoo8>

13a Cash Welcome Here

The motion as set out at agenda item 13a within the agenda was MOVED by Cllr Joseph and SECONDED by Cllr Wrout.

Cllr Joseph introduced the motion. The purpose of the motion was to ensure inclusivity and prevent exclusion from participating in the economy. Cllr Joseph stated there had been no consensus with regard to adopting a cashless way of life. She believed that the decision to refuse cash was contributing to a two tier society. The findings of the National Access to Cash Review were welcomed and the need to protect the ability to spend cash in Hackney was highlighted. The implications of a cashless society were stated to be complex and far reaching, disadvantaging children learning about money, the elderly, low paid and those without bank accounts.

Cllr Wrout spoke in support of the motion and paid tribute to her fellow ward colleague Cllr Joseph for her grass root campaign. All shops, pubs, cafes and restaurants were encouraged to make this change and the Council's backing was seen as crucial to this. The Government was called to protect cash by legislating for mandatory cash acceptance in shops and businesses.

Councillors Williams, Turbet-Delof, Rathbone and Premru spoke in support of the motion.

The motion was put to the vote.

The MOTION was unanimously CARRIED.

RESOLVED:

Hackney Council notes:

Since the pandemic, shops and services increasingly only accept cards as a method of payment. According to Which, around 1 in 5 consumers have been stopped from making cash payments.

So far this financial year, 1 in 3 payments made at the Council's Self Service Payment Centre were cash payments. A record £3.32 billion in cash deposits and withdrawals were handled at Post Office's branches in July 2022, and they report that personal cash withdrawals are up 20% since last year.

Going cash-free excludes many people.

1. People on lower incomes often rely on cash and avoid cards as they may be waiting for payday, trying not to bounce a direct debit or worrying about going into an overdraft — average overdraft rates have recently increased from 12.34% to 27%. Cash is more easily ring fenced.
2. Older people often struggle to use cards and fear associated scams.
3. Children learn the value of money by using coins and notes.
4. Staff in many cash-free businesses interviewed by Victoria Councillors confirmed that cash machines often fail, and then cash is temporarily accepted.
5. Staff often receive a smaller share of tips on cards.
6. Between 1.3 and 2 million UK adults do not have a bank account. This figure includes refugees and homeless people without the documents to get a bank account. A cash-free society could be devastating for them.
7. People leaving abusive partners often need to hide money away, leaving no trace.

As more shops go cash-free, the options dwindle for those who need to use cash. No one has voted for this and it has not appeared in any manifesto.

The government has promised to protect access to cash in the Financial Services and Markets Bill, but not to mandate cash acceptance.

Hackney Council therefore commits to:

- **establishing Hackney as a #cashwelcomehere borough, supporting the campaign started in Victoria Ward, and promoting an inclusive economy by encouraging local businesses and ensuring that council-run facilities accept cash and other payment methods.**
- **lobbying the Government to include a mandate for businesses to accept cash in the Financial Services and Markets Bill.**

Proposer: Cllr Clare Joseph

Seconder: Cllr Penny Wrout

13b The Climate and Ecology Bill

Following the publication of the motion within the agenda, proposed amendments to the motion were received. These were tabled at the meeting.

The proposer and seconder had agreed to one of the suggested amendments. As such, a revised motion incorporating the amendment was also tabled.

The amended motion as set out at in the tabled papers was **MOVED** by Cllr Smyth and **SECONDED** by Cllr Lufkin

Cllr Binnie-Lubbock introduced the motion. He believed that tackling climate change and its impacts was the defining crisis of this time. He stated that nowhere was immune from the devastating consequences of climate change. With reference to the immediate locality, he stated that poor infrastructure had led to flooding and sewage being pumped into river ecosystems. Rising temperatures, natural disasters, extreme weather events, rising sea levels, coral reefs dying and forests burning, were all cited as consequences of climate change. Cllr Binnie-Lubbock urged that now was the time for bold, collective action and committed to holding the Council to account to develop greener policies. He reported that the Climate and Ecology Bill was the only proposed legislation that ensured a comprehensive and joint up response to this emergency. In reference to the tabled amendments, Cllr Binnie-Lubbock wanted to ensure that the council thanked Dianne Abbott MP for her support of the Bill and strongly encouraged Meg Hillier MP to support it in contrast to her support for airport expansion. Cllr Binnie-Lubbock stated that a Citizens Assembly for Hackney was in line with the Bill being discussed as well as the Labour group's recent manifesto and so should not be amended out of the motion. He urged the council to advocate for a nature premium to ensure children in the borough with the least access to nature were given greater access, crucial to help with their mental health. Cllr Binnie-Lubbock extended thanks to campaign group Zero Hour for their work on the bill and Caroline Lucas MP for introducing it. Cllr Binnie-Lubbock ended by commending the good work and climate leadership of the Council.

Cllr Joseph left the meeting at 10pm

The proposed amendments as set out in the tabled papers were **MOVED** by Cllr Smyth and **SECONDED** by Cllr Lufkin.

Cllr Smyth spoke to the proposed amendments.

The proposed amendments were put to the vote without debate.

The Green group voted against the proposed amendments.

The amendments to the MOTION were CARRIED.

Cllr Garbett spoke to the amended substantive motion. She implored Members to agree the motion so that there could be a cross party response to the climate emergency.

The amended substantive motion was put to the vote.

The MOTION was unanimously CARRIED.

RESOLVED:

Hackney Council notes:

- That in June 2019, Hackney Council declared a climate emergency and committed to become a net zero carbon borough by 2040 and is developing a climate action plan to achieve this.

Hackney Council also notes:

- The work of Hackney Council to reduce carbon emissions, reverse biodiversity decline and tackle toxic air pollution, such as switching its energy supply to 100% renewable sources, establishing Hackney Light and Power, a Community Energy Fund, supporting walking cycling and public transport, increasing the recycling rate in the borough by 11%, and planting 5,000 new street trees.
- That in 2022, Hackney has again been a Healthy Streets Scorecard leader with 70% of suitable streets covered by a Low Traffic Neighbourhood (LTN), the top score, and School Street schemes at 45% of all schools covered, the highest total number
- That there is a Bill before Parliament - the Climate and Ecology Bill - according to which the Government must develop an emergency strategy to limit global temperature increase to 1.5 degrees celsius above pre-industrial levels
- That less than 5% of Hackney's carbon emissions are from the Council's corporate operations and buildings
- That the Council cannot tackle the climate emergency alone and the Conservative Government needs to step up with a plan to reach net-zero carbon emissions much sooner than the current target of 2050
- The lack of ambition shown by the Conservative Government since 2010 in tackling the climate emergency
- That many other London councils have joined the UK100 network of highly ambitious local government leaders and it is the Hackney Council's intention to bring forward its net zero target to 2030 so it can join the UK100 network.

Hackney Council further notes:

- The Climate and Ecology Bill requires that the UK to play its fair and proper role in reducing greenhouse gas emissions consistent with limiting global temperature increase to 1.5 degrees C above pre-industrial temperatures; and
 - ensures that all the UK's consumption emissions are accounted for;
 - protects and restores biodiverse habitats along overseas supply chains;
 - restores and regenerates the UK's depleted soils, wildlife habitats and species populations to healthy and robust states, maximising their

capacity to absorb CO2 and their resistance to climate heating and flooding;

- sets up an independent Citizens' Assembly, representative of the UK's population, to engage with Parliament and Government on these issues

Therefore, Hackney Council resolves to:

- **Support the Climate and Ecology Bill;**
- **Write to Diane Abbott MP and Meg Hillier MP letting them know that this motion has been passed and**
- **Write to Zero Hour, the organisers of the cross-party campaign for the Bill, expressing the Council's support.**

Proposer: Cllr. Gilbert Smyth

Seconder: Cllr. Richard Lufkin

End of Meeting: 10:14pm

Attachments

Appendix A - Member Questions (agenda item 8) not taken at the meeting due to time constraints, that received a written response,

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Appendix A - Agenda Item 8 Questions from Members of the Council Not Responded to at The Meeting Due to Time Constraints.

8.5 From Cllr Walker to the Cabinet Member for Housing Services and Resident Participation

The Council's draft Resident Engagement Strategy (2022-25) has pledged to create a residents-first culture at the heart of our housing service. Following consultation, how will the strategy ensure resident voice and participation across different tenures to drive improvements and ensure that poverty, social isolation and poor health are tackled head-on?

Response

Dear Cllr Walker

Thank you for the question at Full Council regarding the Council's Resident Engagement Strategy. As we unfortunately ran out of time for me to answer your question in person at the meeting, I am sending you this written response.

The need for a Resident Engagement Strategy is clear. Hackney Council has one of the largest stocks of social housing in the country, with 30,761 households living in our homes. This includes council tenants, freeholders, leaseholders, private renters in council leasehold properties and shared owners, all of whom need to be able to communicate and engage with Housing Services to resolve service issues easily, and to have opportunities to genuinely influence our service delivery and decision-making.

A key aim of the strategy is to provide a clearer framework to drive improvements in how Housing Services engage and communicate with its residents, and to ensure that our approach reflects changes in our operating context - such as growing levels of need among our housing tenants, the increased use of digital engagement, our increased tenure complexity, and the proposed changes to the housing regulatory framework set out in the Government's Charter for Social Housing Residents (Social Housing White Paper).

In developing the strategy we have worked in partnership with residents to 'co-produce' the Strategy, to ensure that it reflected feedback from a diverse range of resident voices, and to build upon good practice from within and outside the housing sector and consequently heard the views of thousands of residents who live in our homes, including feedback from seldom heard groups that we often struggle to reach.

The strategy sets out how we will engage with our residents on what services we deliver and any significant changes to existing services. The core of our approach is to work with residents to, where appropriate, co-produce significant changes to services we provide, a process of doing it **with** residents rather than residents feeling things are done to them.

A key part of that will be reaching out and engaging with all Housing Services residents regardless of tenure, based upon the service-specific issue. For example, we would not engage with tenants regarding services solely to leaseholders and visa versa.

With regards to tackling head-on the issues facing some of our most vulnerable residents, we have a number of key approaches that we deploy to support residents. Our Financial Inclusion team are:

- Working with residents to maximise income and dealing with benefits issues and referrals to debt advice.
- We also support residents to resolve benefits issues and liaise with our colleagues at Housing Benefit to address these.
- We have developed and continue to undertake a number of Discretionary Housing Payment campaigns to support tenants to sustain their tenancies.
- We are working with the homelessness team to help residents access the extra support from the government's household support fund.

This work delivers direct benefits for residents, and through maximising income since the beginning of the pandemic we have seen almost £2m in additional benefits for our residents.

Finally, to ensure residents can access our services, we are introducing local Housing Surgeries in the community, taking the service closer to residents. A pilot is underway and these surgeries will be rolled out across all housing areas in the new year.

I hope that this response is helpful, but if you have any further questions regarding the strategy please do come back to me.

Kind regards

Cllr Clayeon McKenzie

8.6 From Cllr Desmond to the Deputy Mayor and Cabinet Member for Delivery, Inclusive Economy & Regeneration

Hackney Downs Councillors have been campaigning to protect Kidzmania children's soft play centre, which is threatened by development by Peabody Housing Association. How can the Council help protect this popular centre and persuade Peabody to adapt their plans to ensure it survives and prospers?

Response

Dear Cllr Desmond

Thank you for the question you tabled at Full Council asking how the Council can assist in resolving the current impasse between Kidzmania and Peabody Housing Association. It was unfortunate that time was not on our side and I was

unable to respond in the meeting but please find the following written response.

First, may I take this opportunity to acknowledge your and Cllr Sem Moema's consistent support for Kidzmania, a well-established, well-liked and exciting Hackney based children's play venue.

As you are both aware, for some time now Kidzmania have been negotiating commercial terms for the use of a new premises with the owner, Peabody Housing Association. The new building is a mixed-use development with twenty-one affordable homes and a ground floor commercial space. The original planning permission that was granted by the Council ensured that the ground floor commercial space could include in Planning Use Class terms, the provision of a children's play centre.

Since planning permission was originally granted various building safety regulations have been introduced affecting all new buildings. These new regulations were mainly focussed on fire and building safety matters. As a result of the new building safety legislation the Peabody development required some amendments to the original permission granted. These changes were approved by the Council but it did not change the material planning permission regarding its possible future use as a children's play centre.

It must be noted that from a legal perspective, the long running negotiations between Peabody and Kidzmania is a commercial negotiation between third parties that are completely separate from, and independent of, the Council and the planning process. In addition Planning law prohibits the Council from granting planning permission to any third parties other than the applicant. It cannot identify and make it a condition of planning, a named third party end user of a development. It is only able to specify the types of use of a building and as I have already said - the Council has delivered on this by ensuring that a children's play centre would be a permitted use of this space.

As it stands the Council has no legal grounds for intervention either through the Planning process or through any other statutory function to impose a contractual conclusion to the current impasse. Neither can the Council involve itself in a commercial negotiation between two third parties in which it has no corporate interest in. For information the Council does not commission any children's services from Kidzmania.

However, Hackney has a strong track record in working with local partners, organisations and businesses from many sectors to reach a resolution on a range of matters. Council officers have contacted Peabody on this matter, the outcome of which is that a further negotiation will now take place between Peabody and Kidzmania. The Council understands that the date is yet to be confirmed but it has learnt that this meeting is likely to happen in December.

At this stage I would therefore suggest that we let the planned negotiation get underway but we will ensure that the Council maintains close contact with both parties and wields as much influence as can be considered both suitable and legal.

Please be reassured that all support your and Cllr Moema's ambitions and let us hope that both parties can reach an agreement through this latest negotiation. As you have often said this is a much loved facility that provides a popular play destination for Hackney families and I am sure that an agreement between Kidzmania and Peabody would be a welcome Christmas present for many in these pretty tough times.

Regards

Cllr Guy Nicholson

8.7 From Cllr Ogundemuren to the Cabinet Member for Employment, Human Resources and Equalities

Given the cost of living crisis, public sector workers need a pay rise. Can the Cabinet Member give an update on the 2022 / 2023 pay claim made by the unions and when does she expect staff to see an increase?

Response

Dear Cllr Ogundemuren

Thank you for the question at Full Council regarding the public sector pay claim. As we unfortunately ran out of time for me to answer your question in person at the meeting, I am sending you this written response.

We know that the cost of living crisis is hitting our staff, particularly the lowest-paid, in the same way as it affects our residents (including those who are both).

For employees in local government and schools, pay is determined by a negotiating body, the National Joint Council (NJC) for local government services. This is more commonly known as the National Employer. Individual local authorities are not responsible for determining pay locally.

The process for deciding on the pay claim is one that requires a great deal of negotiation. What is clear is that public sector workers, including our staff, won't get the pay rise they deserve until the government puts their hands in their pockets and starts to value the staff who keep this country running.

The National Employer is responsible for determining pay for local government workers and this year made a pay offer to the three trade unions of £1,925. Following the trade unions consulting with their membership, two of them accepted this offer and one did not. When the National Employer met with the trade unions on 1 November 2022, two of the unions agreed and signed off the pay award as it is done on a majority basis.

As we are an 'Inner London Borough', Hackney Council officers receive an historical 'Inner London weighting' element to their pay which normally gets adjusted by the percentage of the pay award agreed. As this year, the pay award was for a fixed amount of £1,925, a further £430 was added to this amount by the Regional Employer (London Councils). Therefore, the full amount of pay award for full time employees was £2,355, which amounts to around a 10% pay rise for the lowest paid. This is pro rata for part time employees, based on the number of hours they work.

Following agreement of the Green Book pay award, staff received their back pay on 15 November. As the award took effect from 1 April, this meant that staff received a lump sum of over £1,000 back pay this month, in addition to their monthly wages.

Red Book staff (craft and associated employees) have had to wait slightly longer, but I am happy to say their deal has been approved, and the increase will be implemented in the December 2022 pay run so that the money is with these staff by Christmas. The delay is unfortunate, and whilst we can all accept that there is a need to push the government to take responsibility and fund higher public sector pay, we've all got a duty to ensure that those on the lowest and intermediate pay scales are given their increases in a timely manner. The Red Book pay award is £1,925 and the historical 'Inner London Weighting' element to take their pay increases this by £112 making a the full amount of the pay award for Red Book employees £2,037.

We are also taking other measures to support staff through the cost of living crisis. We have an internal comms campaign targeted at staff on the lowest and intermediate incomes, and are promoting our wellbeing offer including the Employee Assistance Programme which can also offer financial advice. We are continuing to highlight existing benefits for permanent staff including Salary Finance loans for high-interest debt, the Tenancy Deposit Scheme and Wagestream, which offers early access to salary payments in the event of urgent need. We also have a range of staff discounts for supermarkets, as well as local discounts throughout Hackney.

I hope that this response is helpful, but if you have any further questions please do come back to me.

Kind regards

Cllr Carole Williams

8.8 From Cllr Oguzkanli to the Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture

Can the Cabinet Member give assurances that the Council will work with partners and stakeholders to make sure that the future of St Leonard's hospital remains a fully comprehensive health service aimed at providing much-needed health services in Hackney?

Response

Dear Cllr Oguskanli

Thank you for the question at Full Council regarding the future of St Leonards. As we unfortunately ran out of time for me to answer your question in person at the meeting, I am sending you this written response.

St Leonards is currently owned and managed by NHS Property Services (NHSPS). NHSPS do not have any plans to change the usage of the site so there are no immediate risks to the site as a provider of NHS services. That said, the current arrangement also means that there is a lost opportunity to maximise the benefit of what is a large and well-situated site within Hackney, within the context of population growth and increasing demand for health services.

The existing provision at the site is a GP surgery and outpatient departments including sexual health services, podiatry, rehabilitation services, talking therapies and wheelchair services - whilst there is much going on, I would not describe it as "a fully comprehensive health service" Famously saved from complete closure by a public campaign in the 1980s, the building ceased to function as a General Hospital in 1984 and the services currently provided there are those of what we would now call a health centre rather than a hospital.

Both the Council and Homerton Healthcare have scoped various options for improving the site and would ideally want to bring the site under local management and control.

In 2019 the Council, Homerton, what was the Clinical Commissioning Group (CCG) and NHSPS facilitated a viability exercise to explore whether improving the healthcare facilities on site might be achievable by including housing on site to create income that could be reinvested. Unfortunately the exercise concluded that such a project would not be financially viable.

Louise Ashley, CEO Homerton Healthcare and City and Hackney system lead was asked about St Leonard's at the Health in Hackney Scrutiny Commission on November 16th 2022. She confirmed that Homerton Healthcare, under NHS rules, has the ability to take the site over from NHS Property Services.

Homerton have formally started the process to test feasibility for taking on St Leonards, an approach which the Council are supporting. The Homerton submitted an Expression of Interest regarding a potential asset transfer to the Department for Health & Social Care (DHSC), which was approved in October 2021. The approval gave the Homerton access to the site documentation and financials held by NHSPS, which enabled them to commence work on a full 'Business Case' which will detail the financial viability of the site, the costs to manage the backlog of maintenance and the ongoing schedule of works.

If Homerton Healthcare were to take over the site, they would then take on all of the associated maintenance and other costs of the building. The site has suffered from years of decline, so these costs are likely to be considerable. Several buildings are in a state of disrepair, with some areas locked off and marked as dilapidated. There is a considerable maintenance backlog and work is required to bring the site back up to the standards of a modern healthcare facility. Due to the age and nature of the site, it is expensive to maintain, and the Homerton has to operate within strict capital spending limits set by the government.

Early findings suggest that the costs of running the site will outstrip any income received from running services or rent from other tenants and make it unaffordable for the Homerton as a single owner to operate the premises. Homerton would, understandably, not be able to take on St Leonards if it was unaffordable. They are, however, exploring all options to try and make it feasible, and are currently progressing land value assessments to examine all the possibilities that the site may have to generate inherent value, to support the business case.

Council officers meet regularly with the Homerton to explore partnership options on the site. Our intention in that work is to be sure that we do not inadvertently miss an opportunity that might work with the input of both parties to make more of the site should it arise. Right now it is hard to see how that might come about, but regular dialogue meanwhile only helps to build stronger mutual understanding and so strengthens the working partnership.

It is worth repeating that, outside of the potential asset transfer to the Homerton, there are no plans for NHSPS to change the current usage of the site, and it will continue to provide NHS community services as it currently does. Likewise, local partners will continue to work with NHSPS to try and improve the current condition of the site as far as possible.

I hope that this response is helpful, but if you have any further questions please do come back to me.

Kind regards, Chris

Cllr Chris Kennedy

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Title of Report	Children and Families Service Full and Mid Year Update Report to Members 2021-22
For Consideration By	Council
Meeting Date	25 January 2023
Classification	Open
Ward(s) Affected	All
Group Director	Jacquie Burke Group Director, Children and Education

1. **Summary**

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

2. **Recommendations**

- 2.1. **Council is recommended to note the contents of the report.**

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

- 3.1. This annual report covers the period 2021-22. The outturn for 2021/22 for the Children and Families Service on a net budget of £61.6m was an overspend of £2.4m after use of grants and reserves of £11.8m including a drawdown

on the commissioning reserve of £3.97m and £6.3m of Social Care Grant funding. The overspend of £2.4m includes £1.2m of Covid-19 related expenditure incurred by the service. There has been a requirement to draw down from the commissioning reserve since 2012/13 due to the increase in complexity and the number of children in care.

- 3.2. The financial position for 2022/23 is a net budget of £64.2m for the Children and Families Service, and the service is forecasting to overspend by £1.6m (as at October 2022) after use of reserves and drawdown of grants totalling £13.1m (including full use of the commissioning activity reserve of £4.6m and £8.5m of Social Care Grant funding). Within the current forecast, cost reduction proposals have been agreed by the service to reduce the overspend within the year, and these are tracked on a monthly basis.
- 3.3. The Children and Families Service has continued to make contributions to the efficiency agenda of the Council. Over the previous nine years the service has delivered £11.9m savings with a further £650k targeted to be delivered in 2022/23. The increase in commissioning costs has been driven by an increase in complexity and the number of looked after children since 2011/12. There is a continuation of a large proportion of children being placed with independent fostering agencies (IFAs) due to a lack of suitable in-house foster carers. The cost of an IFA placement is significantly greater than that of an in-house placement. The service continues to be proactive in recruiting in-house foster carers to meet demands across the service
- 3.4. Hackney has also seen an increase in residential placements since 2015 adding considerable budget pressures with an average annual unit cost of £263k. There have been some improvements more recently in the number of residential placements, and the service is working proactively to reduce the level of placements. We are also seeing a rise in the number of under 18s in high-cost semi-independent placements. Where young people in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. These pressures have been recognised by the Group Director of Finance & Corporate Resources with a growth of £11.2m in total included in the budget across a number of financial years.

4. **Comments of the Director of Legal, Democratic and Electoral Services**

- 4.1. There are no legal implications arising directly from this report

Appendices

Appendix 1

Background documents

None

Report Author	Jacquie Burke Group Director of Children and Education jacquie.burke@hackney.gov.uk 020 8356 8032
Comments for the Group Director of Finance and Corporate Resources prepared by	Naeem Ahmed Director of Finance (CACH) naeem.ahmed@hackney.gov.uk 020 8356 7759
Comments for the Director of Legal, Democratic and Electoral Services prepared by	Juliet Babb Team Leader - People juliet.babb@hackney.gov.uk 020 8356 6183

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**CHILDREN
& FAMILIES**

Annual Report

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2021/22



Working for every **child**

 **Hackney**

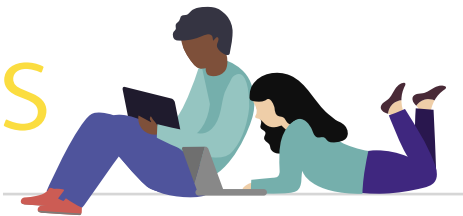
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Foreword

I am pleased to introduce the Children and Families Service annual report for 2021/22.

This has been another challenging year as we have continued our recovery from both the pandemic and the cyber attack in 2022. We have hit a key milestone in our recovery from the cyber attack with the successful reintroduction of our case recording system Mosaic in April 2022, and I know that this has come as a very welcome return for our practitioners. We still have lots of work to do with the development of our system and our reporting capability, so this marks the beginning of that development, and I do not underestimate the significant efforts that colleagues across the Service have made to get us to this position.

Our improvement progress was recognised during a positive focused visit by Ofsted in September 2022, who came to look at the experiences of arrangements for 'front door'

services, including decision-making and thresholds for referrals about children, child protection enquiries, decisions to step up or down from early help, and emergency action out of hours. I am delighted with the recognition of our strong practice in this area and will be working with leaders to drive our improvement actions even further to address the recommendations made during the visit. These recommendations included the need to strengthen our supervision arrangements, and to ensure caseloads are manageable so that cases can be transferred in a timely way to the correct team.

Our entire community was shocked to learn of the experiences of Child Q. This has led us to redouble our focus on anti-racism. I was very proud to be part of our first Anti Racist Praxis Conference in May 2022, focusing on the process of unmasking, repairing and preventing the hidden wounds of racial trauma, in attempts to address racialised trauma experienced within

services by our Black and Global Majority children and families. The conference was followed by a week of learning for our staff with a series of keynote speakers and several workshops across four days, aiming to equip staff with vital knowledge and skills to begin to understand and unpick the trauma of racial oppression.

We have opened ourselves up to learning as never before - over the past year we have had a number of peer reviews and good practice visits by experts from the Government to shine a light on our good practice and help us think about improvements we need to make. This has included a peer review by the Local Government Association (LGA) looking at our offer to vulnerable adolescents in February 2022, which found that we have shown incredible resilience and commitment to our families during a very challenging period. The peer review team reviewed 16 of our adolescent cases and were highly

complimentary about our child-focused practice. The LGA also recognised Young Hackney as a fantastic resource. Peer reviewers also highlighted things for us to improve, such as our communication and evidence of our early help offer. The report highlighted the need for our partners to do more work regarding anti-racism and highlighted the work being done on decolonising the curriculum by our Education team and schools. Additionally, there are recommendations for schools and the police to firstly safeguard our children rather than criminalise or exclude. The review also highlighted that we don't currently have a clear practice model, and work has begun on refreshing this.

We also hosted a peer review by the Youth Justice Sector Improvement Partnership in May 2022 looking at our governance of youth justice work which highlighted our engaged

Councillor Anntoinette Bramble

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



political leaders who are keen to learn and make a difference for our most vulnerable young children. Peer reviewers were impressed by our First Time Entrants performance, low reoffending rates and multi-agency working. It was clear to reviewers how highly our children thought of the staff they worked with, and peer reviewers were impressed with our focus on disproportionality. Peer reviewers also highlighted that we needed to strengthen the support given to Black and global majority staff members and support Board members to observe the work on the ground. We have already begun work to review the operational and strategic board arrangements and terms of reference to ensure

that we are bringing the lived experience of the children and families we are supporting into the Board. I know that we want to ensure stronger involvement of our children at all levels so that we are making improvements that make a difference to them.

We also hosted a visit by Mark Riddell, the National Implementation Advisor for Care Leavers to look at our offer to care leavers in May 2022, as well as a visit from the Department for Levelling Up, Housing & Communities looking at our housing offer to care leavers the same month. Both visits have supported our work to think about our new Corporate Parenting Strategy which

we are working to have ready for the end of the year. Mark noted that we are ambitious, aspirational and have a passionate leadership management approach when it comes to our care leavers. Mark made a set of recommendations that were also agreed by senior officers and operational staff, and he will be looking at our progress in a follow-up review six months after the visit.

These reviews of our services have enabled us to develop our evidence for change and we are about to embark upon a transformation programme to provide responsive and seamless services for children and their families that is ambitious for our children and underpinned by

anti-racism, systemic and trauma informed practice.

In between all of these peer reviews and visits, I am conscious that work continues as usual for our dedicated practitioners. I want to thank them for their efforts in keeping our children safe, and for their resilience in the face of a very challenging period, which I am under no illusions of having ended. I am optimistic that things will only improve for us with a committed leadership team in place, a solid foundation for recording our work with children and our highly skilled workforce.

Priorities for the year ahead



1. Proud to be Hackney: We will reset the Practice Model for Hackney Children's Services, so it describes a whole system approach to supporting children and families. The refreshed vision of practice will describe our values and principles. It will outline how children and families can expect to be supported from education, early help right through to leaving care or transition to adult services. Every practitioner will employ a systemic approach as a way of understanding the lived experience of our children and families. We will focus on relationships and work collaboratively. We will always recognise that individuals are embedded in their social context and remain curious about this. This practice model will enable us all to understand our roles and responsibilities as part of a wider system supporting Hackney children. It will focus on making a difference for every child.



2. Proud to listen to children and families in the shaping of our services: Our practice will ensure that the voices of children and their loved ones will shape the multi-agency plans of support that are offered to them. We will strengthen our commitment to ensuring that all children and families have the opportunity to share their experiences with us, in order to inform the strategic development of our services.



3. Proud to work with partner agencies to help children and families get the right support at the right time: We will support the ongoing development of a culture within Hackney where we work collaboratively to hear the voices of children and families with the aim of co-creating solutions as a partnership to meet children's needs in order to improve outcomes for children. We will hear and be appreciative of multiple professionals' perspectives and voices about how children's needs can best be met and ensure as a partnership that we are clear on our roles, responsibilities and associated powers.



4. Proud to work with partners to improve safety for adolescents in the community: We will foster trusted relationships with young people within which they will experience safety in the context of their families, peer groups, schools and neighbourhoods. Young people in Hackney will achieve positive outcomes, agency and independence as a result of responsive support and engagement informed by knowledge of adolescent development and contextual safeguarding.



5. Proud to be Anti-Racist: Our leadership and practice will address racism and discrimination leading to disproportionality in the experiences of our children and families and of our staff in the workplace whilst also seeking to influence the broader context of our children and families lives.



6. Proud to promote a learning culture focused on outcomes for children, where great practice can flourish: Our Quality Assurance Framework and Workforce Development Strategy are inextricably linked enabling us to become an organisation that focuses upon learning and development- quality assurance activities are embedded across the service at all levels and drive practice improvement with a strong commitment to feedback mechanisms to support learning, promote consistently good or better practice achieve best outcomes for our children.



7. Proud to support our workforce to do their very best for children in Hackney: We recognise that having a skilled, resilient, stable and engaged workforce, equipped with the tools they need to do their jobs well, is crucial to achieving the best possible outcomes for children. We acknowledge that this requires a relentless focus on the recruitment, development and retention of staff. We want to demonstrate that we are proud of our staff and want them to be proud of working for Hackney's children. We hope to promote Hackney as a great place to build a career working with children and families.

Ofsted focused visit



Ofsted undertook a focused visit in Hackney Children and Families Service in September 2022 looking at our arrangements for ‘front door’ services, including decision-making and thresholds for referrals about children, child protection enquiries, decisions to step up or down from early help, and emergency action out of hours.

Inspectors found that the MASH is making the right decisions to get support for children quickly, with good use of historical information, outlining strengths and areas of concern to inform decision-making. This is supported by strong management oversight arrangements. The early help hub in the MASH is ensuring that children receive the correct level of support quickly - and staff are reporting the difference that early help staff are making. Strategy discussions are working well. Inspectors found that most children receive proportionate responses that meet their needs and that action for children at immediate risk is timely and effective. There has been a significant and impressive decrease in Serious Youth Violence - this has been due to Hackney’s focus on this area, with ongoing commitment to the early help offer. Young Hackney is a strong offer to children and young people in Hackney.

Inspectors thought that assessments are good quality - they are child-focused, well informed by current and historical information with clear analysis. Children’s needs are well assessed including their identity needs. Children’s lived experience came across, with their wishes and views of assessments recorded. Multi-agency partners, parents, children and young people, inform assessments and this information informs ongoing intervention or early help

referrals. Risk to children during adolescence is identified and addressed in consultation with the CiU.

Inspectors think that senior leaders are driving necessary changes to improve practice at a pace that suits the workforce and allows for the ongoing delivery of safe services. Our committed and skilled staff feel supported through the implementation of the new practice framework, with a focus on anti-racist, trauma-informed, and a systemic approach to practice. Staff told inspectors that they feel listened to, valued and supported.

Inspectors also found that caseloads within the Access and Assessment team, and for some newly qualified workers are too high, and recording of supervision is inconsistent. This has meant that some assessments are not in timescale. Inspectors also noted that we need to improve our recording of supervision.

We welcome the recognition of strong practice in our MASH and Assessment teams and we will be working with our staff to ensure practice is strengthened even further in the coming months.

Key data about the Children and Families Service



3,707 referrals were received in 2021/22, a 27% increase from 2,930 received in the previous year. 1,935 referrals have been received between April and September 2022.



405 children were looked after as at 31st March 2022, a 6% decrease from 431 children at the same time the previous year. 404 children were looked after at the end of September 2022.



3,293 social work assessments were completed, a 15% decrease from the 3,858 completed in 2020/21. 2,075 assessments have been completed between April and September 2022.



179 children entered care during 2021/22, a 3% decrease from 185 children in 2020/21. 95 children entered care between April and September 2022.



211 children were supported on Child Protection Plans as at 31st March 2022, a 11% decrease compared to 237 children at the same time in 2021. 186 children are supported on Child Protection Plans at the end of September 2022.



86 young people aged between 14 and 17 entered care in 2021/22, an increase from the 72 young people from this cohort entering care in 2020/21. This represented 53% of the total number of children who entered care in 2021/22, compared to 40% in 2020/21.



An estimated total of 16,676 young people accessed universal services offered through Young Hackney during 2021/22, based on 160,223 named and anonymous attendances. This reflected an increase of 170% of named individuals accessing Young Hackney Universal services from 2020/21, following the pandemic lockdown periods which had a significant impact on the 2020/21 data. Young Hackney delivered targeted support to 1,471 young people in 2021/22.



15.3% of looked after children had three or more care arrangements in 2021/22, compared to 10% in 2020/21. 14% of looked after children had three or more care arrangements as at the end of September 2022.



71.2% of children who have been looked after for more than 2.5 years were in stable care arrangements of more than 2 years in 2021/22, a decrease from 77% in 2020/21. 65% of children were in stable arrangements at the end of September 2022.



279 children and families were referred to the Clinical Service in 2021/22. There were 220 cases allocated for direct work in 2021/22, a 25% decrease from 284 cases in 2020/21. 79% of children and families referred were allocated for direct work In 2021/22, an increase of 10% compared to 2020/21.



387 care leavers aged between 17 and 21 were being supported by the Leaving Care service at 31 March 2022, an increase of 11 from 376 at the same point in 2021. 357 care leavers were supported at the end of September 2022.



The Experiences and Progress of Children Who Need Help and Protection

We are proud of the positive recognition of our strong practice at the ‘front door’ by Ofsted during their focused visit in September 2022. We have improved the timeliness of our assessments as well as clearer management oversight and quicker decision making for children, with an early help hub now established in the MASH. This means that children are more likely to get access to early help quicker, will only be subjects of statutory plans when

necessary and increasingly or the appropriate length of time to ensure their needs are met. There is good work taking place across the service but our focus is on ensuring consistency of support to all of our children and families. There is more work to do to ensure the quality and timeliness of plans and that children’s records are up to date, including records of supervision and visits to children.

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“We are proud of the positive recognition of our strong practice at the ‘front door’ by Ofsted...”





Early Help

Early Help Review

Our ambition is that every child in Hackney who has additional needs is identified and their needs addressed at the earliest opportunity, providing support to help overcome challenges, build resilience for the future and stop needs escalating to a point where they may need the support of statutory services.

The Council's own Early Help services are part of a wider offer across Hackney; including by schools and settings, the health sector and the community and voluntary sector. We are implementing changes to ensure that our Early Help services are well placed to work effectively as part of that wider system of help. Changes implemented within the Council's Early help services sit within the wider transformation, and the intention to produce an Early Help Partnership Strategy in autumn 2022.

Research, consultation and feedback identified the following key strengths:

- The strength and range of the services delivered, including culturally appropriate opportunities, support, intervention and partnership working.
- The trusted role of Children Centres and Young Hackney Youth Hubs in the community.
- The importance of specialised services with specific expertise.
- The value of taking a multi-agency approach to Early Help interventions and the importance of strong relationships with key partners.

6 key areas have been identified for development:

- Visible, approachable services that are local and trusted.
- Effectively communicated support.
- Support which is able to meet the needs of the whole family, especially parenting capacity.
- Trusting and consistent relationships with practitioners.
- Support which is able to meet the specific needs of children, young people and their families, through specialist and expert interventions, including at key points in a child's, young person's or family's life.
- Interventions led by outcomes, impact and involvement of children and families.

Key activity to date:

- Implementation of a single 'request for support' form across SEND and social care.
- Development of the Early Help Hub within the Multi-agency Agency Safeguarding Hub as a single point of access for practitioners working with children, young people and families.
- Implementation of single assessment form and process across children's centres and council family support teams.
- Application of consistent practice standards including timescales for children being seen, completion of an assessment and a plan developed with the family.

- Formulation of proposals for a deferred prosecution scheme for youth justice and building upon the outcomes achieved through prevention and diversion to scope a deferred exclusions pilot.
- Conversion of some of the Young Hackney commissioning resources to a new grants programme promoting social inclusion, encouraging independence and developing personal resilience.
- Engagement and co-design with partner agencies to begin the development of a family hub model and sites to support the Early Help system and access and relationships with service users.
- Workshops across the partnership to promote use of the early help hub, the new request for support form and the Hackney Wellbeing Framework.
- Development of an Early Help sub group of CHSCP - this is due to meet in September 2022.

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A new Early Help pathway was introduced in April 2022 and it is too early to yet see the impact of this and flow to/from statutory services. A dip sample of ten Family Support Service case records in June 2022 has shown that the majority of families are being contacted and seen in line with our newly developed practice standards (90%). Where families have not been seen in line with expected standards there has been evidence of management action.

Insight from the Hackney Supporting Families Programme indicates that 32% of the total cohort of families identified under the 'significant and sustained progress' measure (over 1,600 families) have received intervention with successful outcomes via Early Help provision.

The Early Help Hub screening process has placed particular focus on obtaining explicit consent from parents (and where age appropriate young people), providing families with a clear understanding of what targeted early help services offer, and ensuring that the voice of young people is respected. Services have reported that this has been positive in helping them to develop better working relationships with children and families.

In 2023, Hackney will open children and family hubs. Hubs will offer a universal 'front door' for families with children and young people aged 0-19 to access integrated whole-family support services and provide the framework for locality-based delivery of targeted early help.

Next steps:

- Continued development of children and family hub model with partner agencies and residents.
- Ensuring Council services are able to record using the same system.
- Shared performance indicators, including embedding the new Supporting Families outcomes framework.
- Reviewing commissioning to ensure it is evidence based and impactful.
- Creation of Multi-agency Early Help Strategy to deliver on the partnership's collective responsibility for the early help system.
- Integration of early help and children and adolescent mental health services to a shared single point of access.
- Ongoing delivery of actions identified, to embed anti-racist practice across Early Help services.



Young Hackney is the Council’s integrated early help service for children and young people aged 6-19 years old and up to 25 years if the young person has a special education need or disability. The service works with young people to support their development and transition to adulthood by intervening early to address adolescent risk, develop prosocial behaviours and build resilience. The service incorporates universal youth, play, sports and participation activities and opportunities, targeted early help support for those young people and families who need it, and more specialist substance misuse, health and wellbeing, young carers and crime prevention

and diversion interventions. Young Hackney workers ensure the voice of the young person and ‘think family’ are at the centre of practice, and are considerate of the strengths and needs of parents and carers as individual assessments and plans are developed.

An estimated total of 16,676 young people accessed universal services offered through Young Hackney during 2021/22, based on 160,223 named and anonymous attendances. This reflected an increase of 170 % of named individuals accessing Young Hackney Universal services from 2020/21, following the pandemic lockdown periods which had a significant impact on the 2020/21 data. Young Hackney delivered targeted support to 1,471 young people in 2021/22.

Evidence of Impact

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Young Hackney Audits

From March 2022 to July 2022, the Young Hackney service has completed 17 audits using their routine audit form.

Findings:

- Overall, audits were rated as 59% *good* and 41% *requires improvement*.
- 94% of children audited were seen in line or partially in line with practice standards.
- Auditors thought that recording needs to be improved in 65% of files.

- In 53% of files, key actions had been followed up on, within agreed timescales, and were seen to be having an impact by auditors.

Recommendations:

- There is a need to improve recording including management oversight recording.
- Some assessments of risk and plans including safety plans need to be reviewed and updated where necessary.
- Significant family members, particularly fathers to be included in plans and intervention.



Youth Justice

The Youth Justice Service works with all young people in Hackney who are arrested or convicted of crimes and undertakes youth justice work including bail and remand supervision and supervising young people who have been given community or custodial sentences. Young people are supported by a multi-agency team including a Forensic Psychologist, the Virtual School, Speech and Language Therapists, the Police, a Nurse, Probation Services, a Substance Misuse Worker and a Dealing Officer.

	2019/20	2020/21	2021/22
No. of first time entrants to Youth Justice system in Hackney	88	79	67

The overall number of young people entering the youth justice system for the first time in Hackney in 2021/22 was 67, a 15 % decrease from 79 young people in 2020-21. This remains below national and statistical neighbour averages.

88 % of the young people referred to the Youth Justice Prevention and Diversion Team via Triage in 2021/22 were successfully diverted from becoming first time entrants to the youth justice system. However, early help for young people at risk of becoming involved in crime is still not effective enough at preventing the most serious youth crime: the small number of young people referred to the Prevention and Diversion Team from Triage who have gone on to enter the youth justice system have in many cases faced extremely serious charges against them.

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Evidence of Impact

Youth Justice Service Peer Review - May 2022

The Youth Justice Sector Improvement Partnership undertook a peer review on Governance in the Youth Justice Service at our invitation in May 2022 and found that:

- Board and leaders are strategically willing to try new and creative ways of working e.g. deferred exclusions.
- Engaged political leadership.
- Good improvement in First Time Entrants performance, and low reoffending rates.
- The Out of Court Disposal Panel is multi agency with Speech and Language Therapists and clinicians attending.
- There are good practice level relationships with the courts and Judges, who trust the assessments made by the YJS.
- Young people report that they have a good relationship with their worker.
- Positive to see a focus on addressing disproportionality.

Peer reviewers also made some recommendations for improvement, including the need to:

- Strengthen the support given to Black and global majority staff members.
- Support Board members to observe the work on the ground.
- Review the operational/strategic board arrangements and terms of reference.
- Bring the lived experience of the children and families we are supporting into the Board.
- Stronger involvement of young people at all levels.
- Consider identifying a smaller number of key themes/priorities and evidencing impact rather than working through an extensive action plan.
- Encourage Board members to actively lead on agenda items and improve evidence of links to other strategic plans.



Domestic Abuse Intervention Service

The Domestic Abuse Intervention Service (DAIS) works with anyone experiencing domestic abuse who is living in Hackney, aged 16 or over, of any sex and gender, and of any sexual orientation. The service works with clients and partner agencies to assess and reduce risk and offers an assertive, interventionist, social-work-informed approach to protecting victims from harm, using the Safe and Together model which aims to reduce the necessity for the removal of children into care by holding perpetrators to account for their behaviour and protecting survivors of domestic abuse. The service also intervenes with perpetrators of domestic abuse to reduce the risk they pose. The service leads within the Council and across the partnership on Eliminating Violence Against Women and Girls and on providing and developing Hackney's Multi Agency Risk Assessment Conference (MARAC) for 'high risk' cases and delivers training also to partner agencies.

The average weekly number of referrals into DAIS across 2021/22 was 23, slightly below the weekly pre-Covid rate of 25 cases per week. From April

2022 to September 2022 there has been an average weekly referral rate of 25 cases.

The Domestic Abuse Prevention Programme, working with those who harm others through their behaviour, is a 26 session programme that continues to operate virtually on a rolling basis. Since April 2022 to October 2022, so far 8 people have completed the programme.

The fortnightly virtual MARAC (Multi Agency Risk Assessment Conference) is a multi-agency meeting to discuss and take action on cases of domestic abuse where there is a 'high risk' of death or serious injury. Numbers have continued to rise during and following the Covid restrictions. 2021/22 saw a total of 694 cases discussed at MARAC, an increase of 15% on the 595 cases heard in 2020/21. If the rate from April - September 2021 is maintained across the remainder of this year, there will be 734 cases heard, an increase of 23% on 2020/21. In two years, cases heard at MARAC have risen by over 200, from 492 in 2019/20 to 694 in 2021/22 which is a rise of 41% over 2 years. Around half of all MARAC cases have children living in the household; this has remained consistent over recent years.

Evidence of Impact

Domestic Abuse Intervention Service (DAIS) Audits

The DAIS has completed 59 audits throughout 2021-22, using the DAIS full audit form.

Findings:

- 73% of audits completed rated practice as 'good' or 'outstanding'.
- 95% of cases audited took the client's history and any current vulnerabilities into account.
- 98% of cases audited properly identified and responded to child / adult safeguarding concerns.
- In 79% of cases audited, the client had been provided with effective and comprehensive safety and support planning work.
- In 61% of cases audited, there was evidence of a sensitive response to the cultural and diversity needs of the client.
- In 81% of cases audited, auditors felt that the client had been supported to act for themselves and engage with services.
- In 84% of cases audited, auditors felt there was evidence of robust case management and supervision, ensuring effective recording practice and appropriate support from intake to closure.

- Auditors felt that there had not been active engagement with the perpetrator service and evidence of working together to manage risk in 67% of cases audited.
- Auditors felt that casework and case file recording met best practice in the majority, but noted some gaps in recording.

Recommendations:

- Continue to embed practice around engaging with abusers, and holding abusers to account for their abusive actions.
- Managers to provide oversight around why cases are not discussed at unit meetings and record rationales of why direct contact may not be made.
- All cases that were opened pre-cyber attack and are still open need a summary of intervention pre-cyber attack.
- DAIS management group to consider how to better capture management oversight.
- Consider how to overcome blocks and barriers of professional network, no following up action from MARAC/complex case forum.



Identifying and responding to children’s needs and appropriate thresholds

Contacts, referrals and assessments

Contacts

	Outturn 2019/20	Outturn 2020/21	Outturn 2021/22	Apr - Sept 2022
Number of contacts	16,044	11,473	12,746	7,174
% of contacts progressing to a referral	27 %	26 %	29 %	27 %

There has been an 11 % increase in contacts over the past year, however this has not yet reached pre-pandemic levels. Hackney did not see the immediate rise in contact levels that many local authorities experienced following the pandemic, but we have had a steady increase in contacts over the last year. This is to be expected in the context of increasing demand for children’s social care on a national and local level.

We have also changed the way that contacts are recorded, with information requests now not captured as a contact and referral record which they have been historically. This will potentially account for the volume of contacts being less than expected.

Purposeful work has been undertaken through the revision of the Hackney Child Wellbeing Framework, the shift to a Multi-Agency Safeguarding Hub, Early Help Hub and the introduction of a consultation line. The positive impact of the consultation line will also mean that requests for support that do not meet thresholds are not coming through as contacts. However, there is still some ‘oversharing’ from some agencies, mainly the Police, which is being addressed.

Referrals

	Outturn 2019/20	Outturn 2020/21	Outturn 2021/22	Apr - Sept 2022
Number of Referrals	5,031	2,930	3,707	1,935
Rate of Referrals per 10,000 population	788	459	581	303 (Annual est 616)
Statistical neighbours	581	497	579	n/a
England	535	494	538	n/a

	Outturn 2018/19	Outturn 2019/20	Outturn 2020/21	Outturn 2021/22	Apr - Sept 2022
Percentage of cases which were re-referrals which had been open in the past 12 months	16 %	16 %	18 %	17 %	19 %
Statistical neighbours	17 %	18 %	18 %	18 %	n/a
England	19 %	19 %	19 %	22 %	n/a

There has been a 27 % increase in the number of referrals received. Re-referrals within 12 months at the end of March 2022 were at 17 % and this is in line with statistical neighbours. The rate of referrals for the year 2021-22 was 581, higher than the 2020-21 rate of 459. 29 % of contacts have proceeded to referrals compared with 26 % for 2020-21. This is an anticipated increase given the impact of COVID-19 upon children’s attendance at school and visibility to multi-agency professionals.

Assessments

	Outturn 2019/20	Outturn 2020/21	Outturn 2021/22	Apr - Sept 2022
Number of social work assessments completed	4,923	3,664	3,293	2,075
Rate of assessments per 10,000 population	771	604	516	325 (Annual est 630)
Statistical neighbours	529	477	533	n/a
England	554	518	533	n/a

	Outturn 2019/20	Outturn 2020/21	Outturn 2021/22	Apr-Sept 2022
% of social work assessments completed within 45 working days	64 %	78 %	82 %	61 %
Statistical neighbours	88 %	94 %	90 %	n/a
England	85 %	89 %	84 %	n/a

The rate of completed assessments has reduced by 15 % compared to 2020-21. The rate of assessments completed within 45 working days was 82 % for 2021-22 compared with 78 % for 2020-21. Performance for this measure declined in the early months of 2022, in the context of changing back to Mosaic recording system, some notable staff challenges as a result of staff sickness (including due to COVID-19), staff changes and some performance management concerns, with only 45 % of assessments completed in 45 days as at the end of April 2022. Following the embedding and support of newly appointed staff, and concerted management oversight, performance is beginning to stabilise and we were reassured by the feedback from inspectors during the recent Ofsted focused visit in September 2022.

In 2021-22, 70 % of assessments completed resulted in no further statutory social work action, an increase compared to 66 % in 2020-21. As at the end of September 2022, this rate has now decreased to 51 % of statutory assessments completed resulting in no further statutory social work action- this is a positive development in the context of the introduction of Early Help Assessments within the Family Support Service in April 2022.

“...this is a positive development in the context of the introduction of Early Help Assessments within the Family Support Service in April 2022.”

Evidence of Impact

Assessment leading to no further social work action - June 2022

As a result of high numbers of assessments leading to no further social work action, a dip sample of 45 cases was undertaken.

Findings:

- 89% of referrals met the threshold for statutory assessment (Hackney Child Wellbeing Framework)
- In 98% of audits, the outcome of the assessment was in line with thresholds
- In 87% of audits, the auditor did not think that an alternative course of action could have been taken - for some cases an early help assessment would have been better

- Auditors think a DAIS worker in the MASH would enhance early safety planning for victims of domestic abuse.

Recommendations:

- Identify a DAIS practitioner to be located in MASH to ensure that effective safety plans are created at the earliest opportunities for victims of domestic abuse.
- Delegated authority to be implemented to under 5's MAT services to ensure consistency of threshold application.
- Early Help assessments to be utilised more where children are perceived to be in need of support, rather than at risk of significant harm.

Local Area Designated Officer

Organisations where employees and volunteers work with children (including foster carers and prospective adopters) are required to have clear and accessible policies and procedures to manage occasions when allegations are made against staff or volunteers. As part of that, organisations have to appoint a Designated Safeguarding Lead to whom the allegations are reported, who would then report it to the Local Authority Designated Officer (LADO) who has the responsibility to manage and have oversight of allegations.

The LADO service received 311 contacts during 2021-2022 which is an increase of 137 (44 %) on the previous year (174 contacts). It is therefore evident that the number of contacts have returned to the previous trajectory

of year-on-year increases in the LADO contacts received prior to the Covid-19 pandemic (there were 309 contacts during 2019-20).

The occupations with the highest number of contacts were teachers (29 %), school support staff (23 %) and nursery workers (17 %). This is a slight change to previous years as the norm until this period was school support staff receiving the highest number of contacts. The increase for teachers is noteworthy, given it has risen by 7.4 %. The three occupation groups with the highest number of contacts remain unchanged. Again, the postulation is that these three groups will remain consistent as it is likely attributable to the higher ratio of children to staff given schools and day care provisions have higher numbers of children accessing services compared with health or leisure facilities for example.

Evidence of Impact

LADO audits - July 2022

Practice audits of LADO work are conducted every 6 months by the Service Manager and Practice Development Managers in the Safeguarding and Reviewing Team. The most recent audit in July 2022 looked at 6 LADO cases.

Findings:

- 100% of referrals were rated as good or outstanding.
- 100% of audits found decision making to be good or outstanding.
- 100% of audits found partnership working to be good or outstanding.
- 100% of audits found evidence that there were positive outcomes/positive impacts on the child's plan as a result of LADO intervention, with practice rated as good.



Making good decisions and providing effective help

Strategy Discussions

The CHSCP continues to promote the CHSCP strategy discussion protocol through regular 'Things You Should Know' briefings and animated video guidance for multi-agency professionals. The CHSCP Quality Assurance Sub-Group maintains oversight of the quality of strategy discussions via audit and tracks the progress of multi-agency improvement actions. The most recent audit was commissioned using external auditors in March 2022.

Broad findings in audit rounds demonstrated good timeliness, with evidence of sufficient information sharing, understanding the child's needs, decision making and planning. No cases were escalated as a concern. Good practice was identified in response to cases of serious youth violence (in line with recommendation 9 of the Child C SCR and the identification of trusted adults). Recording, the focus on all household members / significant

others and the consistent use of the CHSCP template remain areas for improvement. The introduction of Mosaic should support practice in this respect.

825 Section 47 investigations began in 2021-22, in line with 836 the previous year. This represents a rate of 129 Section 47 investigations per 10,000, which is less than statistical neighbours (175 in 2020-21) and the England average (164 in 2020-21).

32% of Section 47 investigations progressed to an Initial Child Protection Conference in 2021-22, a decrease from 37% in 2020-21. This is in line with statistical neighbours (32% in 2020-21) and lower than the England average (37% in 2020-21). 24% of completed Section 47 investigations progressed to an Initial Child Protection Conference between April and September 2022.

Evidence of Impact

CHSCP external review by independent auditor: Strategy Discussions followed by ICPC - March 2022.

The City and Hackney Safeguarding Children Partnership (CHSCP) selected a total of 15 Strategy Discussion minutes which were followed by an Initial Child Protection Conference (ICPC) over the preceding months from November 2021 to March 2022 for audit.

Findings:

- The reviewing of partner contributions was reliant on the content of the Hackney child's file only.
- The strategy discussion template and the conference report template have been revised to request/ensure explicit reflection on ethnic/cultural/identity issues. This review found that the templates are not being used consistently.

- In sibling groups with a wide range of ages of children, the risks and needs of each child when discussed together can become diluted and the analysis of parental capacity lost.
- There is clarity around the threshold and rationale from agencies, however category selection and application is less clear.
- Each agency tracks their own report submission and quality and whether the report has been shared with families.

Recommendations:

- Further emphasis is needed in strategy meetings on clearly defined actions to ensure information is sought and shared and pulled through in submissions to conferences.
- Where a family is already open to Hackney, this needs to be made clear and recorded in the strategy discussion minutes as well as any dates of recent strategy meetings relevant to the episode of concern/incident, and that actions and plans to support and safeguard children are clearly recorded with clear timescales and noting the responsible professional/agency. This will be further strengthened with the consistent use of the strategy discussion template.
- Where there are multiple risks identified in a family, these should be separated out in the strategy discussions with clear plans to manage each concern and who/which agency should be responsible.
- Identify a process to record if agencies have submitted reports and when.

Section 47s that do not go to ICPC dip sample - June 2022

Following a high volume of Section 47 investigations that did not go to ICPC (reaching a peak of 85% in March 2022), a dip sample of 30 cases was undertaken.

Findings:

- In 96% of cases, it was appropriate to escalate to S47.
- In 96% of cases, it was appropriate to not go to ICPC.
- Auditors noted that clear disclosures of children being hit with implements led to appropriate escalation
- In 10 of these cases - auditors noted positive engagement with parents, some of whom showed remorse for causing harm to their children, which resulted in children no longer being perceived as at risk of significant harm.

Recommendations:

- Greater clarity around the use of Independent Chair consultations to be shared across the service.
- Develop Practice Guidance on when to initiate an assessment under Section 17 rather than step up to Section 47.
- Think about racism throughout the CFS system decision making points and in supervision.

Children supported on Child in Need Plans

	Jan 2021	July 2021	Sep 2021	July 2022
Snapshot of children supported on Child in Need Plans (within the Children in Need Service)	865	699	619	495

There has been a decrease in the number of children supported on Child in Need Plans, which is linked to increased oversight by managers to ensure that children are on the correct plan according to thresholds, as well as a corresponding drop in referrals and assessments over the same period. We have adjusted our expected practice standard for Children in Need Visits to a minimum of 20 working days to ensure social work activity is purposeful and meaningful for children and to ensure plans progress. Senior management oversight on Child in Need plans at agreed points is occurring and is evidenced on the file and reducing drift.

Evidence of Impact

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Audit of Progression of Child in Need Plans at 3 months - April 2022:

6 audits were undertaken with 5 cases graded as good and one rated as requires improvement.

Findings:

- Clear evidence that the plan was progressing, with timely visits and reviews that made reference to the plan.
- Good quality visit recording and children were seen on their own. Visits were focused and purposeful.
- All audits had evidence of both timely visits and Child in Need reviews taking place within the practice standards.
- Referrals recommended through the plan were actioned in a timely way.

- Plans were generally of a good standard and thresholds met for Child in Need.

Recommendations:

- Recording needs to be stronger, including consistent recording of management oversight on the file.
- There needs to be clearer contingency planning for children when the plan is not progressing.
- Case Holders need to ensure that identity is captured beyond the assessment for the child.

Service Managers will undertake an audit of Child in Need cases at 6 months to ensure the plan is progressing in the child's timescale.

Children supported through Child Protection Plans

The number of children supported on Child Protection Plans decreased over the course of 2021/22, representing an 11 % decrease. 91 % were reviewed in the required timescales. The number of children starting and ceasing Child Protection Plans has reduced over the last 6-12 months, with 193 children as at the end of June 2022 down from 237 as at 31st March 2021. 35 % have been open for under 3 months and 1 % for over 2 years or more. The number and rate of children supported on a Child Protection Plan continues to reduce.

Number of children supported on Child Protection Plans

	March 2020	March 2021	March 2022	Sept 2022
Page 74	251	237	211	186

Children supported on Child Protection Plans per 10,000 population aged under 18

	March 2020	March 2021	March 2022	Sept 2022
Hackney	38	37	33	29
Statistical Neighbour	39	39	42	n/a
England	41	41	42	n/a

The rate of children supported on Child protection Plans per 10,000 is 29, this is significantly below statistical neighbours and national averages.

This decrease is mostly accounted for by the 14 % decrease in Initial Child Protection Conferences with 267 held in 2021/22 compared to 312 in 2020/21. The duty consultation process between our Safeguarding and Reviewing Team (Child Protection Chairs) and the social work units has better supported appropriate threshold decisions for children.

Duration of closed Child Protection Plan (percentage)

	March 2020	March 2021	March 2022	April to Sept 2022
Under 3 months	24 %	34 %	19 %	19 %
3 - 6 months	17 %	31 %	12 %	12 %
6 - 12 months	40 %	32 %	38 %	39 %
1 - 2 years	16 %	20 %	30 %	27 %
2+ years	3 %	3 %	1 %	3 %

At the end of March 2022, 24 (10 %) children were subject to a Child Protection Plan for a second or subsequent time (based on data restored from 2016). There was a 21 % decrease in children becoming subject to a Child Protection Plan over the last year from 308 children down to 242 children.

There was a 15 % decrease in children ceasing a Child Protection Plan over the last year, from 313 down to 267. This reduction is due to improved management oversight and key interventions being delivered in a more timely manner. Throughout the pandemic our numbers of children supported through Child Protection Plans remained high as a result of plans remaining open for longer than anticipated whilst key interventions for some families remained unavailable. Since the end of lockdown and all services being fully available, these Child Protection Plans have been able to progress and gradually our numbers have decreased.

Evidence of Impact

Child Protection Monitoring Meeting dip samples

A Child Protection Impact and Tracking Meeting is held every 6 weeks consisting of Service Managers and Heads of Service which systematically reviews Child Protection Plans that have been open 9-12 months, 13-15 months, 16 months+, repeat plans, and plans ending at the first review, to ensure appropriate application of thresholds and timely progression of plans.

In May, July and September 2022, Child Protection Monitoring Meeting dip samples were undertaken, with 14 dip samples completed in total. 9 of these plans were 15+ months old, 1 was 3 months old (ending at the first RCPC), and 1 was a repeat Child Protection plan, with the remaining 3 categorised as 'other'.

Findings:

- 57% of audits were rated as good.
- 63% of plans were written in a concise, child friendly way. The remaining 36% partially met this requirement.

- 86% of files had a reasonable 3-5 goals. All of these goals were realistic and linked to what needed to change for the child - 64% fully, and 36% partially.
- Clear, proportionate timescales were noted in 93% of files - 79% fully, 14% partially.
- Chair's oversight was seen in 92% of files - 46% fully, 46% partially.
- In 86% of files, there was evidence of progression of the plan - 50% fully, 36% partially.
- Clear contingency plans for if change was not made were present in 93% of files - fully in 79%, partially in 14%.
- 43% of plans acknowledged and addressed issues of ethnicity, culture and identity - half of these fully, the other half partially. The remaining 57% did not do this.

Child Protection Plans - visits

As at 10th October 2022, 88 % of children supported through Child Protection Plans have visits recorded within 20 working days. Recording of visits is being monitored to ensure all children are seen in a timely way in accordance with their plans. There is urgent escalation to the Head of Service if this is not happening, with identification of alternative

practitioners where there are gaps in staffing. There are a small number of children supported through Child Protection Plans where there are difficulties in gaining entry to the family home within statutory timeframes. Actions to address these delays are monitored at a Head of Service level.



Public Law Outline (PLO) and court proceedings

As of 31st March 2022, there were 16 children in pre-proceedings. As at the end of September 2022 there were 12 children in pre-proceedings.

	2019-20	2020-21	2021-22
Hackney number of care applications	107	78	51
Hackney care applications per 10,000 child population	16.4	11.8	7.6
England care applications per 10,000 child population	10.8	10.5	9.6

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As at 30th September 2022, there were a total of 149 children in care proceedings. We have issued care proceedings for 57 children from 1st June

to 30th September 2022. The overall increase in number is as a result of the delays and increasing length of Care Proceedings so children are being subject to proceedings for longer. We have had an increase in the number of Supervision orders, Special Guardianship Orders and Child Assessment Orders.

The time taken to complete care and supervision proceedings was an average of 47 weeks in Hackney in 2021-22, the national average for this period has not been released. This is an increase for Hackney from 38 weeks in 2020-21, and the national average of 41 weeks in 2020-21. This has increased nationally since April 2020 due to the pressures on the court system as a result of the Covid-19 lockdown. The national average target for the length of court proceedings is 26 weeks.

Within the clinical court clinic, 21 cases were discussed in 2021/22, a decrease from 27 cases discussed in 2021/21. The clinical court work completes court work assessments in line with the emerging practice model - privileging a systemic approach, paying attention to social context and is informed with a trauma informed lens. 11 clinical court work assessments were completed in 2021/22 a decrease compared to 17 in 2020/21.

Evidence of Impact

Public Law Outline (PLO) Audits

10 audits of the PLO process were completed in July 2022.

Findings:

- All children had decisions from Legal Planning Meetings (LPM) ratified at Children’s Resource Panel (CRP), where necessary.
- 60% of PLO letters were sent within timescales. These letters were clear about concerns and what needed to happen to improve outcomes for children, however auditors noted that letters could be more concise and use less jargon.
- In 40% of audits, the PLO meeting took place within 15 days of the CRP decision, with auditors noting that delay is often due to a solicitor for parents not being instructed in time for the meeting.
- In all 10 of the files audited, the PLO minutes were noted to be of good quality and were largely placed on the file in a timely way. The introduction of the PLO Unit Coordinator has helped to standardise this.
- In 50% of audits, Family Group Conferences (FGC) took place during the PLO process. This is an improvement in comparison

to practice observed 12 months ago. Auditors note that parents' legal representatives often do not support FGCs.

- Placement Planning Meetings (PPM) were used to support decision making in 90% of the children's files audited, marking an improvement in the use of PPMs in the PLO process.
- For all of the relevant children, proceedings were initiated within the expected timescales.
- For 9 out of 10 children, the auditors felt the PLO process was meaningful and effective.
- 5 of the 10 children had support which was stepped down/due to be stepped down following the PLO process, suggesting the process improved outcomes for these children.

Recommendations:

- A glossary of terms was created, to be sent out with the PLO letters and leaflet, to assist parent understanding.
- Led by PLO practice leads, training around writing concise PLO letters with a focus on language use needs to be delivered, and best practice examples of PLO letters should be shared with practitioners.
- PLO practice leads will share the PLO practice guidance across all service areas.



Clinical Support

Clinical Service

The Clinical Service aims to integrate a mental health and wellbeing offer across the Children and Families Service as we know that children and young people who access children's social care are at greater risk of mental health difficulties. By moving to a 'stepped care' clinical model the service is able to work with a broad range of children and families from early intervention, as well as for our most vulnerable children and young people in care or on the edge of family breakdown, in a responsive, targeted offer. The Clinical Service offers both a direct and indirect offer:

- Indirect Clinical Offer: This is open to all families and individuals open to the Children and Families Service. The main part of this

offer is consultation, but also includes training, supervision and court work. Clinicians complete assessments for court proceedings as part of the Public Law Outline. These range from assessments with parents, individual children or family groups, making use of specialist assessment tools and approaches as applicable.

- Direct Clinical Offer: This is only available to children and families in the Children and Families Service with an allocated social worker, or open to the Youth Offending Team. This includes those in receipt of a Child in Need plan, a Child Protection Plan or Children in Care.

279 children and families were referred to the Clinical Service in 2021/22. There were 220 cases allocated for direct work in 2021/22, a 25% decrease from 284 cases in 2020/21. 79% of children and families referred were allocated for direct work. In 2021/22, an increase of 10% compared to 2020/21. There were 591 consultations completed and 261 Talk Together appointments offered in 2021/22. 11 clinical court work assessments completed in 2021/2022.



Participation and direct work with children and families

Hackney Youth Parliament

Hackney Youth Parliament represents the views of young people in the borough. They aim to advocate on behalf of all their peers and contribute to positive change for all young people. They run campaigns about important issues, and hold regular events and consultations.

There are currently six elected members of the 2021-22 Youth Parliament, who were elected in June 2021. Over the next year Hackney Youth Parliament is set to work on a series of campaigns to improve the lives of young people and the services they receive. This work will aim to tackle inequalities young people face, and will focus on issues such as mental health, work and policing policies.

Hackney Youth Parliament will also increase awareness of positive opportunities available to young people through organising fun events and activities. Hackney Youth Parliament will be launching the new Youth Opportunity Fund in October 2022 so youth projects in the borough can apply for funding to improve the lives of young people after lockdown.

Children's Rights Service

Hackney's Children's Rights Service provides a range of support to children and young people who are supported by, or have been supported by, Hackney Children's Social Care, with priority given to children who are looked after, leaving care or supported on Child Protection Plans. The team provides an independent service that helps young people have their voice heard through advocacy; represents children's wishes and feelings; and provides information to children and young people about their rights and entitlements.

The team also offers an Independent Return Home Interview service to young people who have been reported missing by their parents or carers. This provides a safe space to allow young people to talk in confidence about their experiences and to create safety plans. During 2021/22 there were 1,043 recorded missing episodes, an increase compared to 2019/20 when there were 821 recorded missing episodes. Due to the cyber attack we cannot report accurately on the data for missing episodes during 2020/21.

Unfortunately due to the impact of the cyber attack it is not possible to report on the numbers of Return Home Interviews that have been completed during the year. Following the move back to Mosaic in April 2022, work is underway to improve both the recording by practitioners and the reporting functionality around Return Home Interviews. Children's Rights Officers continue to attend the daily discussion with Hackney Missing Police to actively follow up with children who are or have been missing in the Borough. Children's Rights Officers continue to work with young people from a harm and risk reduction perspective; supporting young people to develop their own safety plans, implementing actions they realistically feel they can take to reduce risks. 'Safety Planning with young people' workshops have been regularly offered to staff during the year, and this will continue.

Since April 2020 we have embedded the automatic offer of advocacy for all children aged over 5 years who have started to be supported by a Child Protection Plan following an Initial Child Protection Conference. During 2021/22, 127 children were opened to the service through the automatic Child Protection Advocacy route. 54% of children accepted the Child Protection Advocacy Offer and 46% declined the offer. It is positive that over half the children supported by a Child Protection Plan have assessed independent advocacy but this remains an area we wish to improve.

Evidence of Impact

In December 2021, 9 audits of Children's Rights work were completed which found good practice overall.

Findings:

- Regular visiting/frequent contact, flexible to support the needs of the child (in person and virtual) and good recording noted.
- A strong example of advocacy, seeking and supporting the wishes of the child, including thoughtful and sensitive discussion and recording on the file.
- There needs to be consistent recording around whether children's views were shared with the Chair of the Child Protection Conference where the child is receiving advocacy by the Children's Rights Officer.

Recommendations:

- The need to consider how the service ascertains that feedback has been given to the child about how their voice was shared at their Child Protection Conference and the impact of this.
- Including meaningful discussion about culture/identity in advocacy support.
- Ensure all communication is recorded on children's files so the journey and link between events is clear.

A child made the following comments about her Children's Rights Officer:

“She listened to me and played games with me.”



Identifying and responding to all types of abuse recognising the vulnerability of specific groups of children

Safeguarding children during adolescence

Local Government Association (LGA) peer review - February 2022

In February 2022, the LGA undertook a peer review at Hackney's invitation to look at our work with children during adolescence across the Children and Families Service. The challenge team were appreciative that we were still in the midst of the pandemic and the cyber attack with an interim system. But in spite of this, they found that we have shown incredible resilience and commitment to our families. The LGA found:

- The team reviewed 16 of our children's files and were highly complimentary about our child-focused practice.
- The LGA also recognised Young Hackney as a fantastic resource but they think we need to do more to communicate the offer we provide, evidence outcomes and link better with the wider offer for children during adolescence in the borough.
- Management structures may need to be addressed to benefit communication and reduce silo working - The report highlights the need for our partners to do more work regarding anti-racism and highlights the work being done on decolonising the curriculum by our Education team and schools. Additionally, there are recommendations for schools and the police to firstly safeguard our children rather than criminalise or exclude.
- The review highlighted that we don't currently have a clear practice model, and work has begun on refreshing this.

Key recommendations included:

Strategic approach and partnership working

- a) Ensure greater strategic join-up between education, including schools, social care and other partner agencies to better understand the causes and consequences of exclusions and reduce these from the current high levels.
- b) Ensure there is a whole system approach across the Partnership to working with vulnerable adolescents, based on a shared responsibility for better outcomes underpinned by joined up performance and other information and analysis.
- c) Engage with and support the police to develop greater understanding of the negative impact of some of their interactions with young people and encourage a safeguarding-first approach.

Organisational arrangements and practice

- d) Develop a clear practice model for children's services which is well understood across the service and partners.
- e) Develop an outcomes framework and measures to better evidence the impact of the comprehensive range of resources deployed through Young Hackney and the wider early help offer. Use this information to ensure these resources are well targeted and have the maximum impact.

The offer to children during adolescence

- f) Use the opportunities provided by the planned introduction of Family Hubs and the implementation of the Early Help Strategy to focus on whole family working and associated impact measures.
- g) Develop an edge of care strategy, informed by the analysis that led to the edge of care pilot, to provide support to the wider cohort of children at risk of entering the care system including through earlier intervention.

- h) Re-focus on the risks associated with child sexual exploitation, alongside the wider concerns regarding child criminal exploitation.
- i) Complete work on a communication strategy to young people, parents and professionals, so that professionals working with young people are able to better provide advice to families and children about the wide range of different support services that are available.

Evidence of Impact

Live Learning Audit on Extra-Familial Harm - March 2022

To complement the Local Government Authority Peer Review on vulnerable adolescents that took place in February 2022, a live learning audit around extra familial harm began in March 2022.

The percentage of audits scoring good was 27%, made up of 3 files scored as good, 6 files scored as requires improvement, and 2 files scored as inadequate.

Findings:

- Auditors felt that child focused practice remains a strength. Relationship-based practice and consistent lead professionals acting as 'trusted adults' was a strength which helped to drive change for children and helped to keep them safe.
- Practice by the Context Intervention Unit (CIU) and the Extra Familial Risk Panel (EFRP) was commended across multiple audits, for its helpful intervention in strong risk conceptualisation, direct work, peer mapping and safety planning.
- Strengths were identified where management oversight was delivered from all levels in the service, including around challenging police conduct in relation to strip searching of

children. Audits highlighted a lack of supervision and child summaries on files, alongside general management oversight.

- High staff turnover in CFS has led to multiple social workers working with children, coupled with delay in transfer between service areas led to drift in intervention delivery for some children.
- Auditors felt that there was more scope to challenge police on concerns of criminalisation of children who are being exploited, and adultification of children who need safeguarding.

Recommendations:

- Refocus on safeguarding children at risk of extra-familial harm, particularly sexual exploitation. .
- Tighten management oversight including summaries, supervision and summaries - ensuring files are up to date.
- Managers at all levels to ensure that our Practice Standards and core Practice Guidance is discussed in supervision, management and team meetings and that managers at all levels ensure practitioners are making use of practice guidance.

Neglect

Following the feedback from Ofsted during our 2019 ILACS inspection that a small number of children on Child Protection Plans were experiencing neglectful circumstances for too long, we have undertaken much work to strengthen our management oversight and decision-making for these children. In 2021 the City and Hackney Safeguarding Partnership (CHSCP) initiated discussions with NSPCC to introduce the Graded Care Profile II across the Hackney partnership. A multi-agency steering group was established in

September 2021 to progress the implementation of the GCP2 and support the existing arrangements in place to respond to neglect. This group has met on seven occasions. Capacity challenges in the early stages – alongside the focused requirements of the NSPCC - impacted on the pace of the partnership in getting the project started. We are now in a much stronger position and there has been both recent and significant traction. The NSPCC is content with the latest updates and the range of activity that has taken place to prepare for the eventual launch of the tool. A defined implementation plan is in place with staff 'Training for Trainers' beginning in November 2022.

Evidence of Impact

Live Learning Audit on Neglect - November 2021

In October-November 2021, a Live Learning Audit was undertaken looking at cases where neglect had been identified or suspected. The case list was challenging to develop due to the reporting limitations of the interim social care recording system. 11 audits were completed, with audits scored for overall practice from 1 (inadequate) to 4 (outstanding). 5 cases (45%) were scored as Good and 6 (55%) of cases scored as Requires Improvement. 'Child focused practice' was clearly identified as a strength with 9 out of the 11 audits being scored as Good for this area of practice. 'Management oversight driving change' is the area of focus that scored the lowest with 5 audits identifying this as an area which requires improvement and 2 identifying this as inadequate.

Findings:

- Practitioners have a good understanding of the children and families they work with and form meaningful relationships with them.
- Strong plans were detailed with clear goals and actions in line with the identified concerns, and progress was effectively monitored.

- The child's voice was often visible in the case file and there were good examples of effective direct work.
- Recording, particularly of visits and supervision, was identified as a gap in almost all audits, underlying the ongoing challenge of the interim system.
- Staff changes were noted as an issue in 4 audits. Three auditors noted the disruption that change of a social worker can have for engagement with families and progression of the plan due to the critical need to re-form relationships to effectively drive forward the plan.
- The cyber attack impact continued to be felt, with a lack of history and incomplete chronologies as a result. This means that it is harder for workers to know when to escalate cases, as full analysis of history is not always possible. Analysis of full information and analytical skills in social workers are critical, particularly when identifying neglect.



Recommendations:

- This audit highlighted the need to improve our multi agency working with Adult Services, this would mean stronger joint planning for young people approaching 18 and prevent delay.
- There is a need to progress to using a consistent approach to understanding and evidencing the impact of long term neglect through the Graded Care Profile.
- Continue to promote the inclusion of fathers and male caregivers in planning for children.
- There is a need to strengthen the way in which Family Group Conferences are offered to families, ensuring they are presented as an intervention families are entitled to before other interventions or legal action may be considered.



Disabled Children's Service

We continue to focus on driving improvements in the Disabled Children's Service through a strategic action plan.

All new referrals for an assessment from the service are made through the Multi Agency Safeguarding Hub (MASH) and all children of school age should have an Education, Health and Care Plan in place.

At the end of March 2021, the service was working with 374 children and young people. Of these, 258 were male and 116 were female. This is a 7% decrease compared to 2019/20, when the service was working with 402 children and young people.

Age breakdown of children open to Disabled Children's Service

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Age	Number of Children
5 or under	42
6 - 8	76
9 - 11	87
12 - 14	79
15+	90
Total	374



Short breaks are defined as any service or activity outside of school hours which gives the family of a disabled child or young person a break from their caring responsibilities, and gives the disabled child or young person an

enjoyable experience. As at the end of September 2022, there were 1,776 children accessing short breaks provision, 266 of whom also access a care package.

	Mar 2019	Mar 2020	Mar 2021	Mar 2022	Sept 2022
Number of young people accessing short breaks	1,400	1,599	1,388	1,542	1,776

Since April 2021, children receiving care packages who are also on Child in Need Plans in relation to safeguarding concerns have transferred to the Disabled Children's Service. This minimises transitions, provides more consistency and ensures that processes are clearer for families. As at the end of September 2022, there were 23 children on Child in Need Plans, 2 children on Child Protection Plans and 1 looked after child receiving support from the Disabled Children's Service.

The care packages for all children have been reviewed in the last year or are currently in the process of being reviewed - this is a significant improvement from 2019 when CFS took over the service, at which point there were numerous care packages which had not been reviewed in three years. Since April 2021, assessments for 630 children have been completed by the Disabled Children's Service.

Prior to 2022, the Disabled Children's Service support was delivered by 5 commissioned providers and 12 spot-purchased providers. In 2022, the Disabled Children's Service completed a commissioning cycle and have now commissioned 33 providers to deliver the service.

Evidence of Impact

Disabled Children's Service audits - throughout the quarter

Between April-June 2022, 4 audits of the Disabled Children's Service were completed using the C&F assessment generic audit form.

Findings:

- The auditor highlighted child-focused and well written assessments as strengths.
- 50% of children were seen within 5 days of allocation. In the 50% that were not, there was a rationale for this recorded on the file.
- 100% of the children were seen at least every 20 days since the first visit.
- 75% of the children were spoken to alone, and the one child who was not spoken to alone had a rationale recorded on file for this.
- The voice of the child was evident on all files, but only partially in one of these.
- For 50% of the children, the child(ren)'s ethnicity and identity was considered as part of and used to inform the assessment, and the other 50% partially evidenced this.
- Children's fathers were only included in 50% of the assessments, and there was no rationale about this on one file.

- Recording was of good quality in 75% of the files audited.
- The auditor felt that all assessments were proportionate in terms of depth and timeliness of activity in relation to level of need.
- There was sufficient evidence of management oversight in 75% of files.

Recommendations:

- The diversity and identity section needs to be completed meaningfully on assessments.
- In some cases, management oversight needs to be strengthened to ensure it is in line with assessment standards, such as the requirement to put oversight on file within 20 days of assessments being initiated and where children/families are not seen or contacted within timescales.
- Work will be undertaken with Disabled Children's Services CSWs around prompt allocation of assessments and timely contact with families, even where safeguarding concerns are not identified.



Private Fostering

A child under the age of 16 (under 18, if disabled) who is cared for, or proposed to be cared for, and provided with accommodation by someone other than a parent, person with parental responsibility or close relative for 28 days or more is described as being privately fostered. Local authorities do not approve private foster carers, but are required to assess a private fostering arrangement to ensure that the welfare of privately fostered children is being safeguarded and promoted. As at 9th September 2022, 11 private fostering arrangements were open to Hackney. All private fostering children's records are audited regularly.



Evidence of Impact

Private Fostering Audits

In August 2022, all 11 of the privately fostered children's files open to Hackney CFS were audited.

Findings:

- 11 audits with 36% rated as Good, compared to 100% rated as Good or Outstanding in October 2021
- Practice was rated as RI for 3 children (27%), and Inadequate for 4 children (36%).
- 36% of households had up to date DBS checks for all adults
- 50% of PF arrangements had been reviewed annually and presented to Care Planning Panel
- In 27% of cases, parents had not been involved in the most recent assessment of the PF arrangement

Recommendations:

- Additional management oversight has been put in place via a Consultant Social Worker tasked to monitor practice with this cohort.
- Any identified immediate actions have been shared with case holders and progress against these are being monitored.
- A Private Fostering improvement action tracker has been created.
- A briefing has been presented to all staff as a reminder of the criteria for Private Fostering and relevant staff will be suitably trained so they are familiar with private fostering notification timescales and are able to recognise private fostering arrangements at the earliest opportunity.

Children missing education

As of August 2022, there were 213 children electively home educated (EHE) by their parents. Numbers increased in Autumn 2020 in response to the Covid-19 pandemic however numbers have steadily fallen back over time but remain above pre-pandemic levels. A new EHE policy and assessment framework was introduced in June 2020 and is now embedded into practice. New referrals receive a suitability assessment within 12 weeks of referral and an annual assessment. 95% of our current cohort were seen within 12 weeks.

Locally, the majority of children missing education (CME) are from the Orthodox Jewish community, with these children attending unregistered education settings (UES) on a full time basis, where we are unable to assess the suitability of their education. As of August 2022, there are 808 registered children missing education, with 754 from the Orthodox Jewish community. Processes are in place for tracking CME in and out of the borough and steps are taken to visit the known Orthodox Jewish families to check on children's wellbeing, though impact here is more limited.

For many years, we have been lobbying for the Government to legislate to regulate the settings children attend, which the government is proposing to do in the current Schools Bill. Locally an unregistered education settings protocol coordinates a multi-agency response to new settings or incidents involving a known setting. Strengthening our relationship with the Orthodox Jewish communities in respect of UES and the children who attend them remains a focus for our work.

Since the last Ofsted inspection in 2019 work around EHE and CME has undergone extensive improvements with new policies, procedures and practice now embedded.





The Experiences and Progress of Children in Care and Care Leavers

Our practice for looked after children and care leavers continues to strengthen, with changes to decision-making panels for children at the edge of care and in care ensuring that only those who cannot safely live at home are coming into care and we hope to strengthen our work for our adolescents on the edge of care further over the coming year. We have work

to do to improve health checks, particularly dental checks, for our children and are focusing on ensuring we provide good transitions for our care leavers, with improvement in pathway plan completion rates a key area of focus. There is good work taking place across the service but our focus is on ensuring consistently high standards of practice for all of our children.

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... Our practice for looked after children and care leavers continues to strengthen ...





Making good decisions for children

Information about our looked after children

As of end September 2022, there were 404 Looked after children, down from a peak of 470 in November 2020. We believe numbers of looked after children increased as a result of family stressors related to lockdown, with them coming down again and stabilising with a renewed focus across the service on ensuring right children come into care at the right time.

Number of children in care

	2019/20	2020/21	2021/22	End of Sept 2022
Number of children in care at snapshot date	432	426	406	404
Children entering care	228	182	163	95 (April-Sept)
Children leaving care	208	181	187	98 (April-Sept)

Rate of children in care

	2018/19	2019/20	2020/21	End of Sept 2022
Rate of children in care per 10,000	68	67	64	63
Statistical neighbours	60	63	n/a	n/a
England	65	67	n/a	n/a

Rates of looked after children per 10,000 in Hackney are now similar to our statistical neighbours. 31 (8%) of these children are unaccompanied minors, with the number of unaccompanied minors remaining below pre-pandemic levels.

Age breakdown of looked after children at 31 March

Age	2020		2021		2022	
	Eng	Hackney	Eng	Hackney	Eng	Hackney
Under 1	5 %	20 (5 %)	5 %	18 (4 %)	N/A	15 (4 %)
1 - 4	14 %	35 (8 %)	14 %	47 (11 %)	N/A	49 (12 %)
5 - 9	18 %	55 (13 %)	19 %	57 (13 %)	N/A	49 (12 %)
10 - 15	39 %	173 (40 %)	39 %	157 (37 %)	N/A	155 (38 %)
16+	24 %	149 (34 %)	23 %	147 (34 %)	N/A	137 (34 %)

Age of children entering care

Age	2020		2021		2022	
	Eng	Hackney	Eng	Hackney	Eng	Hackney
Under 1	19 %	22(10 %)	20 %	23 (13 %)	N/A	23 (14 %)
1 - 4	17 %	28 (12 %)	18 %	19 (10 %)	N/A	15 (9 %)
5 - 9	16 %	26 (11 %)	17 %	20 (11 %)	N/A	19 (12 %)
10 - 15	27 %	71 (31 %)	26 %	49 (27 %)	N/A	40 (24.5 %)
16+	20 %	81 (36 %)	20 %	71 (39 %)	N/A	66 (40.5 %)
Total		229		182	N/A	163

34 % of our looked after children are aged 16 and 17; we continue to have a high proportion of adolescents coming into care. Analysis indicates that these children have a family history of trauma, educational exclusion, extra-familial risk and have significant risk factors for adolescents on the edge of care (with Black Caribbean and African backgrounds strongly over-represented). This analysis is informing the development of our Edge of Care strategy. Levels of children accommodated under Section 20 continue to fall. More work is required through the Edge of Care strategy to try and support children to safely return home to parents or family from care, whether they are in care short or long-term.

There are some indications that a renewed commitment to a foster-first approach is achieving good outcomes for our looked after children and care leavers with 74 % of looked after children in foster care arrangements as at March 2022 - an improvement from 71 % at the end of 2020/21; 34 children (17 %) were living in residential homes as at March 2022, a decrease from 20 % the previous end of year and down from high point of 40 children in 2019/20. As at the end of September 2022, this was down to 29 children. 36 children (8.5 %) aged 16 or 17 were living in semi-independent homes at the end of March 2022, down from a high of 50 in 2019/20. As at the end of September 2022, this number was 36 (9 %). There has been an increase in the use of Staying Put arrangements, with 15 % of

children in these settings at the end of March 2022, an increase from 10 % last year. As at the end of September 2022, there were 54 (15 %) care leavers living in staying put arrangements.

The number of looked after children on remand has increased from 4 % 2020/21 to 8.4 % 2021/2. New practice guidance on reducing criminalisation of looked after children has been developed. A senior management oversight forum to quality assure practice for looked after children open to the Youth Justice Service was introduced in June 2022.

We have had a renewed focus on a foster-first approach to adolescents entering our care in the past year and have been successful in reducing our number of 16 and 17 year olds living in semi-independent accommodation. A new accommodation pathway for supported accommodation began in April 2022. This commissioning contract was developed with input from our care leavers and with a key focus on the importance of providing local high quality homes for our young people. An emphasis on psychologically-informed environments is built into the contract.

Around half of looked after children are on full care orders (218 children or 54 %); this is mostly unchanged from the previous reporting period (2020-2021). 75 % of our looked after children are in foster placements, an increase of 71 % during the previous year.

The destinations for children leaving care in 2021-22 were as follows:

Returned home	54	Custody	1
Special Guardianship Order	16	Other	113
Adoption	3		

Edge of care pilot

The number of children and young people entering into care in Hackney had been increasing steadily over the past 10 years. It was hypothesised that this may be due to a lack of fidelity to the original innovative model 'Reclaiming social care' as well as other external factors (specifically, a rise in poverty rates, and high extrafamilial risks). The Edge of Care pilot was designed as a way to understand whether the number of children entering into care proceedings can be reduced by the use of an intensive, therapeutically informed innovative interdisciplinary approach targeting children at the right time on the care pathway. The new Edge of Care service works with children, families and the wider network offering support at the critical moment when children are on the 'edge of care' with the aim of preventing family breakdown and reducing the number of children entering into care.

Hackney successfully won funding from 'What Works for Social Care' to evaluate the effectiveness of the Edge of Care pilot. This is a mixed methods evaluation design with the goal of understanding the complex factors moving families towards and away from the edge of care or transitioning young people in care back into their families. This evaluation draws on quantitative analysis and qualitative feedback to inform a sustainable Edge of Care service that fits the local Hackney context.

The Edge of Care service works with families who have a child or children on a statutory social care plan or with those who are in the process of receiving a Children and Families assessment. The Edge of Care service provides intensive, relational and intentional support to families where there is a risk of one or more child(ren) entering into care and where the home environment and care given is assessed by the social worker as safe for the child or children to remain. Drawing on a systemic and trauma informed approach, the service tailors interventions according to the families needs while promoting anti-racist practice. Families who are open to the Edge of Care service often have multiple risk factors that include intra/extra familial risk.

Social workers refer families into the Edge of Care via the Children Resource Panel; referrals are discussed at panel and if appropriate the Edge of Care service seeks to offer follow up within the week.

Evidence of Impact

Missing Looked After Children Audit Overview

Between October - December 2021, 10 audits were undertaken on care experienced children and young people who had repeated missing episodes over the past 3 months. The looked after children and young people audited were chosen because they had the most frequent missing episodes over recent months. All were under 18 at the time of audit: 8 were held in the Looked After Children service and two in Leaving Care. Half were male and half were female. 80% were from a Black or global majority background.

Findings:

- 60% were rated as Good or Outstanding.
- In 40% of the audits, the children or young people were visited in line with Practice Standards; 40% partially in line and 20% not in line with expectations.
- In 70% of audits there was evidence of sufficient management oversight.

Recommendations:

- Monthly meeting to be established with Missing Strategic Lead to review practice with frequent missing looked after children.
- To ensure compliance with Practice Standards for visits and case supervision, weekly reports will be monitored by the Corporate Parenting management team.

Anti Racism Parenting Audit - March 2022

Between February and March 2022 a total of 14 audits were undertaken within Corporate Parenting. A selection of looked after children, care leavers and carers' files were audited, and all children and young people whose files were audited were of Black or Global Majority backgrounds and the carers files audited were caring for children from Black or Global Majority backgrounds. Auditors rated 79% of files Good or Outstanding.

Findings:

- 5 out of 8 auditors felt there was evidence of the child's family relationships being sufficiently supported, and a further 3 felt there was partial evidence of this. There were strong examples of carers who are proactively supporting children's identity needs.
- Examples were seen of sensitive work by practitioners to explore children and young people's identity, but there was lack of evidence of practitioners talking to Black and global majority children and young people about racism, and/or encouraging carers to do the same.
- Children looked after and care leavers were mainly seen in line with practice standards, and recordings of these visits were regular and of good quality. Four audits specifically noted that the child or young person was seen far more regularly than practice standards dictate.
- Several audits commented on the high quality of supervision records, and/or case summaries, and/or Look After Child Review documents, with six auditors making specific comments about one or more of these key documents being written in child-focused and engaging language.

Recommendations:

- Auditors recommended that allocated practitioners need to do more to explore directly with children their understanding of their cultural heritage and any questions about this they may have.
- Auditors recommended that practitioners explore explicitly with carers what they could, should and are doing to promote children's sense of pride in their heritage, and talk to them about racism.
- Auditors also recommended that basic ethnicity recording needs to be improved, and progress in promoting more family time needs to be more timely.

Children in care - visits

As at 10th October 2022, 54 % of looked after children were visited within 30 working days (6 weeks), 29 % of looked after children were visited within 60 2 weeks. Looked after children who are in settled care arrangements will usually have agreements have been made with their Independent Reviewing Officers that they need to be seen at a minimum of 12 weekly.



Fostering Service

As of August 2022, Hackney Fostering Service had 174 supported Fostering households. 53 % of Hackney carers live in the borough. This is positive in terms of supporting Hackney's looked after children to remain close to home, wherever possible and safe, which minimises disruption, for example, in their education provision and key personal and professional relationships. The continuation of the Mockingbird Model has been embedded, with a focus in 2022/23 to embed the two newest Constellations and, towards the end of the year, we hope to be in a position to launch the fourth Constellation. Long-term, our vision is that all Hackney foster carers will be part of a Mockingbird Constellation.

Fostering recruitment and retention continues to perform well, with an ongoing increase in fostering households year on year. There has been an increase over the past few months of children coming into care and being placed in temporarily approved connected carers. Whilst this is a positive outcome for most, the number of unregulated connected carers remains too high: delays in court proceedings, often due to difficulties in court

time-tabling, has been a barrier to the positive progress of plans for Special Guardians for many children.

The Fostering Service has maintained a strong recruitment record over recent years, despite a very challenging national context. We remain ambitious for the year ahead, with a target of recruiting 15 more new fostering households.

Form F	2019/20	2020/21	2021/22
Enquiries	327	272	222
Approvals	8	15	14

Hackney has engaged a diverse audience interested in becoming foster carers, through a mixed media approach and a flexible way of working. In order to maintain a competitive fostering offer with other local authorities, over the following year we are hoping to secure agreement for Council tax exemption for Hackney carers and to progress ideas for other benefits, such as discounts on local leisure activities.

The service is aware of the challenging role of a foster carer, and has a range of support systems in place in addition to the individual statutory support and supervision received from allocated fostering social workers. The vacancy rate for foster carers has fallen to 7% at the end of September 2022, down from 37% since the introduction of the Consultant Matching Officer in April 2018. Foster carers are able to attend a peer support group led by an Assistant Psychologist and a senior Social Worker. In addition, foster carers can access clinical support in relation to the young people they are caring for - often this will also involve an exploration of their journey to fostering and how this has shaped their approach to parenting, and some foster carers find this beneficial in managing their own emotional wellbeing.

In March 2022, the first Annual Foster Carers Survey was launched. 43 carers (25% of the 170 fostering households) responded, indicating a sense of

what should be prioritised in the year ahead, and how they felt the needs of children and young people were being met by the networks around them. We are committed to learning from our foster carers about what we are doing well and what we can do better. This year, for every foster carer that is deregistered, the Fostering Service Manager will offer a formal exit interview, as an opportunity to gather feedback in order to support the ongoing development of our service. In the year 2021/22, there were 17 resignations, compared to 13 in the year 2020/21.

Hackney's Supported Lodging Scheme launched in 2018 as an additional option for young people preparing to leave care, to offer young people aged 16+ the opportunity to live in the home of an approved person who will help them prepare for independent living. This provides the young person with a safe and supportive environment to develop the practical skills and emotional maturity needed to move on and cope with living independently. As of March 2022, Hackney had 7 young people living in supported lodgings arrangements. The target for the forthcoming year is to recruit a minimum of a further 3 Supported Lodgings hosts and continue to promote this as an alternative to supported accommodation, where appropriate.



Evidence of Impact

Foster carer survey 2022

The Fostering Service undertook an annual survey of foster carers and in 2022, 43 foster carers completed the survey.

The survey findings indicate that overall, foster carers feel well supported by the Fostering Service. There are areas for further development, both in relation to the support carers receive from the Fostering Service and in relation to the needs of children in their care being met. In particular, foster carers were not confident that the mental health needs of children in their care are well met, nor that professionals would challenge racism and discrimination if this was experienced by children in their care. The results of this survey will contribute to the development of the Fostering Recruitment and retention strategy 2022/23.

Findings:

- 79.1% of carers agreed or strongly agreed they were happy with the level of support they received from the fostering service.
- 81.4% of carers agreed or strongly agreed that supervision helps them understand the child's Care Plan and their role in helping to achieve this.

- 81.4% of carers felt the training offer for foster carers is relevant and supports them to do their job better.
- 81.4% of carers agreed they are well supported to understand and respond to the complex needs of children or young people in their care.

Carers were asked what they feel the fostering services priorities should be for the forthcoming year for our ongoing service development. They were given 7 options (including 'other') and asked to choose their top 3 priorities.

- Champion the voice of foster carers in professional networks (81.4%)
- Develop the training offer for foster carers (53.5%)
- Improve the support offer for foster carers out of office hours (53.5%).

Quotes from foster carers:

“ I feel very well supported in all areas. ”

“ I feel I'm valued in my role as a foster carer. ”



Participation and direct work with children in care and care leavers

Hackney of Tomorrow (HoT) - Children in Care Council

Hackney of Tomorrow have continued their involvement with recruitment, foster carer training and attendance at the Corporate Parenting Board. Over the past year, Hackney of Tomorrow has delivered a series of successful participation projects, which have enabled children in care and care leavers to shape and influence multiple aspects of Hackney's Corporate Parenting service, including:

- In April 2021, HoT undertook a youth inspection of the Looked After Child Review process. Some of the key findings of the inspection were that young people felt as if their Reviews were overcrowded with professionals and other adults who were not initially known to them. In addition to this, Junior HoT members found that young people often feel as if their Reviews don't focus enough on their thoughts and feelings. As a result of this inspection, the head of the Safeguarding and Reviewing team initiated several actions which aim to improve young people's experiences of LAC Reviews - including the provision of a pre-meeting option sheet, through which young people can state who they would like to attend and where they would like their meeting to be held.
- HoT have been working alongside the Placement Management Unit in the re-tendering of contracts for the semi-independent accommodation providers as full members of the commissioning board.
- Following their involvement in the commissioning process for the Ferncliff Centre in 2020, members of Junior HoT carried out a Youth Inspection of the renewed service in June 2021. This inspection took place during an in-person visit to the centre, during which Junior

HoT members reviewed changes that have been made in line with the renewed service specification, which had been updated during the commissioning process the previous year. Whilst performing the inspection, young people also interviewed several members of staff, asking questions relating to improvements and the recommendations that HoT members had made following the award of the contract in 2020.

- In April 2022, Senior HoT members took part in a co-production workshop for the development of a website dedicated to providing housing advice to care leavers from Hackney.
- In September 2021, members of Junior and Senior HoT took part in a consultation led by the Director of Children and Families, the Head of Corporate Parenting and the Director for Hackney Education. During this consultation, young people discussed how being in care had affected their experience of education. The findings from this consultation were used to inform strategy for Hackney Education and the Virtual School.
- From May to November 2021, young people from HoT engaged in an extended consultation, led by the Clinical Service. Young people were asked to speak about the struggles of transitioning from 'being in care' to becoming a 'care leaver'. Young people made recommendations which ranged from supporting young people to access advice about entering the private rental market, to developing an in-house life skills programme developed and delivered by Hackney's Corporate Parenting Service. These recommendations have been incorporated into Hackney's Corporate Parenting Action Plan and Sufficiency Strategy which will be launched in January 2023.

Evidence of Impact

Feedback from children and young people in care - annual survey 2022

Each year, the Corporate Parenting Service carries out a survey of our care experienced children and young people to gather their feedback, in order to inform our plans for service development. This year, we have based the survey on the Hackney Promise to looked after children and care leavers, as we were keen to hear how they feel we are doing well and where we need to do better in respect to our promises to them.

105 responses were received and the headline findings against key promises were as follows:

- **We promise that you** will be at the centre of all meetings about you, even if you choose not to attend. Where you do come, you will be supported to take part in a way that feels comfortable for you - 78% of children and young people felt that this promise is being kept.
- **We promise that if** you need to move home, we will share as much information as we can, as early as we can, about why and

where you may be moving to - only 48% of children and young people felt that this promise is being kept. This suggests there is more work to do in this area.

- **We promise to help you** to find the right school, college, course or job for you - 72% of respondents felt this promise was being kept.
- **We promise that when** you are struggling with your emotional well-being we will talk to you about this and try to get you the support you need - 73% of respondents felt this promise was being kept.
- **We promise that we** will let you know all the options that are available to you at important crossroads in your life, to help you make decisions that are right for you - only 56% of children and young people felt that this promise is being kept, clearly indicating an area for focused improvement work.

We plan to use what our children and young people tell us to help inform our priorities for the next 3 year

Corporate Parenting Strategy and Sufficiency Strategy, 2023-2025.

We plan to repeat this survey annually, which will allow the results to be compared with previous years.



Helping and protecting looked after children

Independent Chairs and Looked After Child Reviews

518 looked after children received a review between 1 April 2021 and 31 March 2022, and 1,068 Looked After Reviews took place during that period. Due to the cyber attack we are unable to compare the number of reviews taking place in this year compared to last. However, we are aware that we were able to increase the number of reviews taking place in timescale to 90% which is an improvement on previous years. Where reviews are not held in timescale the Service Manager will make a note of the reasons for this on the child's Mosaic record. Requests to change the planned date of a Review, if within 6 weeks of the meeting, needs to be agreed by the respective Heads of Service. Depending on the needs of the child the Chair may meet or speak with the child in the interim.

As at March 2022, 56% of minutes from Looked After Reviews were completed within the timeframe of 15 working days, which was down from 71% in January 2022. From January - March 2022, 76% of Looked After Child Reviews were held face to face or in a 'blended' way. Of those reviews which were expected to be held in person (excluding those 6 month paper based reviews for children who have annual review meetings) only 9 Reviews were held virtually to enable the best participation possible at the request of the child.

Following the disruption of COVID-19 to in person meetings, we have moved back to a model of ensuring children are seen in person as part of their review meeting. At times some older children continue to prefer virtual attendance but the Independent Chair will always try to meet with them separately and see their care arrangement. Some children's homes have continued to limit the number of visitors able to attend, to try and limit the

possible infection risks. In these circumstances children are asked which person they would wish to have in person at the meeting.

During 2021/22 93% of looked after children aged over 4 years participated in their Looked After Reviews in some way whether directly, through an advocate, or another method. 15% of children were under 4 years old at the time of their review and so there is no expectation of a formal contribution from them, and 6% of children did not attend or convey their views to the review. This is a slight decrease from previous years. The data continues to show that participation in reviews is good.

Reporting on Independent Chair oversight and escalation has been disrupted by the cyber attack and use of the interim system. The information available to 460 looked after children who had a review in this periods shows that in;

- 64.8% of reviews - No escalation required prior to review
- 11.3% of reviews - Escalation made prior to review and issue resolved
- 4.8% of reviews - Escalation made prior to review and issue unresolved
- 19.1% of reviews - Escalation required after the review

The vast majority of escalations continue to be resolved before involving Service Manager or Head of Services. There have been no cases which have required escalation to the Director or CAFCASS.

The thematic issues which are being raised through these escalations are fairly consistent over time and include; delay in implementing the Care Plan or specific actions on the Plan, a lack of recording of visits on file, difficulties in relation to family time arrangements, escalations to partner agencies where they had not implemented actions.

Given the national context in the past year in relation to the challenge of finding suitable care arrangements for children, there has been an increase in Independent Chair's concerns in relation to delay in finding appropriate care arrangements for children, when a move had been agreed. Independent Chairs have been mindful that a formal escalation won't change the national care picture, but have utilised the process to review how to support children in their current care arrangements, and consider approaches to searching for alternative care arrangements.

Last year also saw some challenges in relation to staff stability and the impact upon progressing plans for children in the context of staff turnover. Whilst managers were well aware of the challenges within their service area, Independent Chairs continued to highlight the need for reports to be available within statutory timescales prior to meetings, and for there to be staff attendance with knowledge of the child, family and their circumstances.

Evidence of Impact

Feedback from children who had a review during 2021-22:

‘Most of the time I’m confused why it still happens.
It doesn’t always feel like we stick
to a plan in the meeting.’

‘I was able to reflect on the things that I was doing
that could possibly cause mental harm to myself later on.
I was given a choice of multiple options on how to
deal with my mental health in the future.’

‘I get to make a plan that I can stick to - it makes
things feel less confusing.’

‘I like the fact that I received a warning about
the fact that my review was coming up.
It gave me time to think about what I wanted
to talk about.’

‘I get to at least tell them all what I want and
I think they listen to that.’



Health of looked after children

Physical health of looked after children

Further work is required to improve LAC health indicators, particular immunisation levels, SDQ compliance and dental checks. A new workstep is being developed in Mosaic, to use in collaboration with the Looked After Child Health team, to improve real time reporting and help drive up performance.

Percentage of looked after children whose health checks were in time during a 12 month period

	2019/20	2020/21	2021/22
Hackney	96 %	91 %	95 %
England	90 %	91 %	n/a

The number of children with an up to date health assessment has maintained a comparable performance to the England average.

Percentage of looked after children whose immunisations are up to date

	2019/20	2020/21	2021/22
Hackney	57 %	59 %	56 %
England	88 %	86 %	n/a

The number of children with up to date immunisations is low, and work is underway with the Council's Public Health Service to understand and address this across the City of London and Hackney.

Percentage of looked after children who have an up to date dental check

	2019/20	2020/21	2021/22
Hackney	81 %	64 %	71 %
England	86 %	40 %	n/a

The number of children with up to date dental checks has improved from the previous year, and is significantly higher than the England average of 40 % in 2020/21, reflecting a dramatic decline in the availability of dental appointments during the pandemic.





Mental health of looked after children

The mental health of looked after children is at greater risk than other children due to their experiences before and during care. Attention is paid to the mental health of our looked after children annually and pre-transition (aged 17.5 years).

The Clinical service has partnered with Corporate Parenting to attend to the mental health needs of looked after children who are out of the borough. This has involved the piloting of a hybrid, then largely online service providing stability to children who are often de-stabilised when changes to their care arrangement occur.

The Clinical service are currently undertaking (as at July 2022) a review of all therapeutic care arrangements to ensure accommodation for our most vulnerable looked after children is attending to their emotional wellbeing and mental health. Securing CCG funding to support this and reduce the burden of high cost care arrangements is also a key element of this work.

There has been an increase in the proportion of Strengths and Difficulties Questionnaire indicates 'cause for concern' for our looked after children. This is in line with national reports of increasing concerns about child and adolescent mental health, but is work underway to review how the mental health needs of our looked after children are being met and the CFS clinical contribution to this.

Strengths and difficulties questionnaire	2019-20	2020-21	2021-22	England 2020-21	SN 2020-21
Children looked after for at least 12 months aged 4 to 16 with an SDQ score	77.0%	72.6%	82.8%	80%	86%
Average score per child	13.4	11.8	13.8	14	12



... The mental health of looked after children is at greater risk than other children due to their experiences before and during care. ...



Annual SDQ scores are completed with all children who are looked after by Hackney. A score over the evidence based threshold results in a clinical consultation with an in-house clinician to undertake joint thinking about the mental health needs of each child, followed by a Talk Together Appointment (TTA) - a session with the child, social worker and clinician.

At each child's 17.5 year review, special attention is paid to their mental health here to ensure young people are supported in their transition to adult mental health services where needed. Screens at this point include the SDQ,

PHQ-9 and GAD-7. If thresholds are met, an ongoing clinical consultation is offered to support the social worker and young person to access adult mental health services where needed.

Corporate parenting and the clinical service have undergone a service wide review to analyse data around children who are looked after by us, access to mental health support, unmet need and gaps within the offer to guide a comprehensive offer to address the mental health of looked after children.

●●● At each child's 17.5 year review, special attention is paid to their mental health here to ensure young people are supported in their transition ●●●





Learning

The Virtual School

The Virtual School team provides additional educational support for children looked after, from early years all the way through to post-16 education and training opportunities, which provides continuity for children and young people in care. The Virtual School is well-resourced and includes a variety of roles including social pedagogues, learning mentors, an occupational therapist and speech and language therapists.

Key Stage 4

The progress for pupils in Key Stage 4 is monitored throughout the year and where necessary individual targeted support is offered. Where it is felt appropriate, 1 to 1 tuition is offered. All Year 11 pupils receive support to identify appropriate pathways once statutory schooling has ended, and when necessary, are accompanied to college open days and interviews by a member of the Virtual School staff.

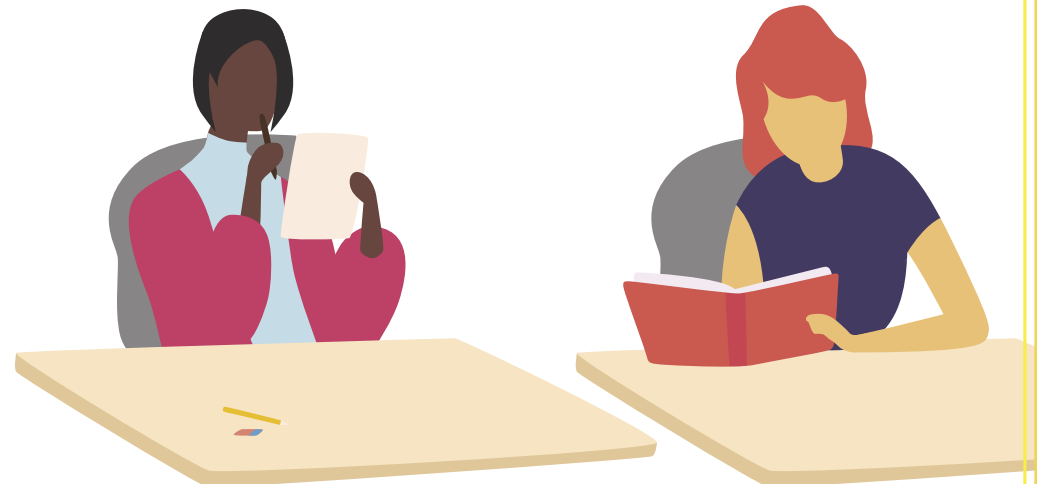
Key Stage 4 Attainment in 2021

Due to the Covid 19 pandemic children and young people did not complete GCSE examinations in 2020 and 2021. All grades were based on teacher assessments which will not be reported nationally. The teacher assessments below are based on all the young people in the cohort, and not as is usually reported, those pupils that have been in care for 1 year and more. This means that the results can be expected to be lower than in previous years. Given the fact that there is a large cohort in year 11 and includes a large number of pupils that it wouldn't usually, the assessments are fairly positive.

Percentage of children achieving Grade 4 at Key Stage 4

	Grade 4 and above
English Language	30 %
English Literature	27 %
Maths	22 %

There are no national comparable measures available for this year.



Key Stage 2

Pupils in year 6 are closely monitored and additional support is provided if it is necessary. All pupils are offered support for the transition to secondary school, and links are made with designated teachers before children transition to their new school.

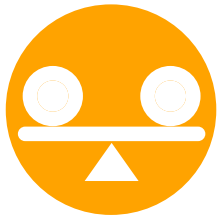
Due to the Covid 19 pandemic children and young people did not complete SATs tests in 2020 and 2021. Children were teacher-assessed against the national standard. The teacher assessments below are based on all the young people in the cohort, and not as is usually reported, those pupils that have been in care for 1 year and more.

Percentage of children working at the required standard at Key Stage 2

	Working at the required standard
Reading	47 %
Writing	42 %
Maths	53 %

There are no national comparable measures available this year.





Stability and permanence

Care arrangement stability

The Focused Visit in February 2019 raised questions about the strength of our planning for children and particularly raised a question about whether there are some children in Hackney that are living in situations where their needs are not being appropriately met for too long. A spotlight on the PLO pre-proceedings process queried whether this was being used enough to support timely decision making for children and parallel planning. Since then, we have introduced systems to ensure senior management oversight at key points for children subject to Child in Need and Child Protection Plans, to help make sure the right decisions are being made for children, at the right time. More attention has been paid to parallel, and triple, planning for children in the PLO process and to ensure this legal framework is being used effectively, early enough, to support long-term planning for children, avoiding the use of care proceedings where appropriate. Over time, our numbers of children in PLO have risen, from 9 children in PLO in July 2021, to 16 children at the end of March 2022.

Percentage of looked after children with three or more care arrangements in one year

	2019/20	2020/21	2021/22	Sept 2022
Hackney	12 %	10 %	15 %	14 %
Statistical neighbours	10 %	9 %	n/a	n/a
England	11 %	9 %	n/a	n/a

The percentage of children aged under 16 who have been looked after for more than 2.5 years, who have lived in the same home for over 2 years

	2019/20	2020/21	2021/22	Sept 2022
Hackney	66 %	77 %	71 %	65 %
Statistical neighbours	71 %	70 %	n/a	n/a
England	68 %	71 %	n/a	n/a

There has been an increase in the number of children experiencing three or more care arrangements over the course of a year - the 2021/22 outturn was 15 % which is higher than the statistical neighbour and national averages of 9 %. There has been a decrease in the proportion of children aged under 16 who have been looked after for more than 2.5 years, who have lived in the same home for over 2 years (71 % in 2021/22 compared to 77 % in 2020/21). Hackney's performance against this indicator is in line with the statistical neighbour and England averages in 2020/21. 2020/21 stability figures were particularly good, believed to be influenced by the context of lockdown in the pandemic. However, further analysis is underway on the cohort of children with 3+ care arrangements and those who have left long term homes to think about what we need to do to address this.

We have also taken steps to improve the process of oversight for planning for children once they enter a legal framework and beyond the conclusion of any legal proceedings, again to help ensure that the right decisions are

made for children, at the right time. For example through our Permanency Planning Meetings, which are overseen by senior managers, and ensure parallel planning is in place to consider alternative routes to permanency for long-term looked after children.

Care arrangement types as at 31 March 2022

Care arrangement type	Number of looked after children
Foster care arrangements	305 (75 %)
Placed for adoption	7 (1.7 %)
Care arrangements with parents	14 (3.5 %)
Secure units, children's homes and semi-independent living accommodation	79 (19.5 %)
Total	405 (100 %)

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Care arrangements for looked after children by location at 31 March 2022

Care arrangements location	Number of children
Hackney	120 (26 %)
Under 20 miles from Hackney	227 (50 %)
Over 20 miles from Hackney	71 (17 %)

(Note - distance for unaccompanied asylum seeking children is not captured within this performance measure)

Adoption

Three children were adopted in 2021-22, with ten children adopted in the first six months of 2022-23 alone, all aged under 5 years old. Adoption levels were low in 2020/21, due primarily to court delays related to the pandemic (trend seen across Adopt London North). A significant number of adoption proceedings are expected to conclude in 2022/3.

There have been 16 Special Guardianship Orders (SGO's) in 2021-22, with a further 7 granted in the first six months of 2022-23. Greater attention has been placed over the past year on the prospect of progressing alternative routes to permanency through adoption or SGO for children in long-term care, with a small but significant number of positive outcomes to this approach.





Care Leavers and transitions

Care Leaver information

387 care leavers aged between 17 and 21 were being supported by the Leaving Care service at 31 March 2022, an increase of 11 (3 %) from 376 at the same point in 2021. 357 care leavers were supported at the end of September 2022. There were 63 care leavers aged 22 and older being supported as at 31st March 2022, lower than the 79 supported as at March 2021. This has decreased to 55 care leavers being supported as at 30th September 2022.

69 % of Hackney care leavers aged 19 or 20 were in education, employment or training in 2021/22. This is higher than statistical neighbours (55 %) and last year's performance in Hackney at 56 %.

The percentage of care leavers aged 19-21 who were in suitable accommodation in 2021/22 was 88 %, an increase from 87 % last year. Housing is a challenge both locally and nationally but the Service will continue efforts to improve the number of care leavers in suitable accommodation in partnership with the Council's Housing Needs Service.

There has been an increase in the percentage of care leavers who were in higher education in Hackney - from 11 % 2020/21 to 16 % in 2021/22, much higher than the national average of 6 %.

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	2019-20	2020-21	2021-22	SN 2020-21	England 2020-21
% of care leavers aged 19-21 who were in education, employment or training	65 %	56 %	69 %	55 %	53 %
% of care leavers aged 19-21 who were in suitable accommodation	86 %	87 %	88 %	86 %	85 %
% of care leavers aged 19-21 who were in higher education	10 %	11 %	16 %	8 %	6 %

Pathway plans

Review Pathway Plan data performance has plateaued at around 60 % throughout 2021/22 to end September 2022. The Pathway Plan Panel chaired by the Practice Development Manager has addressed the most overdue Pathway Plans by setting deadlines and providing oversight of the 3 Leaving Care Units, which have large units with allocations between 121-132 care leavers. The length of time between Pathway Plan reviews has reduced significantly.

Updated care leaver local offer

Recent Corporate Parenting priorities for developing the Hackney care leavers local offer have included: housing pathways, employment support and apprenticeship opportunities, virtual and physical spaces for care leavers, subject access requests, access to discounted leisure activities, and council tax exemption for care leavers.

Evidence of Impact

Findings from National Implementation Adviser for Care Leavers visit - May 2022

On 24th and 25th May 2022, Hackney's Care Leaver Service undertook a visit from the National Implementation Adviser for Care Leavers, Mark Riddell. The service was credited for its ambitious, aspirational and passionate leadership management approach. The journey of continuous improvement against the backdrop of the pandemic and lockdowns were noted. A set of recommendations were also given and agreed by senior officers and operational staff, to form part of the follow-up review six months after the visit. These recommendations included: developing the 'Champion Model Approach' and introducing themed Boards, to strengthen the membership of the Corporate Parenting Board, to review the existing Housing Joint Protocol and DWP Protocol, to develop a clear set of pathways to adult and mental health services and for discussions around complexity to begin in care planning when children in care are approaching 14 years. **Five specific recommendations were also suggested as funding priorities:**

- To increase the number of ring fenced jobs and apprenticeships by looking at vacancies across the whole council.
- To review the current Council Tax Exemption in relation to following care leavers nationally.
- To review current caseloads and to consider whether a more multi-agency approach could be developed.
- To develop a health offer 18yrs to 25yrs which could include an offer of dental prostheses and/or glasses, etc. Alongside this to develop an offer to care leavers from the Clinical Service.
- To consider the development of a space for care leavers.

Visit by Department for Levelling Up, Housing & Communities - May 2022

On 25th May 2022, Hackney was visited by Kim Davis, Senior Youth Adviser in the Homelessness Advice and Support Team. During the visit, key strengths were identified in Hackney, including:

- Committed officers services who are open and motivated to prevent homelessness and improve outcomes for young people.
- Homeless and Rough Sleeping Strategy includes a clear focus on young people and care leavers.
- Homelessness Partnership Board in place.
- Housing Need leadership attendance at Corporate Parenting Board.
- Newly commissioned young person accommodation pathway April 22 with plans to increase provision in 2022.
- Edge of Care Service gives quick access to therapeutic and practical support to strengthen relationships to keep families together.
- Trauma and Psychologically informed approach - training for officers and embedded in commissioning.

Five recommendations were made to improve practice for young people, including the need to:

1. Review practice and assessment arrangements for homeless applicants to ensure compliance with legislation and the DfE/ DLUHC Joint Guidance Provision of accommodation for 16 and 17 year olds who may be homeless.

2. Update websites to provide user friendly advice and information for vulnerable groups, including care leavers and 16/17-year-olds.
3. Ensure Duty to Refer awareness across Children Services is improved, embedded in delivery, practice and recorded accurately.
4. Design a program of training and briefings across Housing Needs, Children's Services, and the wider community, to update and improve awareness of your youth homelessness practice, protocols, joint working, and support services available
5. Review current practice on accommodation and transition planning for care leavers, to start earlier, so care leavers are better informed, skilled and prepared for independent living and do not have to go via the homelessness route to access accommodation.

A 16/17 Year Old Homelessness Protocol is near completion and there is a plan to roll out with briefings to all relevant staff.

From this point on all young people presenting as homeless will receive an improved service. The service is also developing a Google site for our Care Leaver Offer. 16/17 year olds will form a part of a wider piece of work on the Children and Education web presence. Ongoing work on care leavers housing includes exploring a wide range of options and initiatives to improve pathways, including a joint contract with housing for post-tenancy support from Settle, a voluntary organisation.

Preparing for independence audit in June 2022

14 audits were undertaken of looked after children aged 17/18 or carers of children that age, across Looked after Children, Care Leavers and Fostering, with 38% of audits rated as Good or Outstanding. Good practice included strong relationships between practitioners and children; strong Pathway Plans, which were written to the child in an engaging and accessible style; strong planning in place around the child or young person's accommodation options, both pre and post 18 and the quality and consistency of supervision records was praised specifically in 6 audits.

Areas for improvement included the need for more detailed exploration about specific independence skills; Pathway Plan recording needing to be up to date and in timescale; in some cases, there was a need for more frequent, consistent and persistent attempts to engage care leavers who have recently transitioned to adulthood, particularly those who have enhanced support needs; more attention could be given to the support needed by children transitioning to adulthood around family relationships; fostering recording, of visits and/or supervision and Independent Chair escalations -needing sufficient evidence on the child/carers file that the issue had been fully responded to and addressed.



The Impact of Leaders on Social Work Practice with Children and Families

Following a significant number of changes to our practice model in 2021, work continues to fully embed these changes and ensure that staff at all levels fully understand the expectations of their roles. Good progress is being made in terms of our focus on anti-racist practice and leaders are appropriately refining the approach to quality assurance to evidence the quality of practice and impact of changes. The complex work to develop

a comprehensive case recording system for the Children and Families Service has resulted in the successful reintroduction of Mosaic in April 2022, which staff have welcomed. Work continues to develop and mature our corresponding reporting ability now that we have a reliable and safe recording system.

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...The complex work to develop a comprehensive case recording system for the Children and Families Service has resulted in the successful reintroduction of Mosaic in April 2022...





Strategic Leadership

Cyber attack

Hackney Council was victim of a criminal cyber attack in October 2020. This meant that staff were unable to access any historical case file information or reporting data on Mosaic as well as other critical council systems.

Hackney Council immediately created an interim system that enabled us to continue working with families. The immediate recovery programme involved a drive for practitioners to record case summaries for all of their children and young people, whilst working with partners to gather as much information about the children and young people we were working with. The next phase involved working with our service provider to restore information that had been held on Mosaic.

In October 2021 a decision was made to restore Mosaic as our main case management system. A programme team was established and reported to a weekly Board meeting chaired by the Director of Children's Services. The programme was complex and involved migrating records from the interim system, matching historic records, developing cyber security with a new cloud based system and training all of our staff on Mosaic as the recovered system was not identical to the pre-cyber system. Work continues on recovering some historical data that has not yet been restored. There are still some data quality issues relating to data but we now are in a good position to meet statutory and local reporting requirements.

On 4th April 2022 the Children and Families Service returned to Mosaic. The development of live reporting tools (QlikSense) continued and has been live since July 2022. The decision to go live with Mosaic in advance of reporting tools being ready was to enable us to have accurate information to submit for statutory returns. Managers are now able to track progress of work at a level they had not been previously.

Historically Hackney Children's Centres have not been part of our recording system, and as part of our continued development, we plan to introduce all children's centres on Mosaic by December 2022. The impact of the work to restore Mosaic means we have a compliant and safe records system.

Driving improvement

CFS Service Improvement Action Plan

The service developed an improvement plan stemming from Ofsted findings in 2019. A further Ofsted visit in July 2021 showed significant improvement which enabled the service to reflect on which of the previous recommendations required further action, which have been successfully implemented or could be incorporated into 'business as usual' and what we need to consider to develop true ambition for our services for Hackney Children. In late 2021, the Children's Senior Leadership Team (CSLT), devised a refreshed plan and thematic areas agreed are as follows:

1. **Proud to** be Hackney
2. **Proud to** keep children safe and listening to Children and Families in the shaping of our services:
3. **Proud to** work with partner agencies to keep children safe and help children and families get the right support at the right time
4. **Proud to** work with partners to improve safety for children during adolescence in all contexts
5. **Proud to** be Anti Racist
6. **Proud to** promote a learning culture focused on outcomes for children, where great practice can flourish.
7. **Proud to** support our workforce to do their very best for children in Hackney

The full detailed Refreshed Children's Action Plan 2022 was launched in January 2022 and published publicly in February 2022. New governance arrangements have been established to drive and oversee progress and developments with the Children's Action Plan, this has included a new Service Improvement Monitoring Meeting (SIMM) Chaired by the Group Director for Children and Education. The SIMM meets every two months, reporting into the Children's Leadership and Development Board (CLDB), which meets on a bi-monthly basis, co-Chaired by the Chief Executive and Group Director, Children's and Education. An exercise has been underway throughout August and September 2022 to revise and streamline the existing Children's Action Plan which is in the process of being finalised, this process is expected to be completed by the end of September 2022 with a new public facing version published by the end of the calendar year. In addition the leadership team (Director and Head of Services) has met to undertake a weekly activity of 'action sprints' which has progressed work of the Children's Action plan and our Anti-racist action planning.

Progress against the Children's Action Plan continues to be overseen and monitored by a senior Governance Framework which includes a Children's Member Oversight Board (CMOB) and Children's Leadership and Development Board (CLDB). The Mayor and Deputy Mayor of Hackney Co-chair the Children's Member Oversight Board and the Chief Executive and Group Director Co-Chair the Children's Leadership and Development Board.

The action plan is also managed using an Agile approach with weekly 'Sprint' meetings chaired by the Director of Children's Social Care and attended by Strategic Leads with responsibility for overseeing and driving activities in relation to their respective areas of the action plan. These meetings are used to identify challenges and blockages as well as noting successes against the actions stipulated in the plan. This is a dynamic group which provides active scrutiny of developments against the plan and holds leads to account.

Focus on increasing the line of sight of senior leaders and management oversight

A number of changes were introduced in 2021 to increase the line of sight from senior leaders to frontline practice:

- Need to Know Briefings from March 2021 to ensure a clear line of sight up to the statutory Director of Children's Services on practice where there are matters of high risk, including for children and families.
- The regular quality assurance forum for all line managers up to the Director of Children and Families (more information on this is in the Learning Culture section below).
- The realignment of the Practice Development Manager role.

This is a culture change for Hackney and there is more to do:

- Develop a systemic senior leadership programme to ensure that a clear, robust, consistent practice leadership approach is established and embedded.
- Clarify respective roles and responsibilities for all positions in the management structure, particularly with respect to strategic development and service-wide practice improvement.
- Develop of a new Manager Action Learning Set.
- We have updated our Matrix of Responsibility to outline decisions being made at the right level of seniority at the right time in accordance with the child's needs, risk and harm

Supervision

The supervision model changed as a result of the significant changes we made to the Unit model approach in 2021, with children now allocated to individual social workers as opposed to a social work unit. From April 2021, individual Reflective Case Supervision was rolled out, supported by mandatory training. There is a focus on management oversight to ensure

that supervision is consistent with practice standards. Following the re-introduction of Mosaic, we are now able to track supervision timeliness across the Service and forward plan for future supervision so that managers have oversight of the progress we are making to support children and their families.

The Monthly Performance Oversight Board tracks performance including in respect of visits to children and supervision to drive forward improvements in practice. There have been some staffing and performance concerns contributing to the timeliness of supervision completion and uploading to files. A new supervision template is currently being trialled in the Child in Need Service to identify ways to streamline the process which currently requires practitioners to complete part of the form in advance. Fortnightly tracking meetings have been set up within the Child in Need Service as of September 2022

In line with the development of Hackney's practice model, Heads of Service have been developing the Hackney group supervision model which will draw on Systemic, trauma-informed and anti-racist practices, allowing us to embed and uphold the techniques that sit within these methods. The group supervision model is currently at its concept stage, where it is being co-produced by Practice Development Managers across the service. This is in addition to individual supervision and it is to enhance worker development.

Changes to the Hackney model of social work

As services integrate under one Hackney Children and Education Directorate, we will develop a practice model that underpins our approach in children's social care, education and health. We aim for the principles of this whole-system approach to be clearly embedded in how and why all professionals in Children and Education work with children and families living in the borough. A central drive for this change is that more can be done in Hackney to support children and families to facilitate change, support resilience and improve the life chances of all children living in Hackney.

A relational approach will inform the way we think about children and families. This approach will be led by three key methods used by Children and Families, Education and Health to underpin this Relational Approach which are:

1. Systemic Theory (used widely in CSC)
2. Attachment and trauma informed practice (used widely in Education)
3. Anti-racist practice (developed and used across CSC, Education and health)

These 3 approaches are threads that are currently being weaved together under the relational approach and vision for Hackney Children's Services. We aim for our Practice Model to provide clear techniques for practitioners across the service to work with children and families. As of July 2022, a Practice Model Working Group has been established which consists of multi-agency representatives to create a clear articulation of the developing model. This stage involves co-production with reference groups in each service area, ensuring the narrative is co-developed with front line staff, partners and families.

Alongside the development of a clear narrative, Heads of Service and the Systemic Lead are completing a strategy and workforce development plan to ensure the practice model is implemented and embedded clearly and coherently across the Children and Families Service. This includes:

- Training across the workforce to understand and embed the practice model approach .
- Development and implementation of the group supervision model.
- A systemic senior leadership programme to ensure that a clear, robust, consistent practice leadership approach is established and embedded.

A director and project team are in the process of being appointed to lead this work across the group directorate to align SEND, Early Help, CAMHS

and social care. This will enable children to receive more holistic and timely support to meet their needs. It is anticipated this work will take 12 months to bring about the shape of the services we need and the workforce and development to embed and flourish.



Anti-Racism

Our ambition is for leadership and practice with children and families take a pro-active stance to address racism, discrimination and inequality and are in the early stages of the following:

Research through a lens of disproportionality is beginning to allow us to understand and identify common factors and tailor effective interventions earlier. Deep dive and case study analysis has been a useful tool to take a birds eye view across the system and support in the identifying of common patterns and allocation of resources in a cost effective manner. In line with our Anti-racist approach, the first of these took place when designing the Edge of Care service where over 80% of referrals were from children (largely boys) from Black African and Caribbean backgrounds. We will be closely monitoring the impact of this service through 2022 with a view to seeing a reduction in the number of boys from Black African and Caribbean backgrounds becoming and remaining Looked After in late adolescence

We have CFS statutory complaints process to ensure it is restorative and trauma informed in responding to all complaints, including those about racism and discrimination- our most recent responses to complaints about racism now evidence our acknowledgement of the impact of systemic racism upon children and families and the action that we are seeking to address

We have developed and launched our Anti-racist Practice Standards in April 2022 - over the course of the next 6 months we will expect to see practice change to become anti-racist in accordance with our Practice standards- we will then undertake an audit to measure the extent to which this is embedded across the whole of CFS late 2022- early 2023. We have also developed an Anti-racist Corporate Parenting Commitment that will be embedded over the course of the next 6 months and audited in the autumn 2022 to measure impact for our children in care.

We are engaging statutory partners and local areas that use Stratford Youth Court to adopt a deferred prosecution scheme to address the significant disproportionality in the rates of conviction and remand of Black boys- we hope that this will be implemented by June 2022

We are providing constructive feedback to partner agencies where we have concerns about racism or microaggressions on behalf of our children and families- this will be evidenced on children's files and is starting to be captured on an anti-racism log

We will be engaging children, families and communities in co-producing an anti-racist principles, values and our strategy and action plan through 2022 and 2023

Our action plan is in its early stages of implementation so the measurement of impact is limited. Staff have told us in surveys that there is more visibility and openness in discussions about racism which is the first key step. Analysis of the feedback from our Anti-Racist Praxis Conference that took place in May 2022 has shown an increase in understanding across the staff base in knowledge and skills around the topics covered, but the impact for children and families as a result of improved practice will be a longer term outcome to be seen.

Evidence of Impact

Anti-Racist Praxis Conference - May 2022

Across the week of 9-12 May 2022, staff in the Children and Education Directorate were invited to attend an Anti Racist Praxis Conference, focusing on the process of unmasking, repairing and preventing the hidden wounds of racial trauma, in attempts to address racialised trauma experienced within services by our Black and Global Majority children and families.

The conference followed a hybrid in-person and virtual framework to deliver a series of keynote speakers and several workshops across the four days, aiming to equip staff with vital knowledge and skills to begin to understand and unpick the trauma of racial oppression. Learning objectives were set for the conference participants were set as follows:

1. Have an increased understanding of the impact of systemic racism and white supremacy in relation to racial trauma - and how our practice and some educational approaches can contribute to this problem.
2. Identify strategies to counter and support racial trauma i.e a trauma-informed approach to improve and enhance practice.
3. To begin to apply our systemic principles in practice in relation to racialised trauma in order to provide maximum care and support for our children and families who are Black or from Global Majority ethnic communities.
4. Developing anti racist practice in schools and by professionals.

The conference has been evaluated to better understand the learning, impact and outcomes which can be applied to further better practice. So far the conference has been widely viewed as positive, engaging, and a pivotal moment in shaping and giving directive to our CFS anti-racist objectives to make change. 16 Recommendations are given in the briefing paper split into three core themes - 'People and Community', 'Developing the Workforce' and 'Practice and Policies'.

Feedback was collated from attendees across the week, and the evaluation of this feedback shows notable improvements in knowledge of the subject matter - with the average self-assessed ratings of knowledge on a 1-5 scale moving from a 3 (42.2%) at the start of the conference, to 5 (54.7%) at the end. Presentations were also deemed as clear and interesting, as well as meeting the learning objectives set for the conference. Some of the overall evaluation points and ongoing commitments according to attendee feedback are captured below:

There is a need for Hackney Council to better understand, acknowledge, and work against structural and institutional racism, with the Conference acting as a catalyst to understand the consequences of racial trauma and seek accountability, responsibility, ownership and commitment across the system. Going forward, the plan is to utilise the full conference briefing paper as a reference document to support activity to develop and deliver the outputs and actions from this conference and embedding thereof.

Child Q

Child Q was referred to our LADO service in 2020 following the notification by health professionals of her experiencing a strip search in school. LADO enquiries were initiated alongside a Child and Family Assessment, which has led to longer term support through early help and our CAMHS services. The Local Authority notified the City and Hackney Safeguarding Partnership who made a collective agreement to undertake a Child Safeguarding Practice Review with notification to the National Panel.

In March 2022, the Child Safeguarding Practice Review for Child Q was published following consultation and engagement with Child Q and her parents. A multi-agency action plan is in place in response to the findings within the CSPR for Child Q to create change in addressing structural racism and adultification. In June 2021, training for multi-agency staff on Adultification was initiated by the CHSCP. Our staff have a good awareness of the risk of adultification of Black children so are mindful to ensure that they are thinking safeguarding and child first when supporting older Black children and have also escalated concerns about potential adultification by partner agencies to ensure a safeguarding first and child focused approach.



Workforce and caseloads

Staff wellbeing

The Children and Education leadership team continue to hold regular all staff drop ins on issues that affect the entire service. Other spaces to generate staff feedback and act as safe spaces have included peer support sessions, and Brave Space to Talk About Racism - led by the Director of Children and Families for all staff in the service. The senior leadership team recognised that the publication of the CSPR for Child Q was triggering for staff, particularly from Black and Global majority backgrounds in the context of the racialised trauma. In response to this the Children and Education Directorate set up a series of peer support sessions for staff, including some exclusively for Black and Global majority staff to respond to racialised trauma.

A survey in respect of staff experiences of racism was undertaken by our Promoting Racial Equality Leadership Group in May 2021. This survey highlighted the need for support to staff who have experienced and continue to experience racialised trauma within the workplace, within their communities, in the wider context of society and internationally. Peer Support Groups in response to racialised trauma were piloted from October to December 2021 and an evaluation shared with the Chief Executive and senior leadership team in February 2022. Scoping is underway to develop a longer term strategy to support staff who experience racialised trauma.

Staff Reference Group

The Staff Reference Group, is chaired by the Director of Children's Social Care, has continued to meet on a 6 weekly basis. The group is open to all staff members with takeup from four out of five service areas currently represented. The group's role is to act as a critical friend and sounding board, supplying an additional line of communication to and from the director and staff. The staff reference group has met to discuss topics such as Child Q reflections amongst staff, and the service improvement Children's Action Plan.

Reflective practice groups

Group-based reflective practice spaces are offered by the Clinical Service to staff within the Children and Families Service. Debriefing and practice reflection sessions are also offered following adverse incidents.



Workforce data

Children and their families need to get the right help at the right time. We need to ensure work flows effectively through the service and that proportionate responses are offered in accordance with the needs or risk of harm to children - this should appropriately manage demand and create capacity in the service. We need effective challenge and leadership of the Early Help system and implementation of the recommendations from the Early Help review / Early Help implementation board is required- e.g. consistent use of Early Help Assessments and acceptance of delegated authority across targeted early help provision. We have recruited 2 additional Early Help Practitioners which will free up social work capacity in MASH and offer a more tailored approach to families requiring Early Help.

Increasing robustness at the front door - increasing use of Early Help Hub, Consultation Line and 'Senior' social workers to provide capacity and assistance with this.

Transfers and step downs must progress in a timely way if not be expedited to free up capacity - we should have delays for children due to capacity issues once ongoing plans are identified. Managers will regularly meet to ensure this is reviewed and troubleshoot and avoid and plan for potential delays.

Percentage of agency social workers

	2019	2020	2021	2022
Hackney	28.1 %	32 %	22 %	27.4 % *
Statistical Neighbour	23.1 %	22 %	21 %	n/a
England	15.8 %	15.4 %	15.5 %	n/a

*Draft figure which may be subject to change

Vacancy rate for permanent social workers

	2019	2020	2021	2022
Hackney	24 %	23 %	23 %	28.8 % *
Statistical Neighbour	22 %	21 %	22 %	n/a
England	16 %	16 %	17 %	n/a

*Draft figure which may be subject to change

Percentage rate of social worker turnover

	2019	2020	2021	2022
Hackney	8.3 %	15.9 %	11.7 %	19.2 % *
Statistical Neighbour	16.8 %	16 %	19 %	n/a
England	15.1 %	13.5 %	15 %	n/a

*Draft figure which may be subject to change

Cases (children) per social worker (based on FTE equivalents)

	2019	2020	2021	2022
Hackney	18	16.4	14	14.3*
Statistical Neighbour	15	14.0	15	n/a
England	17	16.3	16	n/a

*Figure for quarter 1 2022. Annual figure for not yet available

Recruitment and Retention

There has been an increase in staff turnover over the past year, and challenges in recruiting and retaining social workers. This is reflective of a national issue and we know from speaking to other local authorities that they are experiencing the same issue. Where we have recruited staff, they may be less experienced, and require increased support from managers to ensure high-quality practice.

As at 31 March 2022:

- There were 171.5 FTE permanent social workers
- There were 63 agency social workers, representing 27 % of our social work (increase from 22 % in 2021)

In December 2021 we reviewed our approach to recruitment and retention and identified short term actions that could be taken to recruit and retain permanent staff. This paper included an analysis of exit interviews for permanent staff including their reasons for leaving. Further to this, a business case for a market supplement is in development and the potential to offer agency workers longer term or permanent roles has been confirmed. We have focused on rolling recruitment of permanent social workers as well as filling vacancies with agency workers - there has been a drive to ensure we have a balance of experience in our staff group. We have adjusted our pay rates accordingly.

From 1 June 2022 until 31st May 2024, the London Pledge has been introduced across all London Councils. This is a pan-London commitment by Children's Services system leaders to work cooperatively and transparently to manage the agency market, improve the quality of agency staff and regulate pay rates within Children's Social Work. This London Pledge is designed to address challenges related to the workforce of Children's Social Work Professionals with focus on the supply and quality of agency workers through evidenced protocols and a commitment to transparent and co-operative working. The Boroughs agree that they will:

- Pay agency social worker staff at set rates
- Work proactively to convert agency workers to permanent roles within 6 months.
- Adopt a common referencing standard
- Not employ any qualified social worker leaving a permanent contract to take up an agency contract with another authority within London for a minimum of 6 months after leaving the permanent post
- Commit to a 3-week notice period both in candidates joining and leaving placements, committing to adopting a reciprocal offer between agency workers and councils to minimise immediate or quick departures and the associated impact on children and the permanent workforce.



Learning culture

Continuing to strengthen our approach to Quality Assurance

The Hackney Children and Families Services Quality Assurance Framework provides insight into the quality of practice and the degree to which this is having a positive effect on children and their families in Hackney. Key to this is measuring impact - it is critical to understand what difference Hackney Children and Families Service and our partners are making for children. Following the restructure of the Safeguarding and Learning Team to the Quality Assurance and Improvement Team last year, work has been underway to convert our Quality Assurance Framework into a Learning Framework and this should be ready for September 2022. Work will then continue into 2023 to fully embed this. This will ensure that the focus of our quality assurance activity across all of the Children and Families Service is on learning - about the quality of our practice with children, and about what is effective in improving this. Services will routinely implement dedicated learning slots at service and team meetings in order to reflect on learning from Quality Assurance.

In audit activity - we have refocused our efforts to embed moderation of all full Live Learning audits, using a moderation tool to capture moderators findings. This model is being extended across all routine service area audits. We have improved audit follow up - with full audits that have scored 'inadequate' or 'requires improvement' followed up after 3 months to ensure that practice has improved for those children. The most recent follow up in March 2022 found that practice had improved in 64 % of cases. The next follow up is taking place in June-July 2022. Quarterly audit reporting across the whole of the Children and Families Service has been re-introduced

and these reports are shared with the Group Director as well as the whole service.

Independent Chairs

We have introduced a mid-point monitoring between Looked After Reviews and Child Protection Conferences and engaged Independent Chairs in our audit programme. The consistency of the Midway's being completed was impacted due to the move back into the Mosaic system but this is now a workflow within the system and monitoring of the completion of these will be reintroduced. When Midway Oversight were last audited in August 2021 in 74 % of audits they demonstrated good monitoring of the plan and action being taken where any drift or delay was identified. This will be further supported by the creation of an escalation workflow in Mosaic to better track escalations, responses, and how this resolves the issue identified.

Learning from Independent Chairs is shared at the Children and Families Service regular quality assurance forum DQIP (further information about this meeting is below). This includes information about the volume of Child Protection Conferences and Looked After Child Reviews that have been held, and whether reporting timescales are being met by professionals.

Improving Outcomes for Children Forum

The Service has recently reviewed our current arrangements for the scrutiny of practice and performance which is currently held across two separate systems and meetings - a monthly CFS Performance Board and bi-monthly Driving Quality, Improvement and Performance (DQIP) forum. A revised 'Improving Outcomes for Children' forum is to replace the current approach. This new forum will be a central Children and Families Service meeting to

reflect on the quality of practice in the service. The forum will form a key part of the Children and Families Service Quality Assurance Framework. Chaired by the Director of Children’s Social Care, this will have a critical role in the oversight of the Children and Families Service. The Board will scrutinise practice against the Practice Standards that have been set across CFS providing high challenge and high support in respect of the quality of practice and performance indicated through data and learning from quality assurance. Increasing transparency and accountability within the system, ensuring that managers at all levels provide practice leadership and take responsibility for improving outcomes for children. The board ensures that we really know ourselves as an organisation, as well as providing evidence of the impact of quality assurance in driving improvement in practice. This new forum will focus on each cohort of children according to their status and journey through the system, scrutinising practice and highlighting strengths that can be built upon, agreeing purposeful actions to support continuous practice improvement. Cohorts will be as follows:

- A) Children with a potential need for support- Decision making in MASH and the Early Help Hub and Children open for an early help or statutory assessment
- B) Children in Need of Help and Protection - the quality of intervention and support for children through Family Support, Child in Need, Child Protection Plans, pre-proceedings and Disabled Children, children whose parents are supported by DAIS
- C) The Experiences of Children who are in Care, including those are open to Care Proceedings, children who are placed for adoption, Children who have left Care, children who are placed for Adoption and Foster Carers
- D) Children who are supported through pre and post Court youth justice disposals

The forum will take place every month. Each cohort of children will be scrutinised on a quarterly basis for a minimum of 2-3 hours, depending upon the size of the cohort and complexity of issues arising.

Evidence of Impact

Impact of audit activity

To better monitor and evidence the impact of audits on practice and outcomes for children, CFS are undertaking review audits for each child who has had an audit undertaken on a quarterly basis. Practice Development Managers were provided with training and guidance on how to best undertake these dip samples in March 2022 and in June 2022. For June 2022, 35 dip samples were completed of files graded inadequate or requires improvement between April 2021-May 2022.

Areas of good practice

- A third of files improved to be rated ‘good’.

- Actions from the previous audit had been addressed in 80% of files - 29% fully and 51% partially.
- Auditors felt practice had improved in 89% of files - 40% fully, 49% partially.
- The child’s voice was evident in all but 2 files.
- The plan was progressing for children in 88% of files - 55% fully, 33% partially.

Areas for improvement

- 63% of files were graded requiring improvement, and 1 file was

graded inadequate, demonstrating less improvement in practice than the previous round of dip sampling.

- Concerns in these files mirrored that of the findings in the previous round of dip samples, including lack of recording which made it difficult for auditors to evidence progression of plans and risk management for children.

'Inadequate audits' have been highlighted by the auditor to the relevant Head of Service and Service Manager. All audits still rated as 'requires improvement' or 'inadequate' will be escalated to the relevant Service Manager and Head of Service for management oversight to be added to the child's file.



Financial Update

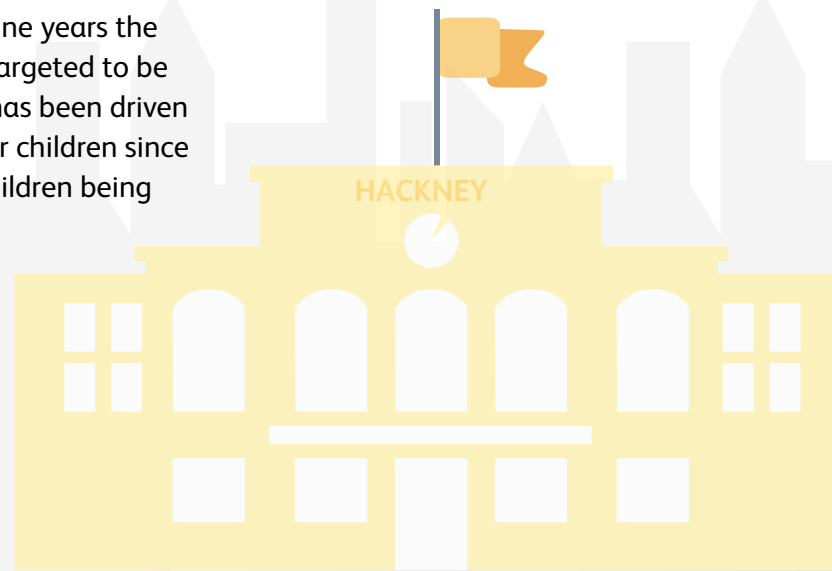
The outturn for 2021/22 for the Children and Families Service on a net budget of £61.6m was an overspend of £2.4m after use of grants and reserves of £11.8m including a drawdown on the commissioning reserve of £3.97m and £6.3m of Social Care Grant funding. The overspend of £2.4m includes £1.2m of Covid-19 related expenditure incurred by the service. There has been a requirement to draw down from the commissioning reserve since 2012/13 due to the increase in complexity and the number of children in care.

The financial position for 2022/23 is a net budget of £64.2m for the Children and Families Service, and the service is forecasting to overspend by £2.6m (as at October 2022) after use of reserves and drawdown of grants totalling £13.1m (including full use of the commissioning activity reserve of £6.6m and £8.5m of Social Care Grant funding). Within the current forecast, cost reduction proposals have been agreed by the service to reduce the overspend within the year, and these are tracked on a monthly basis.

The Children and Families Service has continued to make contributions to the efficiency agenda of the Council. Over the previous nine years the service has delivered £11.9m savings with a further £650k targeted to be delivered in 2022/23. The increase in commissioning costs has been driven by an increase in complexity and the number of looked after children since 2011/12. There is a continuation of a large proportion of children being

placed with independent fostering agencies (IFAs) due to a lack of suitable in-house foster carers. The cost of an IFA placement is significantly greater than that of an in-house placement. The service continues to be proactive in recruiting in-house foster carers to meet demands across the service.

Hackney has also seen an increase in residential placements since 2015 adding considerable budget pressures with an average annual unit cost of £263k. There have been some improvements more recently in the number of residential placements, and the service is working proactively to reduce the level of placements. We are also seeing a rise in the number of under 18s in high-cost semi-independent placements. Where young people in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. These pressures have been recognised by the Group Director of Finance & Corporate Resources with a growth of £11.2m in total included in the budget across a number of financial years.



Front cover photograph by Sean Pollock



Title of Report	Gender and Ethnicity Pay Gap 2022
For Consideration By	Council
Meeting Date	25th January, 2023
Classification	Open
Ward(s) Affected	N/A
Group Director	Ian Williams, Group Director, Finance and Corporate Resources

1. **Summary**

- 1.1 Promoting a diverse workforce has been an explicit Council priority since 2018, and this is reflected in the Single Equality Scheme which was adopted in November that year.
- 1.2 There has been a sustained focus on institutional culture and workforce diversity over the last four years and the Council is working with local partners, across the system, to encourage a consistent approach across Hackney.
- 1.3 As of April 2018 the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, Hackney Council has published information relating to the published annually on both the council's website and on a dedicated central government site. This is the fifth annual report for Hackney Council.
- 1.4 Although there is no statutory requirement to do so, Hackney also produces the ethnicity pay gap. The ethnicity pay gap is presented in this report.
- 1.5 The gender pay gap remains in favour of women, based on average pay and there is no gender pay gap when using median hourly rate. It is -0.98% as measured by the mean or 0% as measured by the median. The full data table is attached as Appendix 1.
- 1.6 The ethnicity pay gap shows that there is a pay gap in favour of white employees of 14.19% as measured by the mean, and 15.15% as measured by the median. The full data table is attached as Appendix 2.
- 1.7 The current cost of living 'crisis' (the fall in real disposable incomes) and the lasting effects of the Covid pandemic has exposed and exacerbated inequalities in society and the Council knows the impacts have not been felt

equally amongst our communities. This makes it more important than ever that the Council understands the pay gaps, and examines every aspect of our services, including recruitment and retention practices as well as our workplace policies to ensure that the Council is as inclusive as possible.

- 1.8 Hackney is proud to be an open, inclusive and diverse borough and a place that people are proud to call home. Everyone can feel they belong here regardless of social background, the young and old, those living with a disability, parents and carers, people with faith and those without faith, people from different ethnicities and nationalities, all genders, gender identities and sexualities. Our workplace must reflect these values. In 2020, the Council also launched our local recruitment campaign to ensure that more Hackney residents explore job opportunities at the Council.
- 1.9 The Council is committed to ensuring that as an employer and as a workplace, all our policies and practices advance equality of outcome and promote demographic diversity. In July 2020, the Council passed an anti-racism motion, resolving to Improve the diversity of the senior leadership of the Council, build on the Inclusive Leadership Training, and maintain the 'excellent' rating in future Local Government Equality Framework peer challenges and work with partners to improve diversity across the public sector.
- 1.10 To inform our priority areas for improvement, the Council wants to continue to gather robust gender and equality profiles of our workforce to identify and address disparities in the diversity of our workplace and provide the evidence base to tackle any barriers to equality of opportunity.
- 1.11 Hackney, as a borough, has a reputation as a beacon of diversity where all of its communities are supported and celebrated. This report is part of its work to ensure that as a Council and as an employer the Council also embody these values.
- 1.12 The purpose of calculating a Gender Pay Gap and Ethnicity Pay Gap is for organisations to check if Women and Black and Global Majority staff are doing more of the less well paid jobs than men.
- 1.13 The Council's gender pay gap shows that unlike many other parts of the labour market, the gender pay gap favours women in Hackney Council when considering average pay; and a neutral position when considering median pay. The Council recognises the need to protect the current and relative gender equality that exists at senior levels of the organisation, especially given the structural inequalities which exist for women in the labour market more broadly.
- 1.14 Although gender pay gaps are an important measure, we also recognise their limitations. Hackney is a provider of direct services to the public, many of which fall in the lower pay quartile and have a traditional (occupational) gender bias. Examples include, Operatives in Housing and Waste services who are predominantly men; and Carers and Nursery staff in Adults, Health

and Integration and Children and Education who are predominantly women. The traditional (gender) bias affects the distribution of women and men in the workforce, and this, in turn, affects our gender pay gap - without providing a reliable indication of participation at higher levels of the organisation.

Another common measure of fair participation is 'the top 5% of earners'. In Hackney, this equates approximately to the top 2 pay bands (PO10 and above). The top 5% earners are presented here, as a supplementary measure, to show participation at senior levels.

Top 5% of the workforce	Women	Black & Global Majority	Whole workforce women	Whole workforce Black and Global Majority
2022	126	67	2437	2368
	54.55%	29%	54.58%	53.03%
2021	126	57	2461	2332
	55.02%	25.33%	54.70%	51.83%

There is a higher proportion of women than men in the top 5% of earners (54.55%) and suggests that women participate successfully at senior levels. 54.55% is broadly equivalent to the overall composition of the workforce (54.58%).

Black and Global Majority staff comprise 29% of the top 5% of earners (compared to 51.83% of the overall workforce). The under representation at senior levels is well recognised and the work on Inclusive Leadership is designed to address this inequality (further information about the Inclusive Leadership Programme is in section 6.2). Although there is no specific analysis or evidence to show the impact of the inclusive leadership programme, it is noted that participation of Black and Global Majority staff (top 5% of earners), increased from 25.33% (2021) to 29% (2022).

- 1.15 A range of influences, including Hackney's policies and wider changes in the economy, also impact:

Insourcing: The Council is pursuing an insourcing strategy aimed at delivering better, more reliable public services. For example, Hygiene Operatives transferred to the Council in January 2021. The 97 employees were predominantly male and Black and Global Majority. Vehicle Maintenance transferred to the Council in June 2021. The 12 employees were predominantly men and white. Parking transferred to the Council in April 2022, however, the transfer of Parking happened after the statutory reporting snapshot date of 31.3.22. They are not included in this report, but will be included in next year's report.

Hygiene Operatives, transferred to the Council 1st January 2021					
Women	Men	Black and Global Majority	White	Non disclosed	Total
66	31	63	30	4	97
68.04%	31.96%	64.95%	30.93%	4.12%	100%
Vehicle Maintenance, transferred to the Council 1st June 2021					
Women	Men	Black and Global Majority	White	Non disclosed	Total
2	10	3	8	1	12
17%	83%	25%	66.7%	8.3%	100%

Austerity: Severe funding reductions (over a decade of austerity) has resulted in mitigating action including measures such as restructuring the Council and individual service areas, and voluntary redundancy schemes. The impacts of austerity, nationally, include recruitment and retention difficulties. In part, this is caused by the need to recruit workers with broader spans of knowledge and wider spans of experience creating a narrowing pipeline of skilled candidates for our sector.

The Pandemic: The pandemic brought a different set of challenges, including additional spending on front line services, reduced turnover and a period of moratorium on internal reorganisations.

Brexit: A reduction of EU citizens seeking employment in the UK, is being cited as one of the reasons for the tight labour market and recruitment difficulties experienced by many organisations. The response from many private sector organisations is to increase pay.¹ Even though we may not be recruiting staff with the same job titles, the tightening of the labour market and increased pay in the private sector may (in some areas) affect our ability to compete for talent.

- 1.16 Changes in Hackney's gender pay gap over time are subtle and appear to be small changes at all levels and spread across the organisation.

To fully understand the trends and influences, a full analysis is recommended. The Council could consider commissioning an organisation such as the Institute for Employment Studies (IES), to assist with scoping

¹ <https://www.cipd.co.uk/knowledge/brexit-hub/workforce-trends>

and undertaking the research. The research would seek to explain the subtle changes and trends, and unpack the influences on our workforce composition.

1.17 In addition, we recognise that Intersectional differences within specific groups may also impact on experience and could be lost in the generality of the information provided. Here, intersectionality refers to overlapping interdependencies such as race, class and gender that may impact on individuals. The scope of a research project could be expanded to better understand the experiences and participation of those with multiple identities.

1.18 It is important to note that the Government's gender pay gap reporting laws currently make no mention of transgender or non-binary employees – employers can only classify staff as 'male' or 'female'. It is therefore important that this legal requirement is conducted sensitively and as inclusively as possible. As with the previous report, this one should therefore be taken in the context that as an employer the Council recognises that this binary distinction does not fully capture our workforce.

2. **Recommendations**

2.1 **Council is recommended to note the Gender and Ethnicity Pay Gap**

3. **Background**

The law (the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017) requires that the Council calculate and report the gender pay gap annually. This was first done in March 2018, based on the data as at 31 March 2017. This report gives the statistics for the sixth gender pay gap report (2022/23 reporting year), with data as at 31 March 2022. The required statistics will be uploaded to the Government Equalities website in compliance with the legislation. The gender pay gap tables are also available on the Council's website for each year. The way the gender pay gap is to be calculated is set down in statute and is very specific. The Council must calculate the statistics for both ordinary pay and bonus pay. In our context, bonus pay applies only to the Fair Pay scheme operating in Housing.

Policy Context

3.1 **Gender Pay Gap Reporting 2022**

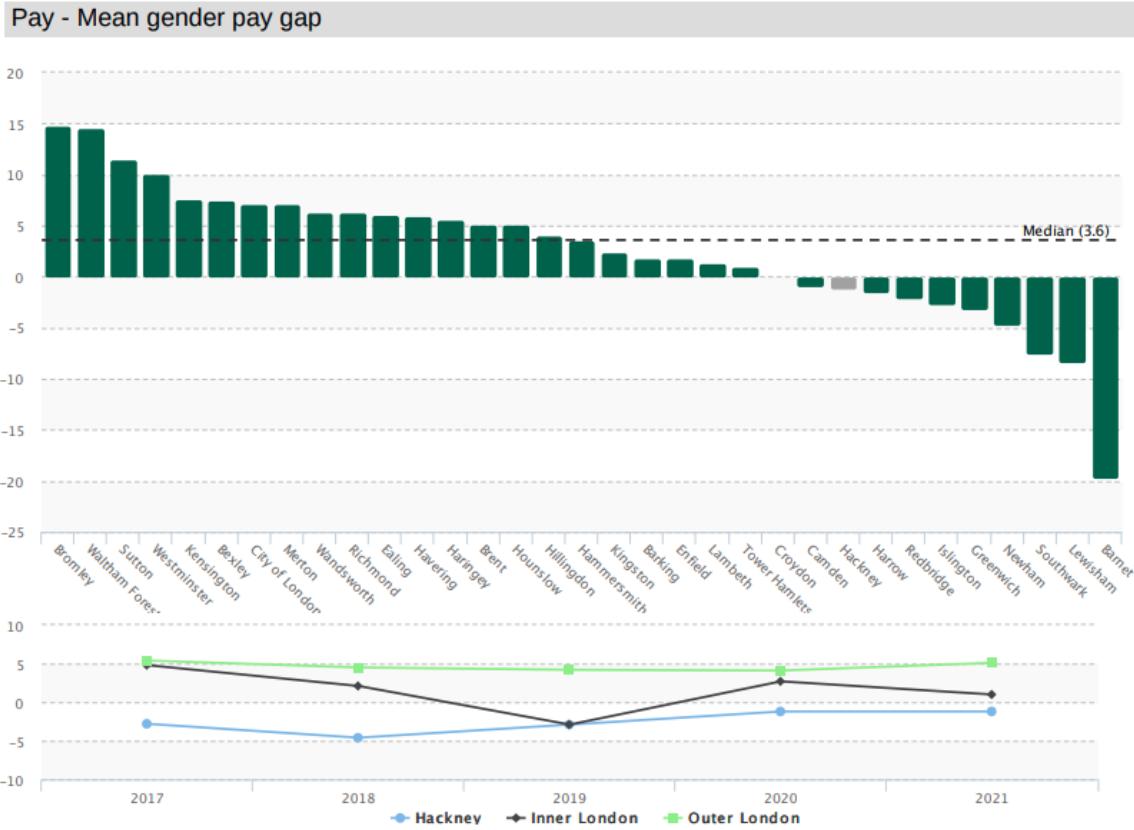
The gender pay gap is **the difference in the average hourly wage of all men and women across a workforce**. If women do more of the less well paid jobs within an organisation than men, the gender pay gap is usually bigger.

3.1.1 The law (the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017) requires that the Council calculate and report the gender pay gap annually. This was first done in March 2018, based on the data as at 31 March 2017. This report gives the statistics for the sixth gender pay gap

report (2022/23 reporting year), with data as at 31 March 2022. The required statistics will be uploaded to the Government Equalities website in compliance with the legislation. The gender pay gap tables are also available on the Council's website for each year.

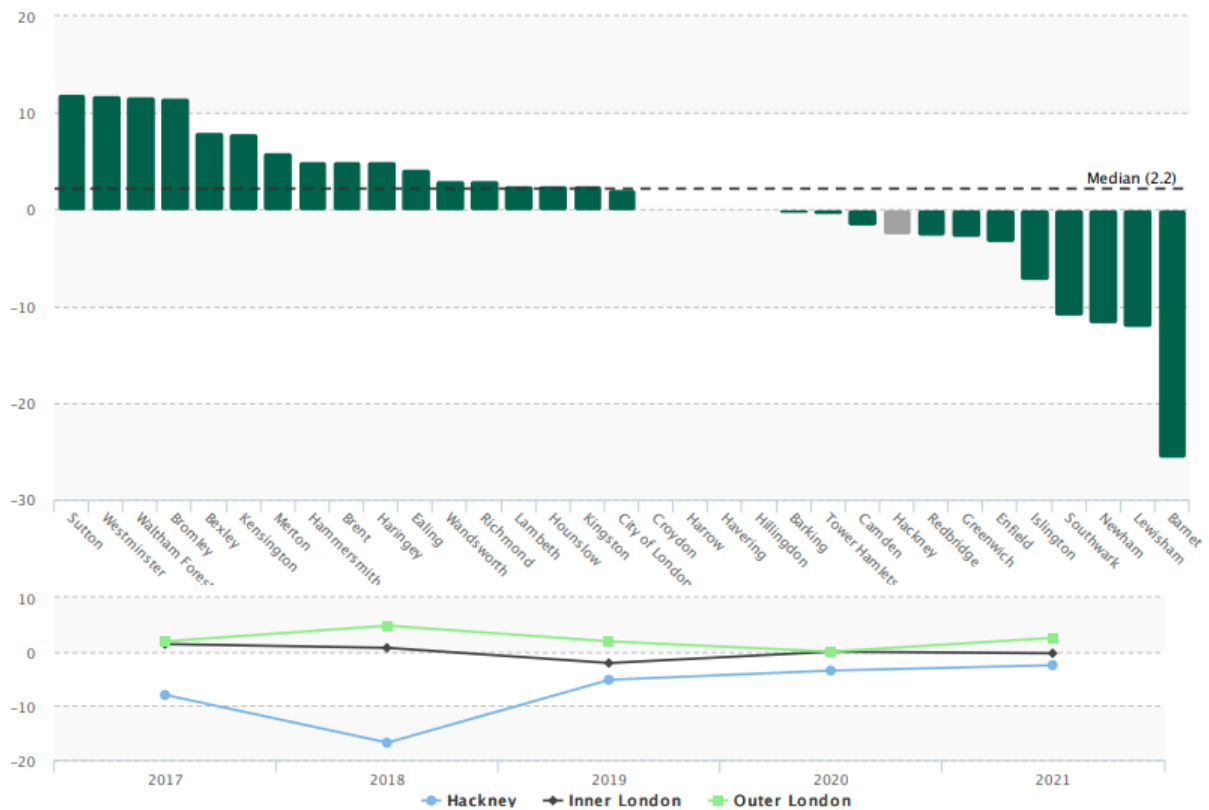
- 3.1.2 The way the gender pay gap is to be calculated is set down in statute and is very specific. The Council must calculate the statistics for both ordinary pay and bonus pay. In our context, bonus pay applies only to the Fair Pay scheme operating in Housing.
- 3.1.3 The gender pay gap remains in favour of women, based on average pay and there is no gender pay gap when using median hourly rate. It is -0.98% as measured by the mean or 0% as measured by the median. The measure more typically used is the median, as it takes a central point in the salary range. Outliers (salaries that are significantly higher or lower than typical salaries) can skew the average (mean). The rates in March 2021 were -1.24% (mean) and -2.52% (median) in favour of women. The gap exists primarily for two reasons. Firstly, because, although there are more women in each quartile, the higher proportion of men are in the lower quartile - typical job titles include Operative - Cleaner, Environmental Operative and Grounds Maintenance employees. Secondly, because in the higher quartiles, more employees are women than men. In 2022, the proportion of women declined in each quartile except the lower middle quartile. There are still more women in each pay band overall. The full data is shown at Appendix 1.
- 3.1.4 It is important to note that the pay gap does not indicate that women are paid more than men in any particular job. The Council operates a nationally recognised and equality proofed pay and grading scheme and is confident that for the same job, men and women are paid equally. The gap arises because, on average, women are in more highly paid jobs than men across the workforce. However, the gap (in favour of women) has reduced gradually over recent years and there is no gender pay gap when looking at the median.
- 3.1.5 It is worth noting that in the highest quartile there are a higher proportion of women than men (53.42% vs 46.58% in 2022).
- 3.1.6 The gap in favour of men in terms of bonus pay remains. However, it is not possible to draw conclusions from this because so few women receive a bonus. Men overwhelmingly benefit from the Fair Pay scheme. This bonus is protected under TUPE regulations.
- 3.1.7 The Fair Pay scheme applies to 156 operatives working in trades in the Housing Department. Job titles include, for example, carpenters and electricians. Productivity payments are based on evidenced, actual measurements of performance, most importantly the time taken to perform tasks.

- 3.1.8 Comparative data on the Gender Pay Gap is presented but comes from different sources and is indicative.
- 3.1.9 Comparative data for is available from The HR Metrics Benchmarking Services (provided by London Councils). The comparative data for the 33 boroughs who have inputted data for the 2021/22 reporting year is provided below. The snapshot date is 31 March 2021.
- 3.1.10 Hackney’s comparative position is as follows:



3.1.11 Hackney's mean gender pay gap of -1.2% (2021) falls in the second quartile of all the London boroughs, and for inner London (just outside the top quartile). The average median for London boroughs is 3.6%.

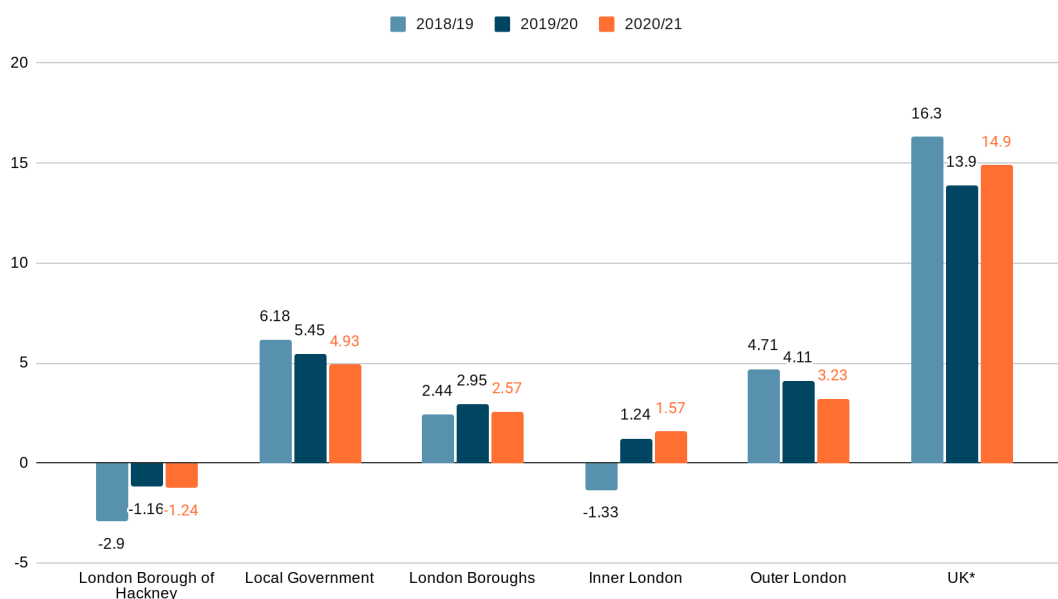
Pay - Median gender pay gap



3.1.12 Hackney's median gender pay gap of -2.5% (2021) falls in the second quartile of all the London boroughs, and for inner London (just outside the top quartile). The average median for London boroughs is 2.2%.

3.1.13 Data taken from various sources provides the following picture:

Average % Mean Gender Pay Gap 2019 to 2021



3.1.14 **Average Mean Gender Pay Gaps 2019 to 2021:** The average mean gender pay gap values for Local Government indicate that women were paid 4.93% less than men in 2021. This compares to 5.45% less in 2020. In other words, on average for every £1 paid to male employees, only 95.1p was paid to women employees (94.5p in 2020).

3.1.15 **Average Median Pay Gap data 2019 to 2021:** Table below shows the average median pay gap figures for 2019 to 2021.

Sector	Average % Median Pay Gap		
	2018/19	2019/20	2020/21
London Borough of Hackney	-5.24	-3.53	-2.52
Local Government (All Local Authorities UK)	4.05	3.57	3.21
London Boroughs	0.65	0.27	0.74
- Inner London	-2.53	-0.24	0.02
- Outer London	2.55	0.61	1.2
UK*	17.4	14.9	15.4

3.1.16 The average of the median values for Local Government indicates that in 2021 women were paid 3.21% less on average than men. In other words, for every £1 that the median man was paid, the median woman was paid 96.8p. This compares to 3.57% in 2020.

* Data for UK Gender pay gap averages taken from ONS - Annual Survey of Hours and Earnings (ASHE).

3.1.17 The ONS website notes that interpreting average earnings data is difficult at this time because COVID-19 has impacted the data for 2020 and 2021. This was affected both in terms of wages and hours worked and also disruption to the collection of data from businesses and as ONS states, this means that comparisons with 2020/21 need to be treated with caution.

3.1.18 In Hackney, the position for the past 3 years (2020, 2021, 2022) is as follows:

2020		2021		2022	
Mean	Median	Mean	Median	Mean	Median
-1.16%	-3.53%	-1.24%	-2.52%	-0.98%	0%

3.1.19 At the time of the first gender pay gap report there was a commitment made by the Cabinet Member to produce an ethnicity pay gap on the same basis as the gender pay gap in future years. This has been done and is shown in Appendix 2.

3.1.20 Ethnicity Pay Gap Reporting

3.1.21 The Council has also taken the decision to undertake an ethnicity pay gap analysis, despite the fact that a government announcement means it is unlikely to be required by law anytime soon. The Council will continue to do this because of its commitment to fairness and to enhancing the diversity of our workforce. The Council continues to back calls for mandatory reporting of annual ethnicity pay gaps.

3.1.22 The Council is keenly conscious that there remains under-representation of certain communities in our workforce and there is still under-representation of staff from culturally and ethnically diverse communities at senior levels. The Council is committed to taking practical action to address these disparities. The Council wants to foster and promote an inclusive leadership culture, in which managers feel more confident in promoting equality and addressing workforce diversity. Work is summarised in section 4 of this report.

3.1.23 The terminology used in this report reflects Hackney’s move away from the term ‘ethnic minorities’ in favour of the term ‘Black and Global Majority’, and this term is used throughout the report.

The ethnicity pay gap shows that there is a pay gap in favour of white employees of 14.19% as measured by the mean, and 15.15% as measured by the median. The measure more typically used is the median, as it takes a central point in the salary range. Outliers (salaries that are significantly higher or lower than typical salaries) can skew the average (mean).

The proportion of white employees as compared to Black and Global Majority employees, increases progressively in the 3 higher quartiles. There is a higher proportion of Black and Global Majority employees in the lower middle quartile (66.04% compared to 33.96%) and the lower quartile (65.94% compared to 34.06%). The full data set is shown in Appendix 2.

- 3.1.24 This compares to the position in 2021, which showed a 15.09% mean and 12.94% median. The lower quartile had the highest representation of Black and Global Majority employees (65.49% compared to 34.51%).

In Hackney, the position for the past 3 years (2020, 2021, 2022) is as follows:

2020		2021		2022	
Mean	Median	Mean	Median	Mean	Median
15.00%	12.11%	15.09%	12.94%	14.19%	15.15%

- 3.1.25 The Council recognised this as an issue some time ago and has been working on delivering a corporate equalities action plan. This is summarised in section 4 of this report.

- 3.1.26 Although ethnicity pay gap reporting is not currently mandatory, on 24 June 2020 the government responded to a parliamentary petition to introduce mandatory ethnicity pay gap reporting, stating that it is currently analysing detailed responses it received from its consultation on ethnicity pay reporting, which ran from October 2018 to January 2019.

The government has confirmed that it will not be legislating for mandatory ethnicity pay gap reporting “at this stage”, however, they have committed to “supporting employers across the UK who want to publish ethnicity pay gaps”. This will be done through the Department of Business, Energy and Industrial Strategy (BEIS) publishing new guidance on voluntary ethnicity pay gap reporting in “summer 2022”. The guidance has not yet been published.

- 3.1.27 The reasons for the changes in the ethnicity pay gap are not fully understood. Changes year on year appear to be relatively small and spread across the quartiles. Although the proportion of Black and Global Majority staff has increased in all quartiles, the biggest increase is in the Lower Middle Quartile (compared to 2021).

Black and Global Majority staff made up 63% of the lower middle quartile in 2021. This increased to 66% in 2022. This is thought to have affected the median (midpoint), where the pay gap has increased; while the pay gap for average pay has reduced. Although the percentage of Black and Global

Majority staff increased in all quartiles, the greatest increase was below the midpoint which could account for the reduced median pay.

3.1.28 The percentage of women in each pay band was reduced by small amounts in all quartiles, except the lower middle quartile. In 2021 women were 56% of the lower middle quartile, rising to 58% in 2022. This could account for the lower median pay (midpoint) resulting in a reduction to 0 pay gap for median pay. There is still a small pay gap in favour of women for average pay (0.98% in 2022, down from -1.24% in 2022)

3.1.29 The data within this report is for directly employed Council staff.

Equality impact assessment

3.2 Corporate Equalities Action Plan Summary

Introduction

3.2.1 Promoting a diverse workforce has been an explicit Council priority since 2018, and this is reflected in the Single Equality Scheme which was adopted in November that year.

3.2.2 An action plan has been developed based on taking a dual focus, promoting demographic diversity and promoting an inclusive leadership culture

Key equality issues and indicators

3.2.3 The **key equality issues** identified at the start of the programme were:

Workforce diversity

- The under-representation of Black and culturally and ethnically diverse, and disabled staff at senior² levels
- The under-representation of disabled staff at all levels
- The variations in workforce diversity between different directorates
- The need to protect the current gender equality which exists at senior levels of the organisation, given the structural inequalities which exist for women in the labour market more broadly

Staff satisfaction

- Much lower rates of satisfaction amongst disabled staff and (to a lesser extent) Black and Global majority staff over the last three surveys
- Disabled staff and those from Black and Black and Global majority backgrounds, are much more likely to disagree that the Council is committed to equality and diversity in practice than white staff and non disabled staff

Hidden inequalities

² By Senior we mean officers who are service heads and above / by grade we mean PO10 and above. However, when we consider what actions we need to take, we need also to focus on PO5 upwards, so that we are developing a pool of potential managers who can progress into more senior roles.

- The Equality Act originally contained a clause which would have placed a requirement for local authorities to address social economic inequalities as part of their equality work. Although the Government ultimately decided not to implement this socio economic duty, Hackney Council decided to adopt this on a voluntary basis. This means that when we consider equality and cohesion we fully consider socioeconomic inequality across the work the council does, including how we make the workforce more inclusive and support progression across pay grades.

3.2.4 The **key indicators of success** for the Corporate Equality Action Plan are:

- The gap is closed between the 82% (81% in 2016) of staff who feel Council is committed to Equality in policy and 69% (71% in 2016) who feel the Council is committed in practice (this went up from 61% to 70% in 2011 and peaked at 73% before falling to 71% in 2016 and now 69%)
- There are a higher proportion of disabled staff working at the Council
- Senior management is more reflective of Hackney's diversity (ethnic origin and disability)
- Managers feel more confident and competent in promoting equality and addressing workforce diversity (need baseline)
- Disabled staff are more satisfied with the Council as an employer and higher proportion feel Council is committed to Equality in practice
- A narrowing of the ethnicity pay gap

Responding to these issues

The case for diversity

3.2.5 Research has shown that having a **demographically diverse workforce** can help businesses to be successful, drive innovation and capture new markets. In the public sector³. Having a diverse workforce is seen as a way of **bringing in a diversity of experiences and perspectives to better meet the needs of residents and improve service**. It is also seen as a way of tapping into and harnessing talent from across the whole community.

3.2.6 Research reported in the Harvard Business Review also makes the case that a workforce which reflects a diversity of perspectives also **supports innovation**⁴. This research talks about **acquired diversity** versus demographic diversity and considers the benefits of promoting a culture

3

<https://www.local.gov.uk/our-support/workforce-and-hr-support/local-government-workforce/equalities-and-inclusion> and https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/658488/Strategy_v10_FINAL_WEB6_TEST_021117.pdf

⁴ <https://hbr.org/2013/12/how-diversity-can-drive-innovation>

which values and welcomes a diversity of perspectives. Through programmes that tackle key inequalities such as the Improving Outcomes for Young Black Men Programme, we have reached the conclusion that promoting a more inclusive leadership culture needs to be part of the way we **tackle underlying and systemic issues that might drive inequalities**. By questioning traditional behaviour patterns and decision making structures we will be better able to identify the institutional change which is needed to tackle key inequalities.

Taking a dual approach

- 3.2.7 Actions which promote a demographically diverse workforce and those which promote “acquired diversity” can also reinforce each other. By promoting a more inclusive leadership culture, the workforce may become more welcoming to people from different backgrounds as well as ensuring that, where a workforce is not demographically diverse, there is a culture which values and draws on a diversity of perspectives.
- 3.2.8 By promoting a demographically diverse workforce, we are more likely to promote an inclusive leadership culture that draws on the perspectives of people from different backgrounds. In seeking to achieve a more demographically diverse workforce, we need to ensure we develop specific and tailored responses to complex inequalities, rather than bland, generic responses. Alongside this, more **practical action is needed to address poor levels of staff satisfaction among disabled staff** with regards to management and leadership. Failure to tackle this specific equality issue could undermine wider efforts to promote workforce diversity outlined above.

Workstreams

- 3.2.9 The programme includes a number of “business as usual” and “stretch” strands of activity:

Business as usual:

1) Organisation Development

Key Outcome: Coherent well utilised organisational development programme promoting equality and diversity for staff and managers, utilising apprenticeship levy to upskill managers if appropriate

2) Communication

Key Outcome: All staff are aware of organisation commitment to equality and diversity and can recognise ways that the policies are put into practice.

Stretch:

3) Improving the employee journey for disabled staff from recruitment through to progression

Key outcomes:

- Barriers for disabled staff are removed across the employee journey from recruitment through to progression and promotion
- Managers see the benefits of employing disabled staff and can do so competently and confidently.
- Supported employment opportunities are created within the Council

4) Promoting an inclusive leadership culture

Key outcome: Senior managers understand, value and promote an inclusive leadership culture systematically as part of addressing workforce diversity.

5) Tackling the lack of diversity at senior levels, with regards to Black and Global Majority and disabled staff

Key outcomes: We have a better understanding of the specific reasons for the lack of Black and Global Majority and disabled staff representation at senior levels.

We have identified positive actions needed to address issues and barriers.

We have identified opportunities to make processes more open and transparent.

Update on the implementation of the Corporate Equality Action Plan

Progress against success measures

3.2.10 Our workforce data shows progress in most of the areas, but there is still work to be done. Between March 2019 and March 2021 data for the top 5% earners revealed that:

- The percentage of women rose from 50 to 55%;
- The proportion of disabled top earners rose from 2.2 to 3%;
- The proportion of the top earners who are ethnically diverse rose from 21.5 to 25.7%; and
- The proportion of top earners identifying as LGBTQIA+ rose from 6.2 to 6.5%.

3.2.11 For the workforce overall, the data showed that:

- The proportion of part-time workers rose from 14% to 16%.
- The percentage of women in the workforce overall rose from 52.5 -

54%;

- The proportion of disabled staff overall has risen from 4.7 - 5.2%:
The proportion identifying as ethnically diverse rose from 50.9 - 51.7%, with those identifying as Black up from 33.5 - 34.1%;
- The percentage of staff identifying as Lesbian, Gay or Bisexual rose from 3.4 - 3.5%, and those identifying as 'other', which may include colleagues who are Transgender, Non-Binary or Gender-Non-Conforming rose from 0.14 - 0.22%.
- The average age of the workforce rose from 44.5 - 45.4 years, which might suggest that we have more to do in attracting younger workers.

3.2.12 Our 2021 staff survey was launched in September. Results show the percentage of staff who say that senior managers are committed to inclusivity has risen from 45% in 2020 to 50% and the percentage of staff who believe the Council is committed to equality in practice has risen from 57% in 2020 to 62% in 2021.

3.2.13 There are still disparities in responses between different groups. Disabled staff, staff from Black and Mixed heritage groups and carers, especially those who provide high numbers of unpaid care reporting lower levels of satisfaction. Satisfaction levels among colleagues who choose not to disclose their equality characteristics are also generally lower than for those who disclose.

Work undertaken to implement the Corporate Equality Programme in the past year

Training

- 100 senior managers were trained in Inclusive Leadership before the Pandemic.
- During the pandemic:
 - The Inclusive Leadership and Cultural Humility training were adapted to be delivered remotely and an additional 150 managers undertook each course.
 - Cultural Humility training is now being rolled out to colleagues in Customer Services and Public Health (not just managers).
 - Education Services are planning to make Inclusive Leadership and Cultural Humility training available to staff (not just managers).
 - A short course was developed for Leaders Week 2020, blending the main aspects of Inclusive Leadership, Cultural Humility and talking about racism which was delivered to around 350 managers. During the same week an online session with Dr Shola Mos-Shogbamimu attracted over 400 staff and a session with Cllr Carole Williams, Dr Sandra Husbands and Sonia Khan also attracted over 100 staff.
 - In Leader's Week 2021, sessions on anti-racism, inclusive recruitment, Managing Disabled Staff and Meet the Inclusion Champions reached around 300 managers.

- Cllr Carole Williams, Lead Cabinet Member for Employment, Skills and Human Resources led a show and tell session for 178 staff updating on anti-racism and inclusive leadership.
- A training course on managing disabled staff was developed by disabled staff and delivered to managers.
- An online Equality, Diversity and Inclusion in Public Service module has been developed aimed at frontline staff across the system. It includes information about meaningful conversations with residents (59 staff have enrolled and 2 passed to date). A similar module is available for managers.
- An online video module featuring Sonia Khan, Lisa Aldridge and Solomon Rose (former lead for the Improving Outcomes for Young Black Men programme) discussing institutional racism and the role of leadership in tackling this was produced and piloted as part of a 'think piece' discussion debrief with staff (21 managers).

Guidance and culture

- An Inclusive Management Toolkit was launched, summarised in 9 short slide decks, which were released weekly (1265 unique views to date).
- Think Inclusive conversation video series was launched, recording conversations with colleagues on a range of topics such as microaggressions, intersectionality, power and privilege, the importance of using the right language and terminology, the difference between diversity and inclusion. These videos aim to raise the organisation's literacy around race and racism.
- The Think Inclusive conversation club started in November 2020. This is a six-weekly gathering inviting colleagues to read a short article or view a Ted Talk as a way of opening up discussion about a particular topic around diversity, inclusion and belonging and to share learning. We have between 15 and 30 staff from across the council in attendance and 90 staff have opted in to the mailing list;
- In early 2021, we refreshed our pool of Inclusion Champions with an additional 26 new recruits, taking the total number of champions to 60. Champions have all been trained in the principles of inclusive leadership and then have options to become trainers, develop work in their divisions or work on cross organisational policy development.
- Six Inclusion Champions have been trained to lead Action Learning Sets.
- There have been ongoing communications about this programme and our wider work on Equality and Diversity through a range of channels like Staff Headlines, Google Communities, Show and Tells, training and Managers' Forums;

Policy and process change

- Equality Works were engaged to act as critical friends during the recruitment of two group directors and the new Chief Executive.
- Inclusion champions were involved in the recruitment of a number of senior directors and Chief Executive.

- A collaborative and co-produced approach was taken to review the bullying and harassment policy and the grievance policy with staff from across the council, representatives from staff-led forums, the unions and HR. New policies around bullying, microaggressions and harassment and grievance resolution have been launched.
- Over 200 staff attended seven workshops to discuss the impact of the Council's Hybrid working arrangements with colleagues from a range of protected groups e.g. disability, sexual orientation, ethnic background, gender.
- Candidate applications are now anonymised as standard practice.

Service-specific change

- We have been working with Directors to look at developing workforce diversity action plans that are specific to their area and for this to be embedded within their service delivery plans. HR have released a new scorecard on the workforce profile. Strategic Delivery have completed a short [analysis](#) that can be used by Directors to guide their actions.
- Diversity and inclusion are now embedded into staff surveys and pulse surveys so that there is always data around this area (for instance the recent wellbeing survey).

Best practice and shared approaches

- The council has been convening a number of discussions with partners across the borough to discuss how approaches to inclusive leadership can be shared, including resources and joining up opportunities (partners include health, education, voluntary and community sector, private business).
- The strategic delivery and policy team have also been sharing our approach through a range of forums and have been approached by different local authorities to share our resources and learning:
 - We wrote an article for [Apolitical](#) (a digital platform highlighting best practice for public servants across the world)
 - A [Case study](#) on inclusive leadership, based on Hackney's experience, is featured on the LGA website.
 - We have been approached by Cardiff County Council, Gloucestershire, Tower Hamlets and Islington, Hammersmith and Fulham and numerous others to share our approach and resources.
 - Hackney also contributes to discussions at the Chief Executive London Council's (CELC) tackling racial inequality working groups and Westminster's pan-London forum for ethnically diverse staff. We are leading the development of a consistent approach to inclusive leadership for London through the CELC work. We are also playing a key role in the Transforming Leadership working group and co-chairing a group developing a shared commitment statement for all London Councils to adopt.

What are the planned next steps:

The Council has agreed a Workforce Development Strategy and a number of initiatives are planned to support its implementation, namely:

- A Training Needs Analysis is currently being undertaken by Organisational Development. Managers are being encouraged to discuss training needs with staff during Check-ins and submit the results. The results will be used to inform future learning and organisational development activity across the Council;
- The Organisational Development team is looking at ways of supporting the management of Hybrid working - this may involve some training, advice from a dedicated staff member and action learning sessions;
- A Managers academy covering the entire employee journey (including modules on Inclusive Leadership and Cultural Humility) was launched in October, starting with new managers.
- An AMBIT session was held with managers from across the system in November to bring together the different approaches to training and learning to help inform future approaches;
- We propose continuing to offer the Inclusive Leadership and Cultural Humility training to managers in the Council and beyond as long as there is demand;
- We plan to offer managers who have completed the Inclusive Leadership and Cultural Humility training the opportunity to participate in Action Learning Sets where they can practice applying the learning to practical scenarios;
- We have offered Peer Support sessions for staff within:
 - Children and Families;
 - Managers across the Council
 - Staff across the Council.
 - This will be piloted with staff who have experienced racialised trauma in the first instance.
- We provide regular updates to staff about where we are with our measures of success.

Priorities for the coming year

In the coming year we want to ensure that inclusive leadership remains at the front of people's minds as we move to hybrid working. We need to do more to promote diverse recruitment and career progression by ensuring that the way roles are designed, advertised and recruited to, is fair. We want to ensure that each directorate has clear plans in place to ensure they become more inclusive and diverse.

We want to improve support to our staff networks, enable colleagues to raise concerns safely and develop mentoring and coaching opportunities available to staff. In view of the outcome of the recent staff survey, we need to ensure managers fully understand how to recruit and support disabled staff. We also need to improve the profile of disabled staff within the organisation.

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

4.1. Activities proposed in the Action Plan (workstreams 1 - 5) will be funded from the existing service revenue budget. Any consequent proposals which have financial implications will be brought back to Councillors.

5. **Comments of the Director of Legal, Democratic and Electoral Services**

5.1. In line with Article 5.2 of the Councils constitution, Cabinet has the authority to carry out all of the Council's functions which are not the responsibility of any other part of the Council.

5.2. The Equality Act 2010 imposes an obligation on employers to publish information relating to the gender pay gap in their organisation. There are no other legal implications arising from the report.

Appendices

Appendix 1 - Gender Pay Gap
Appendix 2 - Ethnicity Pay Gap

Background documents

None

Report Authors	<p>Stuart Thorn Head of Human Resources Tel: 0208 356 3273 Email: stuart.thorn@hackney.gov.uk</p> <p>Sonia Khan Head of Policy and Strategic Delivery Tel: 020 8356 5148 Email: sonia.khan@hackney.gov.uk</p>
Comments for the Group Director of Finance and Corporate Resources prepared by	<p>Mizanur Rahman Chief Accountant, Finance & Resources Directorate Tel: 020 8356 4347 mizanur.rahman@hackney.gov.uk</p>
Comments for the Director of Legal, Democratic and Electoral Services prepared by	<p>Juliet Babb TeamLeader (People) Tel: 020 8356 6183 juliet.babb@hackney.gov.uk</p>

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Gender Pay Gap Reporting 2022

Statutory Part of the Template Data That Must be Provided Under the Equalities Act		Extra Data for Local Collection by London Councils For Local Benchmarking			
Pay Rates	Gender Pay Gap The difference between Female and Male pay as a percentage of Male pay <i>A minus % means Female employees have higher pay, a positive % means Male employees have higher pay</i>	Gender Pay Gap Female pay as a percentage of Male pay	Hourly Rate Female	Hourly Rate Male	Difference £
Mean Hourly Rate (Male Hourly Rate - Female Hourly Rate) / Male Hourly Rate x 100	-0.98%	100.98%	£ 20.68	£ 20.48	-£ 0.20
Median Hourly Rate As Above Calculation but for Median Hourly Rates	0.00%	100.00%	£ 19.49	£ 19.49	£ -

Pay Quartile Information			
Pay Quartiles	Female	Male	Total
Proportion of Female and Male in the Upper Quartile Paid Above the 75th Percentile Point	53.42%	46.58%	100.00%
Proportion of Female and Male in The Upper Middle Quartile Paid Above the Median and at or Below the 75th Percentile Point	57.02%	42.98%	100.00%
Proportion of Female and Male in the Lower Middle Quartile Paid Above the 25th Percentile Point and at or Below the Median	58.25%	41.75%	100.00%
Proportion of Female and Male in the Lower Quartile Paid Below the 25th Percentile Point	50.44%	49.56%	100.00%

Workforce Composition		
Female Headcount	Male Headcount	Total Headcount
609	531	1,140
650	490	1,140
664	476	1,140
575	565	1,140
2,498	2,062	4,560

Bonus Pay	Bonus Gender Pay Gap The difference between Female bonus and Male bonus as a % of Male bonus
Mean bonus	37.98%
Median bonus	43.29%
Bonuses Paid	
Female Paid Bonus as % of All Females	0.20%
Male Paid Bonus as % of All Males	7.32%

Bonus Gender Pay Gap Female bonus as a % of Male bonus	Bonus Pay Female	Bonus Pay Male	Difference £
62.02%	£ 6,510.74	£ 10,497.39	£ 3,986.65
56.71%	£ 7,368.81	£ 12,994.32	£ 5,625.51

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Ethnicity Pay Gap Reporting 2022

Pay Rates	Ethnicity Pay Gap The difference between Black and Global Majority employees pay and White employees pay as a percentage of White employees pay <i>A minus % means Black and Global Majority employees have higher pay, a positive % means White employees have higher pay</i>	Ethnicity Pay Gap Black and Global Majority employees pay as a percentage of White employees pay	Hourly Rate Black and Global Majority Employees	Hourly Rate White Employees	Difference £
Mean Hourly Rate (White Hourly Rate - Black and Global Majority Hourly Rate) / White Hourly Rate x 100	14.19%	85.81%	£ 19.39	£ 22.60	£ 3.21
Median Hourly Rate As Above Calculation but for Median Hourly Rates	15.15%	84.85%	£ 18.15	£ 21.39	£ 3.24

Pay Quartile Information			
Pay Quartiles	Black and Global Majority	White	Total
Proportion of Black and Global Majority and White Employees in the Upper Quartile Paid Above the 75th Percentile Point	38.58%	61.42%	100.00%
Proportion of Black and Global Majority and White Employees in The Upper Middle Quartile Paid Above the Median and at or Below the 75th Percentile Point	56.32%	43.68%	100.00%
Proportion of Black and Global Majority and White Employees in the Lower Middle Quartile Paid Above the 25th Percentile Point and at or Below the Median	66.04%	33.96%	100.00%
Proportion of Black and Global Majority and White Employees in the Lower Quartile Paid Below the 25th Percentile Point	65.94%	34.06%	100.00%

Workforce Composition		
Black and Global Majority Headcount	White Headcount	Total Headcount
409	651	1,060
597	463	1,060
700	360	1,060
699	361	1,060
2,405	1,835	4,240

Bonus Pay	Bonus Ethnicity Pay Gap The difference between Black and Global Majority employees bonus and White employees bonus as a % of White employees bonus	Bonus Ethnicity Pay Gap Black and Global Majority employees bonus as a % of White employees bonus	Bonus Pay Black and Global Majority Employees	Bonus Pay White Employees	Difference £
Mean Bonus	11.37%	88.63%	£ 9,750.11	£ 11,001.18	£ 1,251.07
Median Bonus	19.18%	80.82%	£ 11,461.09	£ 14,180.25	£ 2,719.16
Bonuses Paid					
Black and Global Majority Paid Bonus as % of All Black and Global Majority	2.87%				
White Paid Bonus as % of All White Staff	4.52%				

Black and Global Majority includes employees ethnicity classifications in the following categories (taken from the 2001 Census): Asian/Asian British (inc Chinese), Black/Black British, Mixed/Multiple Heritage and Other Ethnic Group (ie: all other categories than that of White British and White Other). For calculation purposes employees whose ethnicity is Not Known or have indicated they Prefer Not To Say have been excluded.

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Title of Report	Annual Pay Policy Statement 2023/24
For Consideration By	Council
Meeting Date	25 January 2023
Classification	Open
Ward(s) Affected	All
Group Director	Ian Williams, Group Director, Finance and Corporate Services

1. Summary

- 1.1. The Localism Act 2011 requires the Council to publish an annual pay policy statement setting out its policies relating to the:
- remuneration of its chief officers (including details of pay elements, pay increases, salary on recruitment, and payments on termination);
 - remuneration of its lowest-paid employees; and
 - the relationship between the remuneration of chief officers and employees who are not chief officers.
- 1.2. The attached draft statement updates the 2022/23 statement which was approved by Council. The 2023/24 statement must be approved by a resolution of the Council before 31 March 2023.

2. Recommendations

- 2.1. **Council is recommended to approve the Pay Policy for Chief Officers for 2023/2024, as recommended by the Corporate Committee.**

3. Background

The 2023/24 Pay Policy Statement:

- 3.1. There have been no substantive changes to this policy. The statement details current pay practice, and no new policy principles are being introduced.
- 3.2. The legal requirements to publish a pay policy are broadly drawn and there is considerable discretion over the amount of information that authorities choose to disclose. In preparation of the statement, account has been taken

of the guidance *Openness and accountability in local pay: Guidance under section 40 of the Localism Act* and the subsequent supplementary guidance both published by the Department for Communities and Local Government (DCLG), now the Department for Levelling Up, Housing and Communities. Account has also been taken of guidance issued by the JNC for Chief Executives.

- 3.3. The Council will be bound by the approved Pay Policy Statement, which can only be amended by Council resolution, and the Policy has been drafted to provide sufficient flexibility to enable practical implementation within the year.
- 3.4. Both the NJC for Chief Executives and the (former) DCLG in their Code of Recommended Practice promote the use of a 'pay multiple' (the relationship between the Chief Executive's salary and the median salary) as the most effective way to present the relationship between chief officers and employees who are not chief officers. The Council agrees and the statement includes the calculation and tracking of this pay multiple. It should be noted that actual salaries and other payments made to some officers are required to be published in the Annual Statement of Accounts, and this is done also.

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

- 4.1. As per section 3 of this report, the Localism Act 2011 requires the Council to publish an annual pay statement for Chief Officer Pay. The pay multiples have been prepared based on the Local Government Association's Transparency Code.
- 4.2. The Council faces considerable challenges in implementing the nationally negotiated pay deal for 2022/23 which will impact our financial position, both in the current year and going forward. As has previously been advised in the 2022/23 Budget Report, the current year's budget factors is an assumption of a 2 per cent pay increase.
- 4.3. Workforce pay represents a significant part of the Council's overall spend and needs to be managed within available resources.

5. **Comments of the Director of Legal, Democratic and Electoral Services**

- 5.1. S38 (1) of the Localism Act 2011 requires the Council to prepare a pay policy statement for 2023/24.
- 5.2. In accordance with Article 4.6 (xiv) of the Council's Constitution, it is the responsibility of Full Council to approve the Council's Pay Policy for Chief Officers for 2022/2023 as set out in section 3 of this report.

5.3. The Pay Policy Statement at Appendix 1 meets the requirements of the Localism Act 2011 and approval of the Pay Policy Statement shall be approved as described by Recommendation 2 above.

Appendices

Appendix 1 - Pay Policy Statement 2023/23

Exempt

None

Background documents

None

Report Author	Stuart Thorn Head of Human Resources stuart.thorn@hackney.gov.uk Tel. 020 8356 3273
Comments for the Group Director of Finance and Corporate Resources prepared by	Mizanur Rahman Chief Accountant, Finance and Resources Directorate mizanur.rahman@hackney.gov.uk Tel. 020 8356 4347
Comments for the Director of Legal, Democratic and Electoral Services prepared by	Juliet Babb Team Leader (Employment) juliet.babb@hackney.gov.uk Tel. 020 8356 6183

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Pay Policy Statement 2023/24

Part 1 – Introduction and application

- 1.1 To improve transparency and accountability within Local Government, Hackney Council will annually publish details of its pay policy. The publication of this Pay Policy Statement meets the requirements contained in chapter 8 of the *Localism Act 2011*.
- 1.2 For the purposes of this Statement, Hackney's chief officers comprise the Chief Executive officer, first tier and second tier, grades CO1-CO3.

The Chief Executive is responsible for the strategic overview of all Council services and for leading the Council's Management Team in ensuring that the Mayor's strategic priorities are met.

The Council has a structure of 5 Groups:

- Chief Executive's Directorate
- Adults Health and Integration
- Childrens and Education
- Finance and Corporate Resources
- Climate, Homes and Economy

With the exception of the Chief Executive's directorate, each Group is led by a Group Director with individual divisions headed up by Strategic Directors or Directors.

- 1.3 Hackney Council is required to publish its policy on:-
- Making discretionary payments on termination of employment¹. In exceptional circumstances the Council may consider enhanced compensation payments. Any payments made must be proportionate, reflect additional costs that may arise and fulfil the needs of the service. Each case will be considered on its merits and in compliance with the legislation, no payment will exceed the value of 104 weeks' pay. All such payments will be subject to an internal

¹ Under the requirements of the *Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006*

business case approval process involving Finance and Human Resources.

- Increasing an employee's total pension scheme membership and on awarding additional pension.² The Council will not increase total pension scheme membership nor award additional pension.

- 1.4 This Pay Policy Statement also sets out the Council's policy as it relates to the remuneration of its lowest paid employees.
- 1.5 This Pay Policy Statement sets out the principles governing remuneration within the Council in 2023/24. This Pay Policy Statement is approved by full Council resolution.
- 1.6 Hackney Council's pay and remuneration practice in 2023/24 must be in accordance with the policy expressed in this statement. A resolution of Council is required to amend this policy.
- 1.7 This Pay Policy Statement will be published on the Council's website and governed by the publishing local government data licence terms that can be found at <https://hackney.gov.uk/senior-officer-pay>.

Part 2 – Officer appointment, pay and remuneration

2.1 Appointment of chief officers

A Council resolution is required to approve the appointment of a Chief Executive. The prospective candidate will be recommended to Council by a committee or sub-committee of the Council that includes at least one member of the Executive.

The Council's Appointments Committee will establish a sub-committee, which includes at least one member of the Executive, to approve the appointments of Group Directors.

Appointments to Strategic Director and Director posts will be the responsibility of the relevant Group Director and lead Member.

2.2 Remuneration of chief officers on appointment

² In accordance with the *Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006*

The remuneration of the Chief Executive on appointment will be agreed by the Council's Appointments Committee.

With the exception of the Chief Executive, all chief officer posts are evaluated by Human Resources using the Local Government Employers Senior Manager job evaluation scheme. The evaluation provides an overall score for the job that will determine the appropriate grade and pay band for the post-holder.

At appointment chief officers are normally offered a salary corresponding to the lowest spinal column point in the relevant pay band for the job unless a higher spinal column is agreed (in order to, for example):-

- match the appointee's previous salary (e.g. in the case of a move from another authority); or
- secure a specific candidate with particular experience, expertise and / or competence

2.3 Chief Officer pay

The Council uses three chief officer grades – CO1, CO2 and CO3. Salaries of Chief Officers are published according to the relevant Regulations.

The Chief Executive's salary does not correspond to an established Council grade and spinal column point; it is a 'spot' salary determined by the Appointments Committee on appointment and may be reviewed by the Mayor.

The Chief Executive, in consultation with the Mayor, has the authority to approve a 'spot' salary and/or a market supplement outside of the established chief officer grades and pay bands. In such circumstances, the Chief Executive will consider the published advice of the JNC for Chief Officers of Local Authorities.

The Council has appointed the Chief Executive as Returning Officer for parliamentary and local elections, and referenda under the *Representation of the People Act 1983* and subsequent regulations. The Chief Executive will receive fees for discharging the Returning Officer responsibilities as determined by the governing body responsible for the election. Other Chief Officers may also receive fees if appointed to elections roles by the Returning Officer.

2.4 Increases and additions to remuneration for chief officers

Chief Executive

Percentage annual pay increases will be linked to those nationally negotiated and agreed by the Joint Negotiating Committee (JNC) for Chief Executives.

Chief Officers

Annual increases in base pay awards will be determined by those nationally negotiated and agreed by the Joint Negotiating Committee (JNC) for Chief Officers.

With the exception of the Chief Executive, Chief Officers who may be eligible for an increment will be subject to an annual appraisal of achievement against agreed targets/tasks and in accordance with the Council's management competencies. Where overall performance is rated as meeting specified criteria, the officer will receive an increment to the next point of the relevant salary scale.

Where Chief Officers are at the salary scale maximum or on 'spot salary', additional payments may be agreed at the discretion of the Chief Executive.

2.5 Policy on bonus payments

Bonuses will not be paid to chief officers.

Bonuses are also not paid to other employees, with the exception of certain former Hackney Homes staff who have TUPE transferred to Hackney Council and who retain a productivity based incentive scheme as part of their protected TUPE terms and conditions of employment.

The Council's policies on 'acting-up', honorarium, market supplements and/or ex-gratia payments will apply to Chief Officers.

2.6 Policy on employees (including chief officers) ceasing to hold office

Redundancy

The Council's policy on redundancy payments applies equally to chief officers and non-chief officers. Where posts are deleted, redundancy payments will be made in accordance with the statutory redundancy tables. Under the Council's discretions policy, redundancy payments are based on actual weeks' pay and not the statutory minimum. The maximum redundancy payment that can be made is equivalent to 30 weeks' pay.

In addition to the redundancy payment the Council will make a discretionary severance payment at the standard rate at 70% of the value of the redundancy payment. This applies to all staff regardless of their pay grade. Where there is an automatic entitlement to the early release of pension benefits as a result of being made redundant³ and there is a pension strain cost due to that early payment, this will be offset against the discretionary severance amount prior to any payment being made.

Any employee leaving the Council as the result of redundancy will not be permitted to re-join Hackney Council in any capacity, including engagement

³ Under the terms of the Local Government Pension Scheme Regulations

via employment agencies or as a consultant, for at least one year, except in exceptional circumstances and where specifically agreed by the Group Director, Finance and Corporate Resources. There is no such restriction on an individual made redundant by another local authority from securing employment with Hackney Council.

Any legislation that may be enacted during the year in respect of termination payments and/or clawback of termination payments will be applied and may vary this policy. In November 2020, regulations that capped exit payments to £95k came into force. This was revoked in February 2021. Although the Government indicated that they would 'soon' introduce new measures, it is not known when the new measures will come into force. This pay policy will be varied to meet the legal requirements of any new regulations.

Release from service in the interest of efficiency

Where a post is not being deleted but where an employee is no longer able to carry out the job effectively, the Council may consider the option of early retirement on the grounds of efficiency. A full assessment of all the circumstances must be carried out in accordance with the Council's policy on redundancy and discretionary compensation.

Early retirement of a chief officer on the grounds of efficiency must be authorised by the Chief Executive in consultation with the Group Director - Finance and Corporate Resources. Any specific requirements that may be introduced with new measures for capping exit payments will be followed, if and when new measures come into force.

Flexible retirement

The Council's policy on flexible retirement applies equally to chief officers and non-chief officers. Flexible retirement provides the ability for an employee to draw their pension at the same time as being able to remain as an employee through a reduction either in hours of work or grade. There is no bar to individuals who have taken flexible retirement from securing work with Hackney Council.

2.7 Arrangements to minimise tax avoidance

The Council aims to appoint individuals to chief officer positions on the basis of contracts of employment and apply direct tax and National Insurance deductions from pay through the operation of PAYE. Consultants will only be used where warranted by the particular skills required. Where used, consultants' appointments will be reviewed annually by the Group Director, Finance and Corporate Resources.

2.8 Policy on publication and access to information relating to remuneration of chief officers

The Council will publish this Pay Policy Statement and chief officer salary details annually on its website.

Part 3 – Relationship of chief officer pay and remuneration to workforce pay and remuneration

3.1 Pay for employees who are not chief officers

Hackney Council employees are employed on terms and conditions which fall within a relevant national/regional pay and conditions framework. The frameworks are:-

- the National Joint Council (NJC) for Local Government Services as modified by the Greater London Provincial Council agreement of 2000
- the JNC for Youth and Community workers
- the Soulbury Committee (for educational psychologists, advisers and inspectors)
- Teachers pay and conditions framework
- the JNC for Coroners
- The Local Government Employers senior manager evaluation scheme

Non-chief officer jobs are evaluated using the Greater London Provincial Council (GLPC) job evaluation scheme for posts up to and including PO14/15 grade and the Local Government Employers Senior Manager job evaluation scheme for posts over PO14/15. An alternative job evaluation scheme may be adopted for use within the Council for some or all non-chief officer jobs if identified as desirable as part of a pay and grading review. At appointment, officers will be offered a salary corresponding to the lowest spinal column point the relevant pay band for the job unless a higher spinal column point is required to match the appointee's previous salary or to secure a specific candidate with particular experience and competence.

The use of market supplements may be considered where the Council is unable to compete for talented staff owing to the evaluated grade falling below the market rate for the job. The appropriate Strategic Director or Director is required to establish the business case, gather supporting evidence and submit a case to their Group Director. Any such business case must include an assessment of the financial, strategic and operational implications of the proposal. Where market supplements are used, their continued use must be assessed regularly (at least every two years) against relevant sector pay data.

3.2 Lowest-paid employees

For the purposes of this Pay Policy Statement, the 'lowest paid employee' is defined as an employee on the lowest pay point routinely used by Hackney Council for its substantive jobs, calculated at full-time equivalent. The lowest

pay point routinely used is spinal column point 3 of the Inner London pay scale set by the Greater London Provincial Council. You will note that in previous years this was spinal column point 10, however, pay scale spinal column points were changed in 2019 to reflect the fact that spinal column points lower than 10 had been eroded.

Staff paid at levels beneath spinal column point 3 are not on the pay scale set by the NJC for Local Government Services, are staff who have not wished to come onto Council terms and conditions because of terms protected under the TUPE Regulations, or are apprentices under the age of 18.

It is the Council's policy that all of its employees (excepting employees whose overall terms and conditions are protected under the TUPE Regulations and apprentices under the age of 18) will receive an hourly pay rate that is equivalent to or higher than the London Living Wage.

All workers supplied to the Council by a temporary work agency will be paid a rate at least equivalent to the rate that would be received by a comparative permanent employee. All agency workers will receive an hourly rate that is equivalent to or higher than the London Living Wage.

3.3 Pay multiples

Hackney Council will annually publish the ratio of the pay of its Chief Executive to that of its median and lowest-paid earner.⁴

The median is the salary that separates the higher-earning half of the workforce from the lower-earning half. All salaries will be arranged from lowest to highest value and the middle salary will be selected as the median.

The calculation of the pay multiples will be based on all earnings for the year, including base salary, variable pay, allowances and the cash-value of benefits-in-kind. Pay for part-time employees is scaled-up to full-time equivalent to enable meaningful comparisons and pay for those that have only worked a part year is also scaled up as those they worked a full year. Benefits which employees participate in but not taxed (such as salary sacrifice arrangements) are included within total earnings figures.

Pay:	2020/21	2021/22
Chief Executive's total pay	£185,012	£200,274
Median total pay	£35,949	£36,579
Ratio	5.15	5.48

Hackney Council will also annually publish the rate of its Chief Executive to that of its lowest-paid earner:-

⁴ In accordance with the *Code of Recommended Practice for Local Authorities on Data Transparency* (DCLG)

	2020/21	2021/22
Chief Executive's total pay	£185,012	£200,274
Lowest-paid total pay	£22,608	£23,004
Ratio	8.18	8.71

All earnings:	2020/21	2021/22
Chief Executive's total earnings*	£186,438	£200,274
Median total earnings	£36,618	£37,260
Ratio	5.09	5.38

	2020/21	2021/22
Chief Executive's total earnings	£186,438	£200,274
Lowest-paid total earnings	£22,608	£23,004
Ratio	8.25	8.71

Notes to the pay multiples

1. All earnings for the Chief Executive include salary, a travel allowance, and payments made for election duties. In 2021/2022 there were no elections after the current post holder took up duties, and election duties are not reflected in the Chief Executive's total earnings above. The travel allowance was incorporated into the salary paid to the Chief Executive on 1st June 2021 (the day after the previous incumbent left the Council's service)

Part 4 – Other reward mechanisms

4.1 Pay protection

Hackney Council has a pay protection policy that provides a mechanism to assist employees to adjust to a reduction in pay arising from organisational change or redeployment. Pay is protected for a period of 6 months following which the employee reverts to the level of pay for the substantive grade.

4.2 Pension

Hackney Council operates the Local Government Pension Scheme (LGPS) and makes pension contributions as required to all employees who participate in the scheme. The Council has determined policies around the discretions available under the LGPS.

Since 1 July 2013 the Council automatically enrolls workers into the Local Government Pensions Scheme, if they meet the following criteria:-

- Earn over £10,000 a year (2022/23 figure); and
- Are aged between 22 and State Pension Age⁵

4.3 Other benefits

To maintain employee engagement the Council recognises that it is important to motivate their employees by other means (non-salaried). Therefore, all permanent employees may participate in the childcare voucher scheme (applies to existing members only as the government is phasing out the scheme) and a cycle-to-work scheme through a salary sacrifice arrangement as well as a range of other benefits. There is also a range of other discounted benefits such as discounted gym membership which is provided at no cost to the Council and a general employee discounts scheme (vectis card) as well as a low cost loans offer, season ticket loans and tenancy deposit loans. There is also a scheme that allows early access to a proportion of pay already earned. Further employee benefits may be introduced during the year as appropriate.

In April 2018 the Council introduced provision for additional leave and pay for parents of premature babies that are hospitalised after their birth.

⁵ As required by the *Pensions Act 2008*

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Title of Report	Members' Allowances Scheme 2022/23
For Consideration By	Council
Meeting Date	25 January 2023
Classification	Open
Ward(s) Affected	All
Group Director	Mark Carroll, Chief Executive

1. **Summary**

- 1.1. Each year the Council is legally required to consider and agree a Members' Allowances Scheme.
- 1.2. The Scheme is based on recommendations of the Independent Panel of London Councils in their report; The Remuneration of Councillors in London 2022 and an independent report and recommendations for Hackney by Sir Rodney Brooke CBE DL, who is a member of the London Councils Independent Panel.
- 1.3. The current Scheme for 2022/23 was approved by Council in June 2022, but did not include any increases in allowances in line with the agreed national pay settlement for local government as negotiations were still in progress.
- 1.4. The national pay settlement (for April 2022) has now been agreed and for inner London Boroughs this is a flat rate award of £2,355.00 rather than the usual percentage increase. The Council's Members' Allowances Scheme is normally uplifted by this settlement percentage amount.
- 1.5. The pay award of a flat rate amount has meant a different approach has been needed this year to apply the award. This has been done with the following principles.
 - 1.5.1. No increase when combining the Basic Allowance and Special Responsibility Allowance (SRA) will exceed the officer pay award of £2,355.00.
 - 1.5.2. The Basic Allowance will increase to equal the recently updated London Council's independent panel report - The Remuneration of Councillors in London 2022 ; that being £12,014.00. This new Basic Allowance equates to a percentage increase of 5.5%.

- 1.5.3. SRAs are increased if below the London Council's report to aim to align them, but no increase when combined with the Basic Allowance increase can total more than £2,355.00.
- 1.5.4. SRAs already within the London Councils bandings receive an increase of 5.5% in line with the Basic Allowance increase, but capped to again ensure no increase when combined with the Basic Allowance increase exceeds £2,355.00.
- 1.6. Appendix 1 of this report details the recommended Members Allowances Scheme for 2022/23 for approval.
- 1.7. There are no changes to the content of the scheme other than the amounts of the allowances.

2. Recommendations

- 2.1. **Full Council is recommended to agree the report and the Members' Allowances Scheme 2022/23 (Updated January 2023) attached at Appendix 1.**

3. Comments of the Group Director of Finance and Corporate Resources.

- 3.1. The Members Allowance Scheme for 2022/23 is detailed in Appendix 1 and has been updated to reflect the national pay settlement for Local Government Officers for 2022/23 and the principles outlined in paragraph 1.5 above.
- 3.2. The Members Allowance Scheme will be fully funded from the existing budget allocation of £1.49m for 2022/23.

4. Comments of the Director of Legal, Democratic and Electoral Services

- 4.1. Section 18(1) of the Local Government and Housing Act 1989 enables the Secretary of State to make, by regulations, a scheme providing for the payment of a basic allowance, attendance allowance and special responsibility allowance to Members of a Local Authority. Section 18(2A) stipulates that regulations may also authorise or require a scheme made by a Local Authority to include provision for payment of allowances to Members of the Council in respect of expenses in arranging for the care of children or dependants as are necessarily incurred in carrying out their duties as Members.
- 4.2. In exercise of these powers the Secretary of State has issued the Local Authorities (Members Allowances) (England) Regulations 2003. The Regulations require that the Council make a scheme before the beginning of

each year for the payment of a basic allowance. The scheme must also make provision for the Council's approach to a special responsibility allowance, dependent's and carer's allowance, travelling and subsistence allowance and co-optees allowance.

- 4.3. In accordance with the Regulations, the Council is required to make arrangements for the publication of the scheme once it has been made. The form of publication must be in conformity with Regulation 16(1)(a) and Regulation 16(1)(b).
- 4.4. Pursuant to Part 2, Article 4 of the Council's Constitution, it is a function of Full Council to adopt the Members' Allowance Scheme.
- 4.5. In considering this scheme, the Council must have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between persons who share a protected characteristic and those who do not, in line with the public sector equality duty placed on all public bodies pursuant to Section 149 of the Equality Act 2010.

Appendices

Appendix 1 - Members' Allowances Scheme 2022/23 (Updated January 2023)

Exempt

None

Background documents

None

Report Author	Bruce Devile Head of Business Intelligence, Elections & Member Services bruce.devile@hackney.gov.uk 020 8356 3418
Comments for the Group Director of Finance and Corporate Resources prepared by	Deirdre Worrell Director, Climate Homes & Economy and Chief Executive's Directorate Finance deirdre.worrell@hackney.gov.uk 020 8356 7350
Comments for the Director of Legal, Democratic and Electoral Services prepared by	Louise Humphreys Head of Legal and Governance louise.humphreys@hackney.gov.uk 020 8356 4817

Appendix 1

Members' Allowances Scheme 2022/23

(January 2023 Council)

1. INTRODUCTION

- 1.1 This Scheme is based on the independent report and recommendations of Sir Rodney Brooke CBE DL, Chair of London Councils Independent Remuneration Panel. It also takes account of London Council's report; The Remuneration of Councillors in London 2022 published by its independent panel of which Sir Rodney Brooke CBE DL is a member.
- 1.2 This Scheme has been approved by Full Council of the London Borough of Hackney in accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003.
- 1.3 This Scheme may be cited as the London Borough of Hackney Members' Allowances Scheme for 2022/23.
- 1.4 At the start of each municipal year, Full Council shall adopt a Scheme for the payment of Basic Allowances, as required by the Regulations.
- 1.5 In addition, provision for the following allowances shall be made in accordance with the Regulations for payments of:
- Special Responsibility Allowance;
 - Independent and Co-opted Members Allowance;
 - Independent Person Allowance;
 - Carers Allowance;
 - Parental Leave and Sickness Pay;
 - Travel and Subsistence Allowance;
- 1.6 The London Borough of Hackney has arrangements for its Scheme to be independently reviewed when required with reference to London Councils Independent Remuneration Panel.

2. BASIC ALLOWANCE

- 2.1 A Basic Allowance is paid to all Councillors in recognition of their -
- 2.2 commitment to attend formal meetings of the Council as well as meetings with officers and constituents. The Basic Allowance is intended to cover any incidental costs which may arise, such as the use of private telephones.
- 2.3 Each Councillor is entitled to claim a Basic Allowance of £12,014.00 per annum, which is payable monthly via the Council's payroll.

3. **SPECIAL RESPONSIBILITY ALLOWANCE**

3.1 A Special Responsibility Allowance (SRA) is payable in addition to the Basic Allowance to those Councillors that are given significant additional Council duties.

4. **THE ALLOWANCES**

4.1 The Basic Allowances and SRAs are as follows:-

BASIC ALLOWANCE

Basic Allowance All Councillors (except the Mayor)	£12,014.00
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SPECIAL RESPONSIBILITY ALLOWANCES

Political Roles – Majority Group

Majority Group Chair	£2,807.00
Majority Group Secretary	£2,807.00
Majority Group Whip	£6,119.34

Political Roles – Opposition Group

(When the Council is formed with one opposition group)

Opposition Group Leader	£24,317.65
Opposition Group Whip	£2,807.00

Political Roles – Opposition Groups

(When the Council is formed of two opposition groups and where there is a majority and minority group)

First Opposition Group Leader	£15,281.99
First Opposition Group Whip	£2,807.00
Second Opposition Group Leader	£9,532.61

Panel Members

Adoption Panel Member	£2,807.00
Fostering Panel Member	£2,807.00

Committee Chairs

Chair of Audit Sub Committee	£8,671.22
Chair of Corporate Committee	£8,671.22

Chair of Licensing Committee	£19,256.42
Chair of Pensions Board	£2,807.00
Chair of Pensions Committee	£17,342.46
Chair of Planning Sub Committee	£19,256.42
Chair of Standards Committee	£2,807.00

Scrutiny

Scrutiny Commission Chairs	£15,708.23
Chair of Scrutiny Panel	£9,532.61
Vice Chair of Scrutiny Panel	£6,355.07

Speaker and Deputy Speaker

Speaker (see 4.3 below)	£21,145.70
Deputy Speaker (see 4.3 below)	£5,853.05

Mayoral Advisers

Mayoral Advisers	£17,342.46
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Cabinet Members

Cabinet Members	£39,015.33
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Deputy Mayor

Deputy Mayor	£45,964.43
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Directly Elected Mayor

Directly Elected Mayor (see 4.4 below)	£89,224.50
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- 4.2 Only one SRA may be claimed. It will be for individual Members who would otherwise qualify for more than one SRA to inform the Head of Business Intelligence, Elections & Member Services which allowance they wish to claim, otherwise the highest allowance will be paid.
- 4.3 The roles of Speaker and Deputy Speaker do not attract a SRA but are covered by a separate legal regime. Schedule 2 of the Local Government Act 1972 provides that a London Borough may pay the Chair of the Council (known as the Speaker in the London Borough of Hackney) such allowances and full Council thinks reasonable for the purpose of enabling the Chair to meet the expense of the office. There is a similar power in respect of the Vice Chair (Deputy Speaker).

- 4.4 The role of the directly elected Mayor does not attract a Basic Allowance or SRA. The Mayor receives one single allowance which covers all of the responsibilities included in the role.

5. **MEMBER ALLOWANCE UPLIFT**

- 5.1 The Basic and Special Responsibility Allowances are normally uplifted each year in line with the Local Government Pay Settlement Pay Rate when this becomes known, and will be reviewed and approved by Full Council at the start of each Municipal Year. The 202/23 allowances have been uplifted as that now increase exceeds the officer pay award, which was a lump sum, whilst aligning closer to the London Councils independent panel report.

6. **PENSIONS**

- 6.1 In accordance with legislation, since the start of the 2014-18 electoral term, Members of the Council are not entitled to participate in the Local Government Pension Scheme.

7. **PARENTAL LEAVE AND SICKNESS PAY**

- 7.1 The Member Parental Leave Scheme is defined as Members' entitlement to maternity, paternity, adoption, surrogacy and shared parental leave.
- 7.2 All Members shall continue to receive their Basic Allowance in full in the case of parental and sickness leave.
- 7.3 Members entitled to a Special Responsibility Allowance shall continue to receive their allowance in the case of parental and sickness leave in a similar way that Council officers do. A replacement to cover the period of absence can be appointed by Full Council, and the replacement will be entitled to claim a SRA. Where the SRA in question relates to the Cabinet, the appointment will be made by the Mayor.
- 7.4 Full details of the Member Parental Leave Scheme are attached at Appendix A

8. **DEPENDANT CARERS' ALLOWANCE**

- 8.1 The Council will make reasonable payments for the reimbursement of the care of dependant relatives living with the Elected Member. Full details of the Dependant Carers' Allowance Scheme are attached at Appendix B.

9. **TRAVEL AND SUBSISTENCE ALLOWANCE**

- 9.1 The Council will provide an allowance to Members for any travel or subsistence costs incurred as a result of attending a Council Approved Duty or event outside of the Borough. Independent Members, Co-opted

Members and the Independent Person can claim for any travel or subsistence costs associated with their Council duty. Full details of the Travel and Subsistence Allowance are attached at Appendix C.

10. **APPROVED COUNCIL DUTIES**

- 10.1 The schedule of approved Council duties can be found at Appendix D of this Scheme. Members of the Council may claim a Travel and Subsistence Allowance and/or Carers' Allowances when attending these duties.

11. **COUNCIL CYCLE SCHEME**

- 11.1 Members are entitled to join the Council's employee Cycle Scheme whereby they can choose a bicycle and equipment from an approved supplier (up to £3,000 in value) and the Council purchases it and loans it to the Member. The Member will then repay the loan from their Basic Allowance in return for the loan of the VAT free bicycle across an agreed period. At the end of the loan period the Council may sell the bicycle to the Member at a fair market value.

12. **PART PAYMENTS**

- 12.1 In the case of Basic Allowances, Special Responsibility Allowances, Travel and Subsistence Allowance, or Dependent Carers' Allowances, payment will only be made for the period during which a person performs the duties for which these allowances are payable. Where a Member, Independent Member, Co-opted Member or Independent Person resigns or ceases to be a Member, the part of the allowance payable for the period for which they cease to be a Member, may be withheld by the Council.

13. **REPAYMENTS**

- 13.1 Where payment of any allowance has already been made in respect of any period during which the Member, Independent Member, Co-opted or Independent Person concerned ceases to be a Member, or is in any other way not entitled to receive the allowance in respect of that period, the Member, shall repay to the Council on demand such part of the allowance as relates to any such period.

14. **OPTING TO FORGO AN ALLOWANCE**

- 14.1 Basic Allowance and SRAs will be paid automatically unless notice is received in writing from the Member concerned forgoing the entitlement in whole or in part. All such notices should be sent to the Head of Business Intelligence, Elections & Member Services.

15. **CLAIMS AND PAYMENT**

- 15.1 Payments in relation to Basic Allowances, SRAs, Independent Member, Co-opted Member and Independent Person allowances shall be paid in monthly instalments in accordance with this Scheme.
- 15.2 Basic, SRA, Independent Member, Co-opted Member and Independent Person allowance payments are made net of income tax and National Insurance through the PAYE system used for salaried employees. Bank details are therefore required for each Member. If a Member changes their bank details, the revised details should be provided to Member Services.
- 15.3 Claims for Travel and Subsistence allowances, and Dependent Carers' allowance should be submitted no later than three months from the date that expenses are incurred. Claims must be made on the agreed claim form available from Member Services.
- 15.4 Claims will be checked on receipt by Member Services. Claims received before the 20th day of the month will be paid on or before the 15th day of the following month.

16. **ALLOWANCES FOR INDEPENDENT MEMBERS AND CO-OPTED MEMBERS**

- 16.1 The standard rate for Independent Members and Co-opted Members allowances is £129.80 per meeting. This is translated into an annual allowance by multiplying this by the anticipated number of meetings. This amount is payable to Co-opted Members on the Children and Young People Scrutiny Commission, Pensions Board, Pensions Committee and Standards Committee.

17. **THE INDEPENDENT PERSON**

- 17.1 The Council's Independent Person for ethical governance matters shall be entitled to an allowance of £523.16 per annum.

18. **CHAIR AND MEMBERS OF THE DESIGN REVIEW PANEL**

- 18.1 The Chair of the Design Review Panel shall be entitled to an allowance of £450.00 per meeting.
- 18.2 Members of the Design Review Panel shall be entitled to an allowance of £50.00 per hour, capped at £200.00 per meeting.

19. **PUBLICATION**

- 19.1 The Council is required to publish details of the Members' Allowances Scheme and the total amount received by each Member. The records must also be available for inspection by any local government elector for

the authority, or by any local government elector of any principal Council in whose area the authority operates.

20. **REVIEW OF THE SCHEME**

20.1 The Council has arrangements for its Scheme to be independently reviewed with reference to London Councils Independent Remuneration Panel.

20.2 Minor revisions are the responsibility of the Head of Business Intelligence, Elections & Member Services in consultation with the Chair of the Council's Independent Remuneration Panel where needed.

21. **QUERIES**

21.1 Any specific queries regarding the entitlement to the Scheme should, in the first instance, be addressed to the Head of Business Intelligence, Elections & Member Services (members.services@hackney.gov.uk). Queries regarding the processing of claims and payments should be addressed to the Member Services team (020 8356 3373).

Member Parental Leave Scheme

The Member Parental Leave Scheme (and the term Parental Leave) is defined as Members' entitlement to maternity, paternity, adoption, surrogacy, and shared parental leave.

The objective of the scheme is to ensure that insofar as possible Members are able to take appropriate leave at the time of birth, adoption or surrogacy; that both parents are able to take leave and that reasonable and adequate arrangements are in place to provide cover for portfolio-holders and others in receipt of Special Responsibility Allowances (SRA) during any period of leave taken.

1. Introduction

In accordance with the Council's Members' Allowances Scheme, Members shall continue to receive their Basic Allowance in full during Parental Leave.

Members entitled to a Special Responsibility Allowance will also continue to receive this allowance during Parental Leave up to the same benefit levels as officers in their equivalent policies.

Six-month rule

Any Member who takes Parental Leave retains their legal duty under the Local Government Act 1972 to attend a meeting of the Council within a six month consecutive period unless the Council Meeting agrees to an extended leave of absence prior to the expiration of that six month consecutive period.

Resigning from Office

If the Member decides to not return to office following their Parental Leave, Member Services must be notified. The Payroll Team must then be informed within two working days of receiving notification. Member allowance(s) will cease from the effective resignation date, however any outstanding Maternity Pay entitlement will continue to be paid by the Council.

Elections

If an election is held during the Parental Leave and Members are not re-elected, or decide not to stand for re-election, their basic allowance and SRA if appropriate will cease from the Monday after the election date.

Cover arrangements and returning to post

If a Member holds a position attracting a SRA, a temporary replacement would normally be appointed for periods of extended Parental Leave. The temporary appointment would also be entitled to receive a SRA.

Unless the Member taking Parental Leave is removed from their post at an Annual General Meeting of the Council whilst on Parental Leave, or unless the

Party to which they belong loses control of the Council during their Parental Leave period, they will return at the end of their Parental Leave period to the same post which they held before the Parental Leave began.

The Mayor however can change their Cabinet members and portfolios at any time, though this would normally be in exceptional circumstances. In such circumstances, it is expected that any Cabinet member on Parental Leave would normally return from their Parental Leave to a similar portfolio size.

If there is a Mayoral election during a period of Parental Leave, any new Mayor can form a new Cabinet and if this does not include the Member on Parental leave, then their SRA will cease from the date the new Cabinet is formed.

2. Maternity Leave

Entitlement

All pregnant Members are entitled to Maternity Leave totalling 52 weeks, regardless of their length of term in office (unless their term of office ends earlier than this).

Compulsory Maternity Leave

Members must take a minimum of two weeks Maternity Leave from the date the baby is born.

Maternity Leave Start Date

Maternity Leave will start:

- ***On a date chosen by the Member***, which can be at any time after the beginning of the 11th week before the Member's expected week of childbirth and up to the date the baby is born

Maternity Leave may be triggered before the chosen date where:

- ***The baby is born early***. Maternity leave commences the day after the Member gives birth; or
- ***The Member has sickness absence for a pregnancy-related reason in the four weeks before the expected week of childbirth***. Maternity Leave commences the date after the sickness absence

In summary, Maternity Leave is triggered by the date notified by the pregnant person, the actual birth of the baby, or pregnancy related sickness immediately prior to the due date - whichever occurs first.

Notification of Maternity Leave

The Member must notify Member Services in writing no later than the end of the 15th week, or as soon as reasonably practicable, before the expected week of childbirth.

Information must include:

- Confirmation of the expected date of childbirth.

- A copy of the MATB1 (a certificate available from a doctor or midwife). The original must be provided if the Member wishes to claim Maternity Pay (MP) from the Council.
- The Parental Leave Confirmation Form, which will confirm the date Maternity Leave will start. It should be noted that Maternity Leave can start any day of the week.

On receipt of the information, within two weeks, Member Services will acknowledge that the period of absence has been noted and forward the information to the Council's Payroll Team.

The Council's Payroll Team will write to the Member to confirm the Maternity Leave period, including the end date, i.e. a maximum of 52 weeks and entitlement to allowance(s).

Member Maternity Allowance Entitlement

Basic Allowance

A Member on Maternity Leave will continue to receive this allowance throughout the Maternity Leave period. If, however, an election is held during the Member's Maternity Leave and they are not re-elected, or they decide not to stand for re-election, the basic allowance will cease from the Monday after the election date, when their office officially ends.

Special Responsibility Allowance (SRA)

If a Member receives a SRA during their Maternity Leave it will be paid as follows:

For Members not claiming Maternity Pay (MP) through the Council:

First six weeks	90% of SRA plus basic allowance
7 to 24 weeks	50% of SRA plus basic allowance
25 to 52 week	Basic allowance only

For Members claiming MP:

First six weeks	90% of SRA, including MP plus basic allowance
7 to 24 weeks	50% of SRA plus MP and basic allowance
25 to 39 weeks	MP and basic allowance
40 to 52 weeks	Basic allowance only

Special Circumstances

Premature Baby Leave

Parents of babies born before 37 weeks will be entitled to receive one extra day of Premature Baby Leave receiving full SRA for every day their premature baby spends in hospital before 37 weeks. This leave entitlement will be added to the end of the Members Maternity Leave period after this leave entitlement has been exhausted.

Illness due to pregnancy

If a Member has not started Maternity Leave, and cannot discharge their duties as a Councillor due to a pregnancy related illness at anytime after the beginning of the fourth week before the expected week of childbirth, Maternity Leave will have to start the day after the first day of their illness.

The Member is responsible for informing Member Services if this situation occurs.

Members Services will ensure that the Council's Payroll Team is informed within two working days of receipt of the details.

The Council's Payroll Team will provide confirmation of Maternity Leave and allowance entitlement to the Member, with a copy to Members Services, within ten working days.

Early Delivery

If the baby is born earlier than expected and the Member has not yet started their maternity leave, the Maternity Leave will automatically start the day after the baby is born.

As soon as is practically possible, the Member must inform Member Services with a MATB1 form produced to confirm the baby's date of birth and the original expected date of delivery.

Members Services will ensure that the Council's Payroll Team is informed within two working days of receipt of the details.

The Council's Payroll Team will provide confirmation of Maternity Leave and pay entitlement to the Member, with a copy to Members Services, within ten working days.

Maternity Pay (MP)

For Members in receipt of a SRA who want to claim a Statutory Maternity Pay equivalent (members are not entitled to SMP), an original copy of their MATB1 form must be provided.

Multiple Births

Maternity Leave arrangements are unaffected by the number of babies born from a single pregnancy.

Returning from Maternity Leave early

If a Member wishes to return from Maternity Leave earlier than originally planned they should inform Member Services in writing.

Member Services will ensure that the Council's Payroll Team is informed within two working days of receipt of the details.

The Council's Payroll Team will provide confirmation that the information has been received and relevant reinstatement or adjustment of the SRA has been actioned, with a copy to Member Services, within ten working days.

Still Birth

If a baby is delivered after 24 weeks of pregnancy the Member is entitled to Maternity Leave and allowance(s).

3. Paternity Leave

Entitlement

Members are entitled to a maximum of two weeks Paternity Leave (Six working days at full allowance and four at the statutory rate).

Qualifying Criteria

Birth

To qualify the Member must

- Be the biological father and have or expect to have responsibility for the child's upbringing
- OR:
- Be the spouse (husband or wife), civil partner or partner of the person giving birth and have or expect to have the main responsibility for the child's upbringing, along with the person who gave birth

Adoption

The Member must

- Be the spouse (husband or wife), civil partner or partner of the adopter and have or expect to have the main responsibility for the child's upbringing, along with the other parent

Surrogacy

To qualify the Member must (with their partner) meet the criteria for 'Adoption Leave'.

The Member must

- Be the intended parent and be responsible for the child (with their partner)
- Be in a couple
- Not be the parent who will take 'Adoption Leave'

Note: Partners, couples and spouses can be of the same or a different sex.

Member Paternity Allowance Entitlement

Basic Allowance + Special Responsibility Allowance

A Member on Paternity Leave will continue to receive their basic allowance and SRA throughout the Paternity Leave period.

Starting and ending Paternity Leave

Birth

A Member can choose to start their leave:

- From the date of the child's birth (whether this is earlier or later than expected)
- From a chosen number of days after the date of the child's birth (whether this is earlier or later than expected) e.g. ten days after the child is born
- From a chosen date after the baby is expected to be born
- From the date of the child's birth if the baby is 'stillborn' at 24 weeks

Normally Paternity Leave must be taken within eight weeks of the birth of the child. However, if the baby is premature, then the eight weeks starts from the expected date of childbirth. If the baby is born late, the eight weeks starts from the actual birth of the baby.

If a Member chooses to start their Paternity Leave from the date the baby is born and they are at work on that date, then the Paternity Leave will begin the next day.

Adoption

Where the child is adopted within the UK, a Member can choose to start their leave:

- On the date the child is placed; or
- from a chosen number of days after the date the child is placed (e.g. ten days after the child is placed); or
- from a chosen date after the child is expected to be placed

Paternity Leave must be taken after the child is placed.

Where the child is adopted from overseas, a Member can choose to start their leave:

- The date the child enters Great Britain; or
- From a chosen date after the child enters Great Britain

Surrogacy

Paternity Leave can commence the day the child is born or the day after if the Member is working that day. Normally Paternity Leave must be taken within eight weeks of the birth of the child. However, if the baby is premature, then the eight weeks starts from the expected date of childbirth. If the baby is born late, the eight weeks starts from the actual birth of the baby.

Notification of Paternity Leave

The Member must notify Member Services in writing no later than the end of the 15th week before the baby is expected, unless this is not reasonably practicable.

Information must include:

- The week the child is due (included in the Parental Leave Confirmation Form)
- When they want to start their leave (included in the Parental Leave Confirmation Form)
- SC3 form for Birth Parents ([Link to Gov.uk website](#))
- SC4 form for an Adopting or Parental order parent ([Link to Gov.uk website](#))
- SC5 form for a parent adopting from overseas ([Link to Gov.uk website](#))

The Member must notify Member Services when their child was actually born or adopted as soon as is reasonably practicable after the birth or placement.

Where the baby is adopted within the UK, the Member must notify Member Services no later than seven days after the date they are notified of being matched with a child.

Where the child is adopted from abroad, the Member must notify Member Services no later than 28 days after receipt of the official notification.

The Member must give at least 28 days notice of the date they want the Paternity Leave to begin.

Special Circumstances

Multiple Births

Only one period of Paternity Leave is available, even if more than one child is born as the result of the same pregnancy or if more than one child is placed with the individual or couple for adoption under the same arrangement.

Premature Baby Leave

Parents of babies born before 37 weeks will be entitled to receive one extra day of Premature Baby Leave on full SRA allowance for every day their premature baby spends in hospital before 37 weeks. This leave entitlement will be added to the end of the Members Parental Leave period after this leave entitlement has been exhausted.

4. Adoption and Surrogacy Leave (referred to as Adoption Leave)

Entitlement

Members are entitled to Adoption Leave totalling 52 weeks (unless their office officially ends before this).

Qualifying Criteria

For Adoption and 'Fostering to Adopt' - The Member must be newly matched with the child by an adoption agency, which must be recognised in the UK.

For Surrogacy – The Member must have applied, or be intending to apply for a Parental Order in relation to the child.

Exclusions

Private adoptions do not qualify e.g. a foster parent adopting a foster child, or a step-parent adopting their partner's child.

Notification of Adoption Leave

Adoption and 'Foster to Adopt'

Members must notify Member Services in writing of their intention to take adoption leave within seven days of being notified of the match by the adoption agency; advising:

- The date the child is being placed with them
- The date the leave will start
- Whether or not they intend to return to work following the Adoption Leave.

The notification must be accompanied by the following evidence:

- Name and address of the adoption agency
- The date the employee was notified they would be matched with the child
- The date the agency expects to place the child
- Matching certificate completed by the adoption agency.

Surrogacy

Members must notify Member Services in writing of their intention to take leave advising:

- The date that the leave is expected to start (which is the date the baby is expected to be born)
- The period of time they intend to take.

This notification must be made either during or before the 15th week before the date the child is expected to be born.

If requested, the Member must provide (within 14 days of receiving the request) a declaration confirming that:

- The leave is being requested for the intended purpose
- That they meet the qualifying conditions
- That they will be applying for a parental order, with an appropriate other person, who may be another person of the same sex.

Member Adoption Leave Allowance Entitlement

Basic Allowance

A Member on Adoption Leave will continue to receive this allowance throughout the leave period.

Special Responsibility Allowance (SRA)

If a Member receives a SRA during their Adoption Leave it will be paid as follows:

First six weeks	90% of SRA plus basic allowance
7 to 24 weeks	50% of SRA plus basic allowance
25 to 52 weeks	Basic allowance only

Commencement of Adoption Leave

The Adoption Leave period may begin:

For **Adoption and 'Foster to Adopt'**:

- From the date of the child's placement – whether earlier or later than expected; or
- From a pre-determined date which can be up to 14 days before the expected date of placement

Or, where adopting a child from overseas:

- The date the child enters Great Britain
- A pre-determined date which is no later than 28 days after this date.

For **surrogacy** the leave period begins from the date the baby is born. If the baby is born while the Member is at work, then the leave can start from the next day.

Special Circumstances

Premature Baby Leave

Parents of babies born before 37 weeks will be entitled to receive 1 extra day of Premature Baby Leave on full SRA allowance for every day their premature baby spends in hospital before 37 weeks. This leave entitlement will be added to the end of the Members Adoption Leave period after this leave entitlement has been exhausted.

For Adoption and 'Fostering to Adopt' eligibility will depend on the circumstances. However, normally where a premature baby is placed with the adopting parents before 37 weeks, premature baby leave will apply.

For surrogacy these provisions will normally apply from the birth of the premature baby i.e. the date the new parents receive the baby.

Adopting more than one child

Adoption leave entitlements are the same regardless of the number of children adopted at any one time.

This also applies to surrogacy in the event of a multiple birth.

5. Shared Parental Leave

Shared Parental Leave enables eligible parents to choose how to share the care of their child during the first year of birth or adoption. Its purpose is to give parents more flexibility in considering how best to care for, and bond with, their child.

A Member who has made Shared Parental Leave arrangements through their employment is requested to advise Member Services of these at the earliest possible opportunity. Every effort will be made to replicate such arrangements in terms of leave from Council.

Requests will be looked at on a case-by-case basis.

DEPENDANT CARERS' ALLOWANCE

1. LEGALITY

1.1 The Scheme is established by the Council under the Local Authorities (Members Allowances) (England) Regulations 2003. The Dependent Carers' Allowance is payable in respect of the approved duties set out in Appendix D. The Scheme requires Members claiming the allowance to demonstrate and certify that carer expenses are actually and necessarily incurred in the conduct of their official duties.

2. ENTITLEMENT

2.1 The Scheme provides for payments to be made to Members in respect of care for "dependent relatives" living with the Member. For the purposes of the scheme, "dependent relatives" are defined as:

- I. children aged 15 or under;
- II. relatives requiring full time care as a result of disability or infirmity.

2.2 Under no circumstances will the allowance be payable to an immediate relative of the Member.

2.3 For meetings or duties within the Council's boundaries, the allowance will be paid for the duration of the meeting or approved duty plus an allowance for up to one hour's travelling time before and after the meeting. For duties outside the Council's boundaries, the allowance will be paid for the duration of the duty plus the actual travelling time to and from the venue. In all instances, total time claimed should be rounded to the nearest half-hour.

3. RATES OF ALLOWANCE

3.1 The Dependent Carers' Allowance is set at the same level as the London Living Wage and is paid at this rate irrespective of the number of dependants.

3.2 Where a dependent relative requires specialist professional care, the full cost of care will be allowed, with the prior written approval of the Director of Legal Services.

4. CLAIMS PROCEDURES

4.1 Members wishing to apply for Dependant Carers' Allowance must submit an application form to the Head of Business Intelligence, Elections & Member Services, declaring that:

- (i) claims made shall only be made in respect of a named dependent relative (or relatives) as defined in the Scheme;

- (ii) claims shall only be made in respect of the entitlements set out in paragraph 2 above;
- (iii) receipts shall be provided in support of all claims; and
- (iv) where a specialist professional carer is to be engaged, that this is a necessary expense for which full reimbursement will be claimed.

4.2 Members are required to notify Member Services in the event of their entitlement to Dependant Carers' Allowance ending.

4.3 All claims will be processed through the Council's Payroll system.

5. **AUDIT**

5.1 Internal Audit will review the systems for payment of Members' Allowances on a routine basis and include sample testing of Members' Allowances transactions in annual probity programmes.

TRAVEL AND SUBSISTENCE ALLOWANCE

1. PUBLIC TRANSPORT

- 1.1 Elected Members may claim expenses for journeys associated with an approved duty or event (see Appendix D) outside of the Borough. The Council will not provide an allowance for any travel within the Borough.
- 1.2 Independent Members and Co-opted Members of the Council and the Independent Person may claim for travel both inside and outside the Borough for journeys associated with an approved duty.
- 1.3 The rate must not exceed the ordinary standard class fare or any available saver fare.
- 1.4 Booking arrangements for travel outside of London must be made by Member Services to seek the most cost-effective deal within current parameters.
- 1.5 A receipt must be produced for any claim.
- 1.6 For travel within London, Members may claim for travel on an Oyster Card. To claim for travel paid for on an Oyster Card, Members must provide Member Services with a printed record of the journey travelled, which can be obtained from the TfL website.

2. PRIVATE VEHICLE

- 2.1 Elected Members, Independent Members, Co-opted Members and the Independent Person may claim expenses for journeys by private vehicle associated with an approved duty outside of the Borough. The Council will not provide an allowance for any travel within the Borough.
- 2.2 An allowance of 24p per mile can be claimed for travel by motorcycle.
- 2.3 An allowance of 46.9p per mile can be claimed for travel by motor vehicle up to the first 8,500 miles annually. After the first 8,500 miles, an allowance of 13.7p per mile.
- 2.4 Members, if using a private motor vehicle, should note that the Council does not provide any insurance cover. Members should have Business Use cover as part of their policy.

3. TAXI

- 3.1 Members can claim an allowance for the amount of a taxi fare, and any reasonable gratuity, to enable them to attend an approved duty if the following exceptional circumstances and criteria apply:

- in cases of a genuine emergency;
- when no public transport is reasonably available to travel to the approved duty;
- for safety reasons;
- or if there is insufficient time to travel from one approved duty to another by public transport.

3.2 The cost of travel by taxi must have been incurred wholly and exclusively for a Member's attendance at an approved Council duty. Taxi fares can only be claimed by Members once approved by the Head of Business Intelligence, Elections & Member Services.

3.3 A receipt must be produced for any claim.

4. **HIRED VEHICLE**

4.1 Other than for a taxi, Members will only be able to claim an allowance per mile as per the rates detailed in paragraph 2 above. As such, Members will be reimbursed as if they had owned the vehicle, and will not be reimbursed for the cost of hiring the vehicle.

4.2 A receipt must be produced for any claim by the Member who hired the vehicle.

5. **AEROPLANE**

5.1 Subject to prior approval by the Head of Business Intelligence, Elections & Member Services, the cost of travel at the ordinary fare or any available cheap fare by regular air service or where no such service is available or in case of urgency the actual fare paid by the Member where the saving in time against other available means of transport is so substantial as to justify payment of the fare by that means.

5.2 A receipt must be produced for any claim.

6. **BICYCLE**

6.1 Members may claim an allowance in respect of travel by bicycle or by any other non motorised form of transport undertaken, of 20p per mile, in connection with or relating to an approved Council duty outside of the Borough.

6.2 Independent Members, Co-opted Members and the Independent Person may claim a cycling allowance for journeys inside and outside of the Borough.

7. **SUBSISTENCE**

- 7.1 The payment of subsistence allowance will only be payable to Members for approved Council duties and conferences subject to the approval of the Head of Business Intelligence, Elections & Member Services.
- 7.2 When more than 4 hours away from normal place of residence, the repayment of subsistence allowances will be made to cover the actual cost incurred up to the following rates –
- (i) Breakfast - £5.50
 - (ii) Lunch - £7.50
 - (iii) Evening Meal - £10.50
 - (iv) Out of pocket expenses (per night) - £4.50
- 7.3 Members are also entitled to overnight accommodation, if required, when attending an approved duty outside of London, subject to the approval of the Head of Business Intelligence, Elections & Member Services. Member Services shall be responsible for making any bookings and will pay for the accommodation directly.
- 7.4 Receipts must be produced for any claim in order to be valid.

APPROVED COUNCIL DUTIES

For the purposes of the payment of Travel, Subsistence and Carers' Allowances, Approved Council duties are defined as the following official meetings set out below. For information, some outside bodies may pay an allowance to Members for their role and work on that specific outside body.

1. Appointments Committee or Sub Committees
2. Cabinet or Cabinet Sub Committees
3. Corporate Committee or Sub Committees
4. Corporate Parenting Board
5. Council
6. Council Joint Committee
7. Health and Wellbeing Board
8. Joint Committee of the Six Growth Boroughs
9. Licensing Committee or Sub Committees
10. Overview and Scrutiny Commissions
11. Pensions Board
12. Pensions Committee
13. Planning Committee or Sub Committees
14. Standards Committee or Sub Committees
15. Ward Forums
16. Duties for the office of Speaker or Deputy Speaker
17. Education related meetings such as:
 - the Schools Admissions Forum
 - School Governing Bodies
18. Independent Statutory Panels
 - Adoption Panel
 - Fostering Panel
19. A meeting of outside bodies:
 - Abney Park Cemetery Trust
 - Agudas Israel Housing Association
 - Bangla Housing Association
 - Chats Palace Arts Centre
 - Clapton Park TMO
 - CREATE London Ltd
 - East London NHS Foundation Trust
 - Finsbury Park Trust
 - Groundwork London
 - Hackney CAB
 - Hackney Community Law Centre
 - Hackney Empire Ltd Board
 - Hackney Parish Almshouse Charity
 - Hackney Parochial Charity
 - Homerton NHS Foundation Trust
 - Hornsey Parochial Charity
 - Lee Valley Regional Park Authority
 - LGA General Assembly
 - Local Government Information Unit (LGIU)

- London Councils Executive
- London Councils Grants Committee
- London Councils Greater London Employment Forum (GLEF)
- London Councils Leaders' Committee
- London Councils Transport and Environment Committee (TEC)
- London Housing Consortium
- London Pensions Collective Investment Vehicle (CIV)
- London Legacy Development Corporation Planning Decisions Committee (LLDC)
- London Road Safety Council
- London Youth Games Foundation
- Manor House Trust
- Newable Ltd
- North London Waste Authority
- Reserve Forces and Cadets Association (GL RFCA)
- Shoreditch Town Hall Trust
- Shoreditch Trust
- South Hackney Parochial Charity
- Standing Advisory Council on Religious Education (SACRE)
- Sun Babies Trust
- West Hackney Parochial Charity

20. Attendance at Conference meetings:

- London Councils
- Local Government Association

21. Attendance at any meeting which is an induction training session, seminar, presentation, or briefing arranged by Chief Officers of the Council for all Members of a Committee, Sub Committee or Panel to discuss matters relevant to the discharge of the Council's functions and to which Members of more than one party Group have been invited.

22. Attendance at visits and inspection of sites and premises arranged by officers (e.g. opening of new facilities).

23. Attendance by Members who have the relevant special responsibility on matters concerning the discharge of the Council's functions.

24. Attendance before parliamentary Committees, official bodies and inquiries to give evidence or make representations on the Council's behalf.

25. Attendance at events by Members where they are invited to showcase or represent the work of Hackney.



Title of Report	Appointments to Committees and Commissions
For Consideration By	Council
Meeting Date	25 January 2023
Classification	Open
<u>Ward(s) Affected</u>	N/A
<u>Director</u>	Dawn Carter-McDonald, Director of Legal, Democratic and Electoral Services

1. **Summary**

- 1.1. This report requests that Full Council agree to the changes to membership of Committees and Commissions as set out under 1.3.
- 1.2. The Mayor and/or Cabinet have delegated responsibility for executive nominations or appointments whilst Full Council is responsible for non-executive appointments. This report seeks approval of changes to appointments or nominations for which Full Council is responsible.
- 1.3. The membership changes are set out in the table below:

Committee / Commission	Nomination
Skills, Economy & Growth Scrutiny Commission	Cllr Claudia Turbet Delof (to replace Cllr Steve Race)
Appointments Committee	Cllr Kam Adams (as Mayor's nominee)

2. **Recommendations**

- 2.1. **Council is recommended to agree the changes to the appointments to the Committee and Commission set out at 1.3 of this report.**

3. **Background**

- 3.1. The Constitution, under Article 4, sets out the functions of the council. Under 4.6, the rules allow for agreeing to changes of memberships and making appointments to them. The Mayor and/or Cabinet have delegated

responsibility for executive nominations or appointments whilst Full Council is responsible for non-executive appointments.

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

4.1. The costs associated with administering the Committee and Commission are contained within the current approved budgets. There are no special responsibility allowances attached to membership of the Committee and Commission therefore no additional costs are incurred in that respect.

5. **Comments of the Director of Legal, Democratic and Electoral Services**

5.1. Article 4.6(v) of the Constitution specifies that Full Council is responsible for the appointment of elected members to the various Council committees, with the exception of the Executive appointments which are made by the Mayor. These appointments will ensure that the Committee and Commission will continue to exercise its full functions.

Appendices

None.

Background documents

None.

Report Author	Tessa Mitchell Team Leader, Governance Services tessa.mitchell@hackney.gov.uk 020 83566234
Comments for the Group Director of Finance and Corporate Resources prepared by	Deirdre Worrell Director, Climate Homes and Economy and Chief Executives Directorates Finance deirdre.worrell@hackney.gov.uk
Comments for the Director of Legal, Democratic and Electoral Services prepared by	Dawn Carter-McDonald Director of Legal, Democratic and Electoral Services dawn.carter-mcdonald@hackney.gov.uk 020 8356 6234



Title of Report	Appointments and Nominations to Outside Bodies
For Consideration By	Council
Meeting Date	25 January 2023
Classification	Open
<u>Ward(s) Affected</u>	N/A
<u>Director</u>	Dawn Carter-McDonald, Director of Legal, Democratic and Electoral Services

1. **Summary**

1.1. The Council appoints or nominates people to represent it on various Outside Bodies. The Council's arrangements for the appointment or nomination of its representatives to Outside Bodies differ depending on the type of nomination or appointment being made. The Mayor and/or Cabinet have delegated responsibility for executive nominations or appointments whilst Full Council is responsible for non-executive appointments. This report seeks approval of appointments or nominations for those outside bodies for which Full Council is responsible.

1.2. Two nominations to an Outside Body are listed below:

Outside Body	No. of Positions	Term	Nominations
Hornsey Parochial Charity	2	4 yrs	Cllr Clare Potter and Cllr Soraya Adejare

2. **Recommendations**

2.1. **Council is recommended to agree the appointments of Councillors to Outside Bodies on behalf of the Council as set out at paragraph 1.2 of this report.**

3. **Background**

- 3.1. Outside bodies are external organisations and partnerships which have requested that the Council appoint an elected member to them. Participation in such outside bodies:
- Contributes to the Council's strategic functions, priorities or community leadership roles.
 - Supports partnership and joint working.
 - Enables Members to gain and share knowledge and expertise
- 3.2. The Council's arrangements for the appointment or nomination of its representatives to Outside Bodies differ depending on the type of nomination or appointment being made. The Mayor and/or Cabinet have delegated responsibility for executive nominations or appointments whilst Full Council is responsible for non-executive appointments
- 3.3. The reason for the decision follows on from notification of the resignations of John Hudson and Carol O'Brien the previous Hackney nominations to the charity.

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

- 4.1. Any costs associated with appointment or nomination of Councillors to Outside Bodies on behalf of the Council are likely to be small and are provided for within existing budgets.

5. **Comments of the Director of Legal, Democratic and Electoral Services**

- 5.1. Other than as set out in the report, there are no legal implications arising.

Appendices

None.

Background documents

None.

Report Author	Tessa Mitchell Team Leader, Governance Services tessa.mitchell@hackney.gov.uk 020 8356 5036
Comments for the Group Director of Finance and Corporate Resources prepared by	Deirdre Worrell Director of Climate Homes and Economy and Chief Executive Directorate Finance Deirdre.worrell@hackney.gov.uk 020 8356 7350
Comments for the Director of Legal, Democratic and Electoral Services prepared by	Dawn Carter-McDonald Director of Legal, Democratic and Electoral Services dawn.carter-mcdonald@hackney.gov.uk 020 8356 6234

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