

Skills, Economy and Growth Scrutiny Commission

All Members of the Skills, Economy and Growth Scrutiny Commission are requested to attend the meeting of the Commission to be held as follows:

Monday 20 November 2023

7.00 pm

Council Chamber, Hackney Town Hall, Mare Street, London E8 1EA

The press and public are welcome to join this meeting remotely via this link:

Main Link: <https://youtube.com/live/cgywwg6q00I>

Back up link: <https://youtube.com/live/tGpqFuzJ86w>

If you wish to attend please give notice and note the guidance below.

Dawn Carter-McDonald
Interim Chief Executive, London Borough of Hackney

Contact:

Tracey Anderson

☎ 020 8356 3312

✉ tracey.anderson@hackney.gov.uk

Members: Cllr Polly Billington (Chair), Cllr Clare Potter (Vice-Chair), Cllr Gilbert Smyth, Cllr Jon Narcross, Cllr Fliss Premru, Cllr Jessica Webb, Cllr Joe Walker, Cllr Claudia Turbet-Delof and Cllr Penny Wrout

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- 1 Apologies for Absence**
- 2 Urgent Items / Order of Business**
- 3 Declarations of Interest**
- 4 Cabinet Question Time 19:05 - 19:55** (Pages 9 - 32)
- 5 Sustainable Insourcing and Procurement Strategy 19:55 - 20:45** (Pages 33 - 34)
- 6 Net Zero Report and Cabinet Response 20:45-20:55** (Pages 35 - 114)

- | | | |
|----------|--|-------------------|
| 7 | Minutes of Previous Meeting 20:55- 21:00 | (Pages 115 - 164) |
| 8 | Skills, Economy and Growth Scrutiny Commission
Work Programme 2023/24 21:00 - 21:10 | (Pages 165 - 174) |
| 9 | Any Other Business | |

Access and Information

Public Involvement and Recording

Public Attendance at the Town Hall for Meetings

Scrutiny meetings are held in public, rather than being public meetings. This means that whilst residents and press are welcome to attend, they can only ask questions at the discretion of the Chair. For further information relating to public access to information, please see Part 4 of the council's constitution, available at <https://hackney.gov.uk/council-business> or by contacting Governance Services (020 8356 3503)

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

Where a meeting of the Council and its committees are open to the public, the press and public are welcome to report on meetings of the Council and its committees, through any audio, visual or written methods and may use digital

and social media providing they do not disturb the conduct of the meeting and providing that the person reporting or providing the commentary is present at the meeting.

Those wishing to film, photograph or audio record a meeting are asked to notify the Council's Monitoring Officer by noon on the day of the meeting, if possible, or any time prior to the start of the meeting or notify the Chair at the start of the meeting.

The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

The Council will endeavour to provide reasonable space and seating to view, hear and record the meeting. If those intending to record a meeting require any other reasonable facilities, notice should be given to the Monitoring Officer in advance of the meeting and will only be provided if practicable to do so.

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting.

Disruptive behaviour may include moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

All those visually recording a meeting are requested to only focus on recording Councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease, and all recording equipment must be removed from the meeting. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.

Advice to Members on Declaring Interests

Advice to Members on Declaring Interests

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

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

- Director of Legal, Democratic and Electoral Services
- the Legal Adviser to the Committee; or
- Governance Services.

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

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

- i. relates to an interest that you have already registered in Parts A and C of the Register of Pecuniary Interests of you or your spouse/civil partner, or anyone living with you as if they were your spouse/civil partner;
- ii. relates to an interest that should be registered in Parts A and C of the Register of Pecuniary Interests of your spouse/civil partner, or anyone living with you as if they were your spouse/civil partner, but you have not yet done so; or
- iii. affects your well-being or financial position or that of your spouse/civil partner, or anyone living with you as if they were your spouse/civil partner.

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

- i. Declare the existence and nature of the interest (in relation to the relevant agenda item) as soon as it becomes apparent to you (subject to the rules regarding sensitive interests).
- ii. You must leave the meeting when the item in which you have an interest is being discussed. You cannot stay in the meeting whilst discussion of the item takes place, and you cannot vote on the matter. In addition, you must not seek to improperly influence the decision.
- iii. If you have, however, obtained dispensation from the Monitoring Officer or Standards Committee you may remain in the meeting and participate in the meeting. If dispensation has been granted it will stipulate the extent of your

involvement, such as whether you can only be present to make representations, provide evidence or whether you are able to fully participate and vote on the matter in which you have a pecuniary interest.

Do you have any other non-pecuniary interest on any matter on the agenda which is being considered at the meeting?

You will have 'other non-pecuniary interest' in a matter if:

- i. It relates to an external body that you have been appointed to as a Member or in another capacity; or
- ii. It relates to an organisation or individual which you have actively engaged in supporting.

If you have other non-pecuniary interest in an item on the agenda you must:

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

Further Information

Advice can be obtained from Dawn Carter-McDonald, Director of Legal, Democratic and Electoral Services via email dawn.carter-mcdonald@hackney.gov.uk

Getting to the Town Hall

For a map of how to find the Town Hall, please visit the council's website <http://www.hackney.gov.uk/contact-us.htm> or contact the Overview and Scrutiny Officer using the details provided on the front cover of this agenda.

Accessibility

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall.

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

Further Information about the Commission

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





Skills Economy and Growth Scrutiny Commission 20th November 2023 Item 4 – Cabinet Question Time	Item No 4
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Outline

A key element of the scrutiny function is to hold the Mayor and Cabinet to account in public as part of a Cabinet Question Time session.

In the municipal year, the Commission holds a question time session with the Cabinet and Senior Officers to ask questions about performance and decision making within the Council related to their portfolio areas within the remit of the Skills, Economy and Growth Scrutiny Commission.

Purpose

The purpose of this item is to hold the Executive to account. The Cabinet Member has been asked to provide information to the scrutiny commission about the work the Council is doing in the topic areas outlined below.

- Update on the Council's Green Skills and Circular Economy Commission
- National / regional challenges impacting the delivery of apprenticeships.
- The Council's role in delivering technology training to older residents to build their confidence and ability to access and use the internet.

Reports in the agenda:

To support this discussion the following reports are provided for background information.

- Presentation on Green Skills and Circular Economy workplan
- Presentation Apprenticeship Programme Evaluation
- Written update on the work following the Diversity in Tech Commission report and findings.

Invited Attendee

London Borough of Hackney

- **Cllr Carole Williams**, Cabinet Member Employment, human resources and equalities

Cllr Williams has lead responsibility within Cabinet for the following areas:

- Employment strategy and partnerships
- Hackney Works
- Apprenticeships – including Hackney apprenticeships network and the apprenticeship levy
- Employment programme including supported employment, adult trainees and paid work experience

- Human resources and organizational development
- Relationship with trade unions
- Adult learning English to speakers of other languages (ESOL) – delivering excellence
- Post 18 skills, including further and higher education
- Supporting the London living wage
- Equalities and anti-racism
- Refugees and vulnerable migrants
- Windrush
- Policy, strategy and devolution
- Fair trade with the climate justice and fair trade champion
- Volunteering.

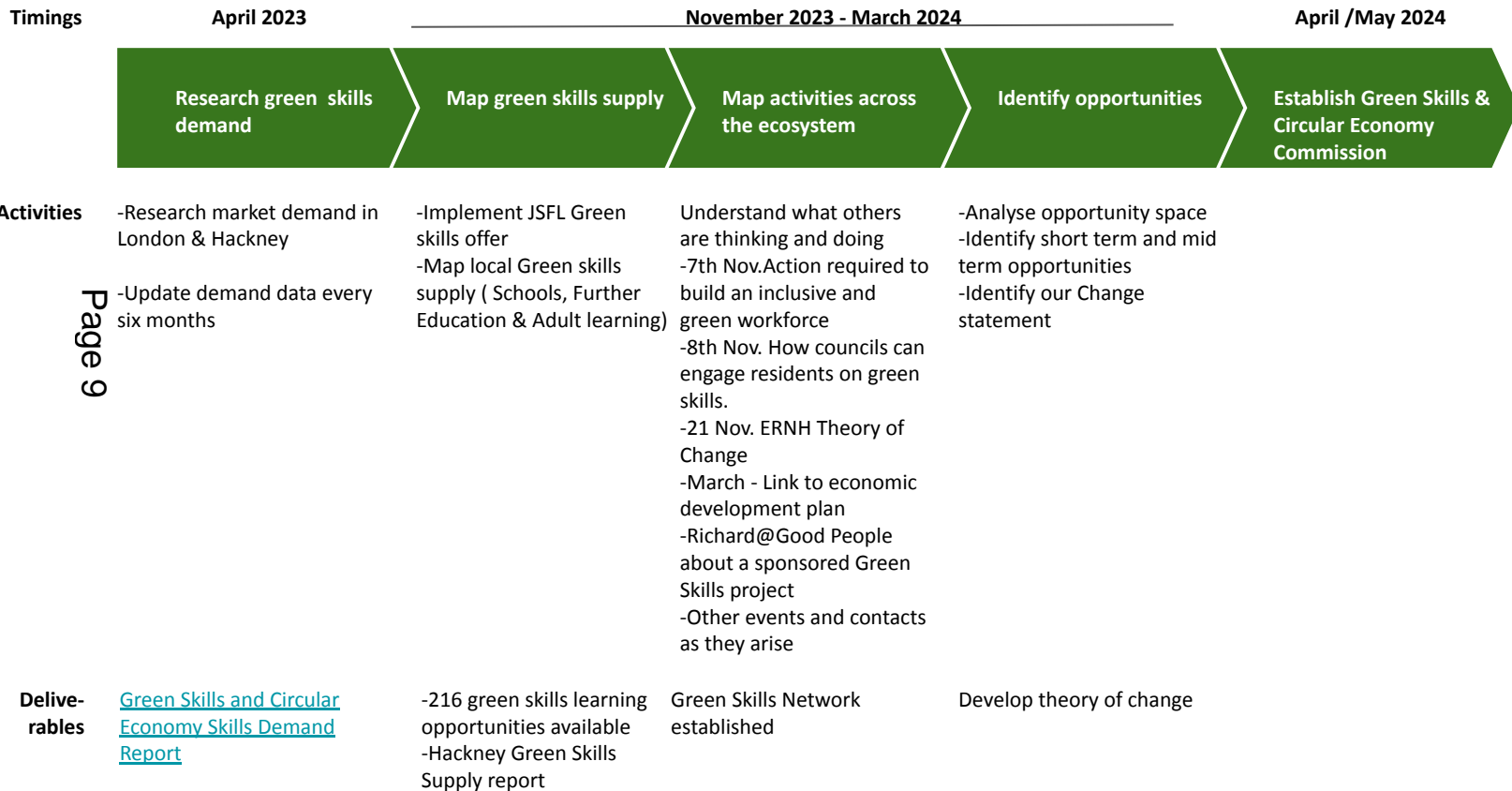
Also in attendance will be:

- **Stephen Haynes**, Strategic Director Economy, Regeneration and New Homes
- **Dujon Harvey**, Assistant Director Employment, Skills & Adult Learning.

Action

The Commission is asked to note the update and ask questions.

What are the skills and job opportunities for Hackney residents in the Green and Circular Economy?



216 learning opportunities available through the JSFL Green Skills Offer - Launching Q1 2024

Level	Course title	Learners
2	BTEC Certificate Fashion	36
2	Certificate in Retrofit	20
1	Award in Construction	20
1	Award in Energy Efficiency and Sustainability	30
	Award in Health and Safety Awareness	20
	Award in Health and Safety in Construction Environment	20
1	BTEC Introductory Certificate Fashion	36
RARPA	Arts in the Community - Fashion and Textile	20
RARPA	Recycle, Repair and Reuse	24



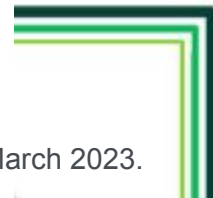
Apprenticeship Programme Evaluation

Page 11

November 2023



Apprenticeship Programme Overview



The combined Hackney Council Apprenticeship Programme has started **708 Apprenticeships** between April 2017 and March 2023.

Although the pandemic made taking on apprenticeships more difficult, Hackney Council has 58 new apprentices in post as of September 2023, 18 more due to join during autumn 2023, and more vacancies still in recruitment. Between March 2017 and April 2023, we hired 197 apprentices from the local community, and we aim to grow this programme in future.

Our upskilling apprenticeship programme, known internally as Career Development Qualifications (CDQs), has started 305 apprenticeships since commencing in 2017/18.

The Hackney Apprenticeship Network (HAN) was established in 2018 and has 213 businesses as members, delivering 234 apprenticeships as of March 2023. 46 HAN members are schools accounting for 169 apprenticeships in roles such as teaching assistants, early years educators and more recently several cohorts of new teachers taking the apprenticeship route.

45 apprenticeship starts were in childcare. The remaining apprenticeship starts are in hospitality, tech, digital, health and social care sectors, demonstrating Hackney's continued efforts to maximise social value from our strategic partnerships and anchor institutions. From April 2023 to September 2023, 41 apprenticeships have commenced across HAN.

Contents



Council apprenticeships

- #Apprentices employed by the council
- # New starts
- Council apprenticeship heatmap
- Apprenticeship funnel - vacancies to hiring

Page 13 Career Development Qualifications (CDQs)

- CDQ newstarts, progress and completion

Hackney Apprenticeship Network (HAN)

- HAN new starts by sector
- HAN progress and completion

Apprenticeship Levy

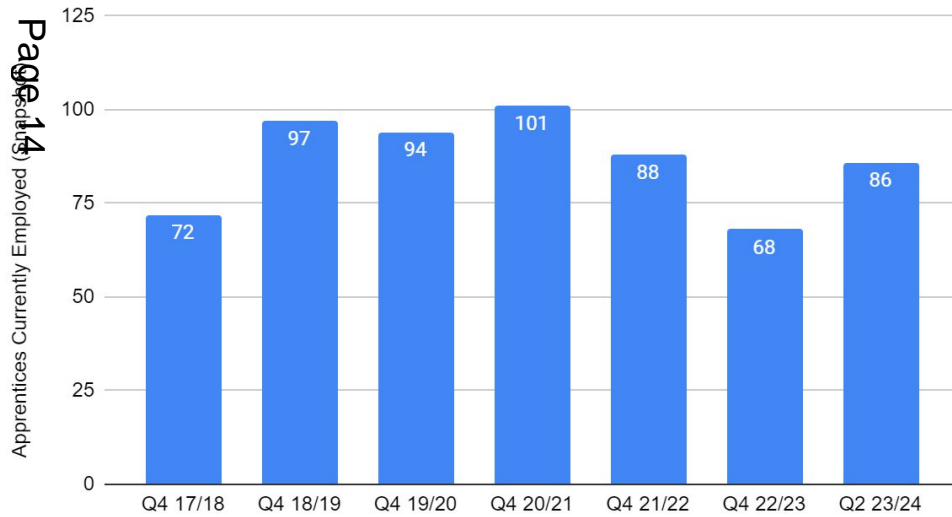
- Apprenticeship levy pledges
- Levy spend across qualification levels
- DAS Account Overview

Apprentices employed by the Council

Subtitle

March 2017 to September 2023

Apprentices employed in the Council



Source: _____

Typical recruitment rates by dept.

ICT - 20 apprentices biannually

Trades 8-12 annually

Customer services / Business admin 4-6 annually

Finance 2-3 annually

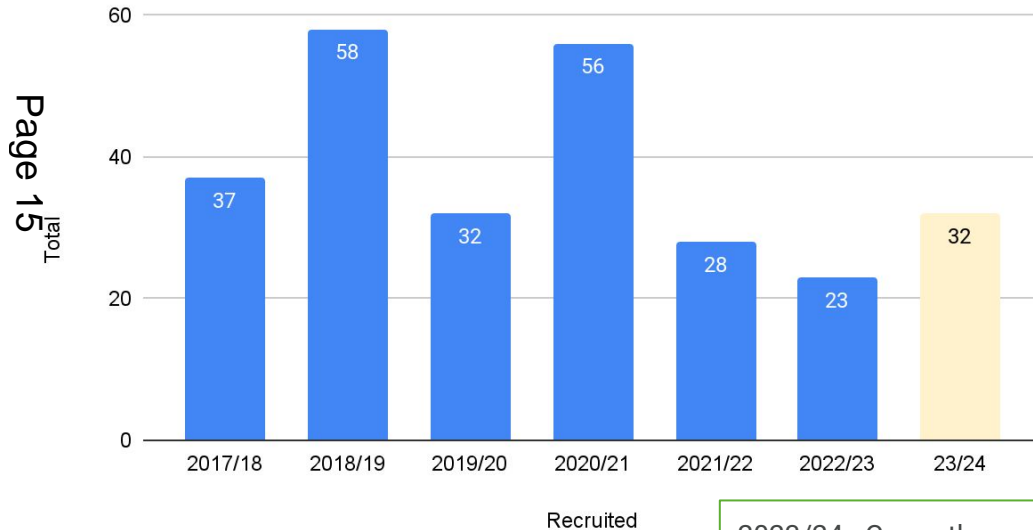
Management - 2-3 annually

Many apprenticeships offered by the Council have a duration of between 18 months and a 4 years. Longer duration apprenticeships can influence how frequently a service can offer an apprenticeship

Number of apprenticeship new starts

April 2016 - October 2023

Newly Hired Apprenticeship Starts



Source: _____

2023/24 - Currently recruiting for 32 apprenticeships.
23 vacancies filled & starts imminent
Approx 10 vacancies not yet released

New starts affected by the Pandemic and ICT hiring patterns and restructuring

18/19 ICT recruit approx 20 apprentices

19/20 No ICT intake

20-21 Pandemic disrupts workplace

21/22 Apprenticeships put on hold due to Pandemic affect e.g. remote working

22/23 ICT restructure - no apprentices recruited

Council apprenticeship heatmap*

Directorate	Department	# Apprentices on programme
Adults, Health & Integration	Public Health	1
Chief Executive's Directorate	Corporate Programmes	4
	Legal & Governance	2
Children & Education	Hackney Education	3
Climate, Homes, & Economy	Building Control	1
	Employment & Skills	1
	Housing Regeneration	3
	Repairs (DLO)	26
	Streetscene	1
	Tenancy & Leasehold	1
Finance & Corporate Resources	Corporate Property & Asset Management	2
	Customer Services (HSC)	3
	Finance	9
	ICT	8

Successful new hire apprenticeships require:

- Availability of vacancies suitable to be an apprenticeships
- Availability of establishment funds to pay sustainable salaries, and backfill if necessary
- Willingness in line managers and the team to train an apprentice
- Availability of suitable expertise and mentoring, to ensure that apprentices are learning from peers as well as from the course curriculum
- Availability of suitable, good quality training provision

Our apprenticeship programmes cover:

- Various Trades professions at Levels 2&3
- A range of Level 3 professions, including Business Administrator, Housing & Property, Data technician, Data & Information Governance
- A variety of Levels 4&5 apprenticeships including Project Management and Operations / Department Manager
- Levels 6&7 Professional & Degree Apprenticeships; in Civil Engineering, Chartered Surveyor, Digital & Technology Solutions, Public Health, Software Development and Accountancy / Taxation professional

*New hires - numbers don't include CDQs

Apprenticeship hiring has a long lead time

March - September 2023

Apprenticeship Vacancies advertised to date from March to September 2023	36
Total Candidate Applications	780
Candidates progress to next round	247
Candidates Not Ready	76
Candidates Not Eligible	66
Candidates Not Assessed	391

Apprenticeships with Hackney Council are highly sought after and vacancies are oversubscribed. However, we find many candidates have not met the eligibility criteria. This includes:

- Level 2 Functional Skills
- already holding similar qualifications
- not meeting the DfE funding rules for UK residency

We employ several stages of selection:

- Application form
- Apprenticeship readiness assessment
- Shortlisting by hiring managers
- interviews

Lead times:

- It can take 3 - 9 months to get an apprenticeship advertised - even in services where the skills need and the establishment funds are fully identified
- It can take 3 months from the point of advert to an apprenticeship commencing, as the selection process is rigorous and time consuming
- Many candidates apply for apprenticeships without a clear understanding of what is required to be successfully appointed

Contents



Council apprenticeships

- #Apprentices employed by the council
- # New starts
- Council apprenticeship heatmap
- Apprenticeship funnel - vacancies to hiring

Page 18

Career Development Qualifications (CDQs)

CDQ newstarts, progress and completion

Hackney Apprenticeship Network (HAN)

- HAN new starts by sector
- HAN progress and completion

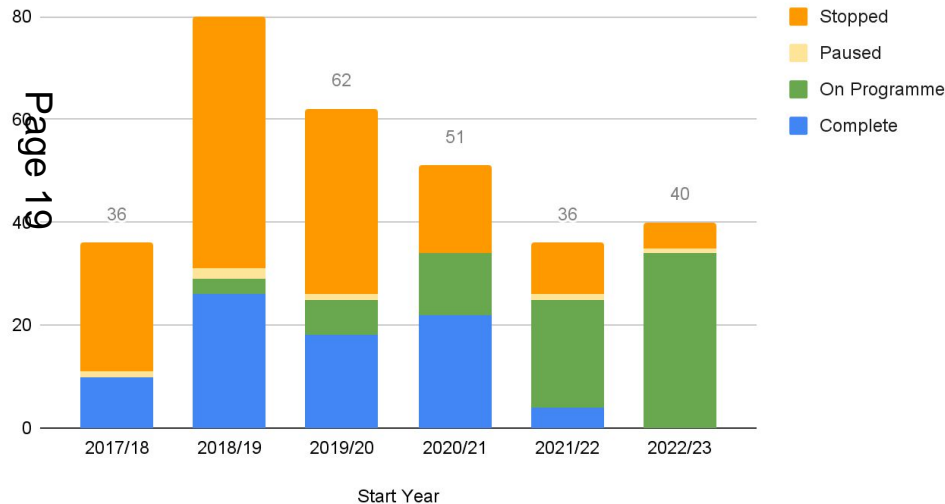
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Career Development Qualification new starts, progress and completion

April 2017 - March 2023

CDQ Programme Overview



CDQs are even more challenging than new apprenticeships to set up and ensure successful outcomes. Reasons are varied, including:

- Unclear expectations of required commitment from the outset in some cases, for learners and line managers
- It can take up to 12 months to source suitable provision for more senior levels or specialist training
- Many older staff members no longer have proof of old GCSE's and need to achieve Level 2 functional skills in Maths and English
- Off the Job training time is difficult because of high regular workload demands
- Minimal access to wraparound pastoral support

Contents



Council apprenticeships

- #Apprentices employed by the council
- # New starts
- Council apprenticeship heatmap
- Apprenticeship funnel - vacancies to hiring

Page 20

Career Development Qualifications (CDQs)

- CDQ newstarts, progress and completion

Hackney Apprenticeship Network (HAN)

- HAN new starts by sector
- HAN progress and completion

Apprenticeship Levy

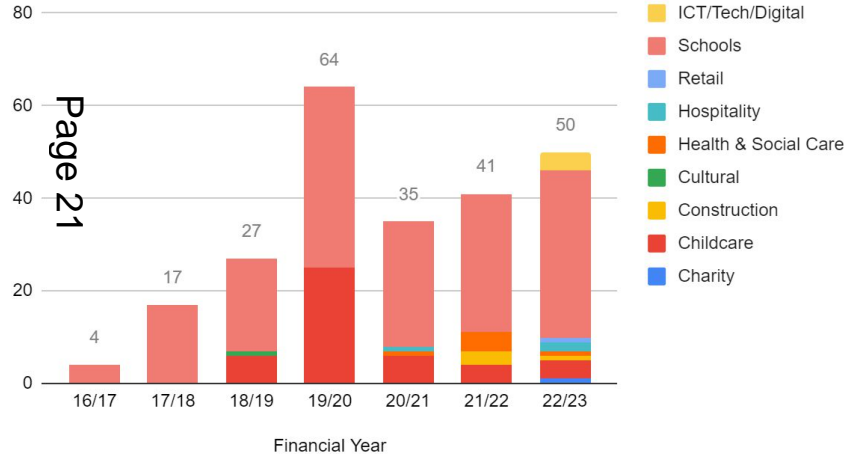
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- Levy spend across qualification levels
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Hackney Apprenticeship Network new starts by sector

Subtitle

Apr 2017 - March 2023

HAN - Annual Apprenticeship Starts



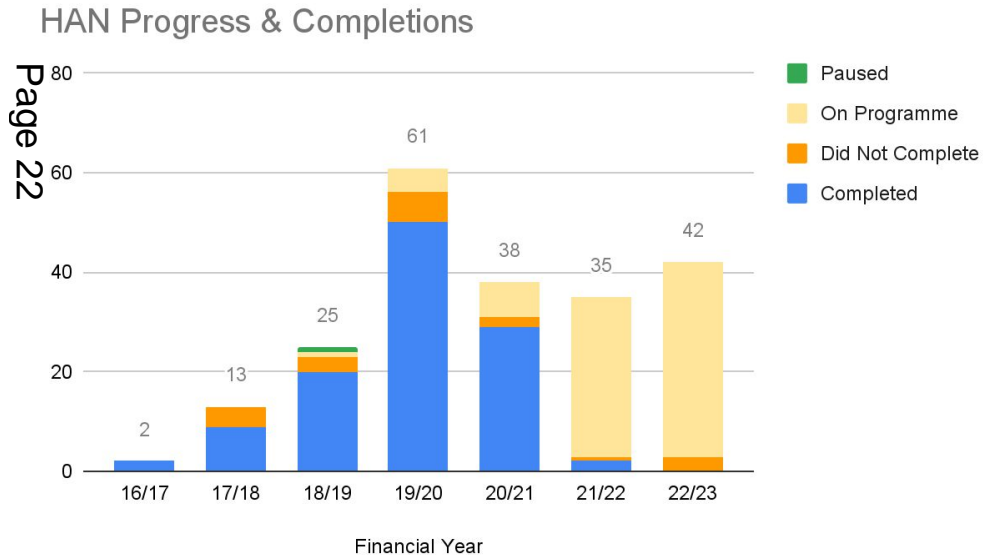
HAN experienced a fall in apprenticeship starts due to the pandemic. However, we see a year on year recovery from 2021/2022

- 169 starts in Schools across 21 apprenticeship standards and levels. Includes new hires and CDQs
 - 75 x Level 6 Teacher Apprenticeships
 - 17 x Level 3 Teaching Assistants
 - 13 x Level 7 Senior Leaders
 - 10 x Level 3 Business Administrators
 - 8 x Level 5 Operational / Department Managers
- 65 Starts across the wider HAN network, across 27 apprenticeship standards and levels. These include:
 - 15 starts in Levels 2&3 apprenticeship standards
 - 9 starts in Levels 4&5 apprenticeship standards
 - 2 starts in Level 6 Paramedic degree apprenticeships

Hackney Apprenticeship Network progress and completion

Subtitle

April 2017 - March 2023



Source: _____

The Hackney Apprenticeship Network has seen a good range of success, as a result of a variety of factors.

Completion rates are high in Teaching roles in Schools, as motivation is generally high in this sector.

Other sectors have seen mixed results. Where apprentices have either paused programmes or not completed, the top reasons are:

- Apprentices were unable to achieve Level 2 Maths and / or English
- Unclear expectations of required commitment from the outset in some cases, for apprentices and line managers
- Not enough wraparound support for apprentices and / or line managers

Contents



Council apprenticeships

- #Apprentices employed by the council
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- Apprenticeship funnel - vacancies to hiring

Page 23 Career Development Qualifications (CDQs)

- CDQ newstarts, progress and completion

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- HAN progress and completion

Apprenticeship Levy

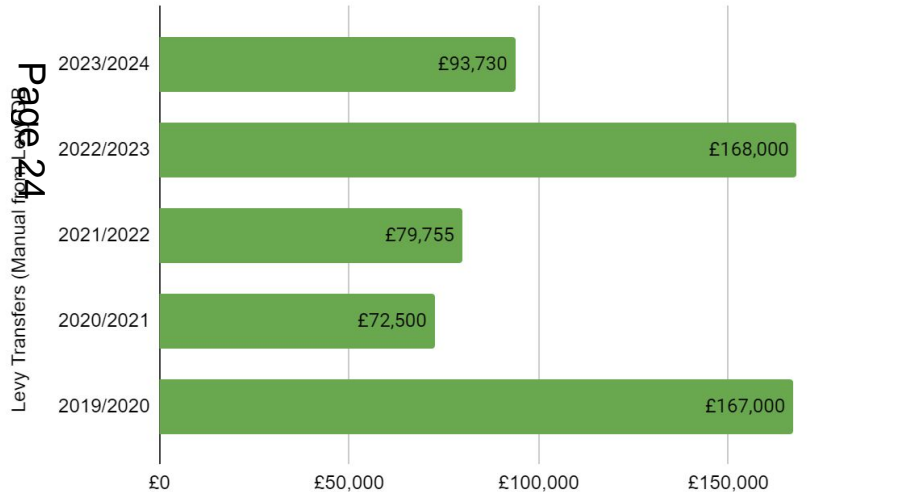
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- Levy spend across qualification levels
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Apprenticeship levy pledges

Subtitle

March 2017 - September 2023

Levy Transfer Pledges 2019 to 2023



Page 24
Levy Transfers (Manual Input)

Source: _____

We pledge to gift apprenticeship levy to other employers to support their apprentices, by means of a Levy Transfer, to support our local businesses and our local residents.

There was a significant drop in apprenticeship activity across the economy in 2020/21 as a result of the pandemic. This is slowly recovering and further pledges are expected to be made during the third and fourth quarters of 2023/24.

There is a time lag between the pledges and the funding being spent and reflected in our levy account because training is paid for on a monthly basis across the duration of each individual programme.

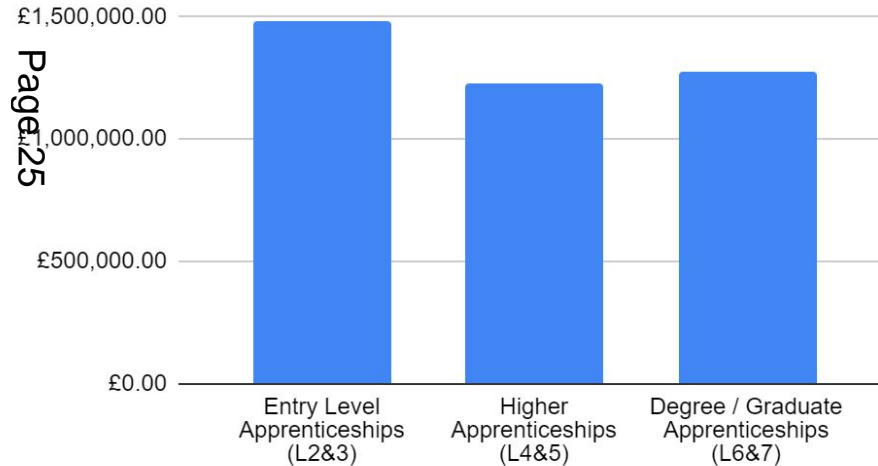
Note that the apprenticeship levy can only be used for funding training and cannot be used or gifted for any other purpose.

Levy spend across qualification levels

Subtitle

April 2017 - September 2023

Apprenticeship Spend across Qualification Levels



Source: _____

All Apprenticeship Programmes have a price cap; which ranges from a minimum £3,000 to max £27,000.

- Each apprenticeship has its own set cap which is calculated by the Institute for Apprenticeships & Technical Education (IFATE)
- Costs are not progressive through the academic levels - so a level 3 apprenticeship can be more expensive than a level 7
- Overall, the levy spend cannot be directly correlated to the levels of apprenticeship delivered.

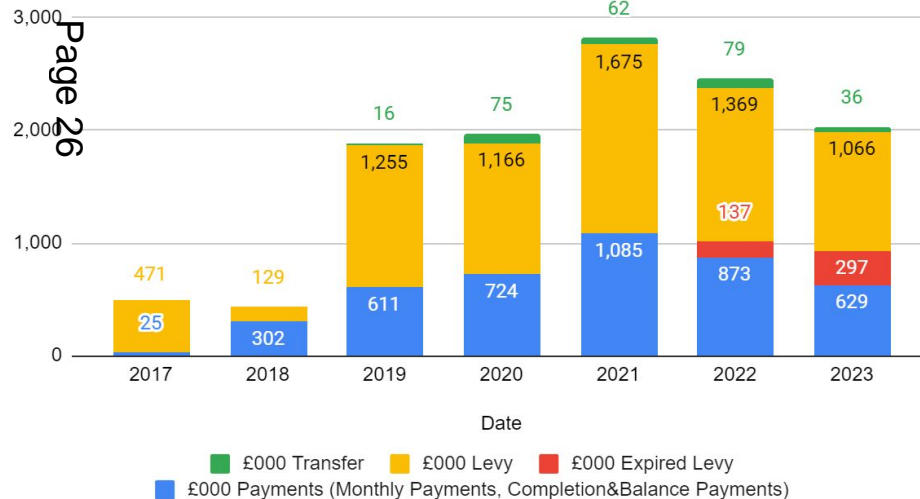
Strategically, there needs to be a balance between supporting people into their first roles and providing support and opportunities for existing staff to develop their skills and careers

DAS account overview

Subtitle

April 2017 - September 2023

Apprenticeship Levy DAS Account Overview



Source: _____

The Apprenticeship Levy is made up from the following components:

- Contribution from Council's monthly payroll (3%)
- Contribution from all linked maintained Schools monthly payroll (3%)
- 10% top up from HMRC

Spend is broken down into:

- Total cost / duration - Completion payment = Monthly payments
- 20% of Total cost = Completion payment

There is a time lag between apprenticeship starts and the funding being spent in the DAS system for this reason.

The drop in spend across all parts of the programme between 2021 and 2023 was related to the number of apprenticeships that were paused or stopped during the pandemic and the reduced number of apprenticeship starts over the same period.

As recruitment onto apprenticeships is gradually increasing again, spend will start to increase

THANK YOU

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Diversity in Tech: Commission Roadmap

DiT Workstreams & activities	Milestone dates
Data analysis <ul style="list-style-type: none"> ● Identify STEM economic opportunity in Hackney ● Digital tech identified as most relevant sub-sector 	Nov 2020 - Jan 2021
Literature review <ul style="list-style-type: none"> ● Synthesis of the existing data and information on skills demand and participation and representation in digital tech skills and employment 	Jan 2021 - Jun 2021
Cabinet Paper	Jul 2021
Inaugural Advisory Group Meeting	Sep 2021
Community consultation <ul style="list-style-type: none"> ● Barriers to digital tech employment and skills ● What changes did residents ask for ● What changes did different community groups ask for 	Nov 2021 -Apr 2022
Advisory Group Meeting	Apr 2022
Employer survey <ul style="list-style-type: none"> ● Barriers to local recruitment for digital tech ● What changes did employers ask for ● Top skills for an entry-level role 	Feb 2022 - Apr 2022
Advisory Group Meeting	Jun 2022
Roundtable discussion <ul style="list-style-type: none"> ● Solution ideas to address barriers 	June 2022
Advisory Group Meeting	Oct 2022
Advisory Group Meeting	Nov 2022B
Launch event: Breaking the Barriers <ul style="list-style-type: none"> ● DiT Report & Recommendations launched ● Here East Partnership Event 	Nov. 2022
London Tech Week Event <ul style="list-style-type: none"> ● Employer Showcase: Opening Doors to Diverse Talent ● Here East Partnership Event 	Jun. 2023

DiT Workstreams & activities	Milestone dates
Anti Racist Summit 2023: Partnerships Day Event <ul style="list-style-type: none"> Diversity in Tech showcase: How we are working with the business community 	21 Nov 2023
Enhanced Digital Tech Skills and Training Offer for Residents <ul style="list-style-type: none"> JSFL Skills for London 	Feb 2024
London Tech Week Event <ul style="list-style-type: none"> Peer-to-peer community showcase: Community led advice, coaching and mentorship to help peers access digital tech careers Delivered in Partnership with LIFT Here East Partnership Event 	June 2024



Skills Economy and Growth Scrutiny Commission 20th November 2023 Item 5 – Sustainable Insourcing and Procurement Strategy	Item No 5
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Outline

The Council's Insourcing Policy and Procurement Strategy are being merged into a new strategy. The draft strategy is currently in development and the purpose of this item is to understand the ambitions of the council in relation to sustainable insourcing and procurement.

Report in the agenda:

To support this discussion the following presentation was provided in advance for background reading.

- Presentation *to follow*

Invitees from London Borough of Hackney

- **Cllr Rob Chapman** Cabinet Member
- **Rotimi Ajilore** – Head of Procurement and Energy
- **Merle Ferguson** – Procurement Strategy and Systems Lead

Action

The Commission is asked to note the presentation and ask questions.

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<p>Skills Economy and Growth Scrutiny Commission</p> <p>20th November 2023</p> <p>Item 6 – Joint Overview and Scrutiny Net Zero Report and Executive Response</p>	<p>Item No</p> <p>6</p>
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Outline

It was recognised that to reach the UK’s net zero ambitions will require all tiers of government, businesses, institutions and communities to work closely together.

The Council declared a climate emergency in 2019 and has been building its vision to transition to net zero since. Hackney, and the UK generally, has made good progress in reducing emissions over the last decade, but it is recognised that faster and coordinated action will be needed to protect communities and the environment from the effects of climate change.

The Net Zero Review was established by the Scrutiny Panel in October 2021. It was set up to look at what is needed to meet national and local net zero targets, set by Government and the Council. This review also looked at how the Council planned to meet its ambitions in a manner that was affordable, efficient and fair.

The review was an amalgamation of work by the overarching Scrutiny Panel and the thematic Scrutiny Commissions: Health in Hackney, Living in Hackney and Skills, Economy and Growth during the municipal year 2021/2022.

The draft report and recommendations were finalised and agreed by Scrutiny Panel in April 2023 and the Executive response was agreed by Cabinet in October 2023.

Reports attached for this item

- Net Zero Overarching Scrutiny Panel Review draft report
- Cabinet Response to report and recommendations

Action

The Commission is asked to note the Executive response.

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Net Zero
Overarching Scrutiny Panel
Review

 **Hackney**

Table of Contents

Chair's Foreword	4
Introduction	5
Methodology	6
Recommendations	6
National Policy and Context	9
The role of central government	9
National progress against net zero	10
Local Policy and Practice	11
The role of regional and local government	11
The case for local climate action	12
Hackney's Climate Action Plan	13
Monitoring, Governance and Leadership	14
Political leadership	14
Corporate governance	15
Monitoring	16
Stakeholder engagement	17
Investment and Finances	18
Cost of transitioning to net zero	18
Sources of finance	19
Housing and Corporate Property	21
Council housing	21
Private sector housing	22
New homes delivery	23
Council strategic property	24
Transport	26
Public transport	26
Active travel	27
Electric vehicles (EV) charging infrastructure	28
Energy	30
Planning policy	30
Renewable energy generation	32
Purchasing renewable power	33
Education, Skills and Economic Development	35
Consumption	35
Supporting local businesses to decarbonise	36
Education and skills	37
Conclusion	41
Finance Comments	41
Legal Comments	41
Appendices	41

Membership	41
Participants	42
Meetings	44
Bibliography	45
Glossary of Terms	48
List of Abbreviations	50

DRAFT

Chair's Foreword

The climate emergency has a daily impact on our lives in Hackney. As residents we experience soaring temperatures and sudden floods. Climate change has a very real impact on our activities and well-being and impacts our physical and mental health. Poor air quality in London shortens lives disproportionately impacting residents who are more vulnerable economically and socially. Climate Justice is inextricably linked to economic, social and racial justice.

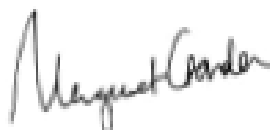
Many of us living in Hackney have close ties with the global south who experience even more devastating extremes of climate change. Hackney's communities have a proud tradition of campaigning and activism and many of our residents are at the forefront of climate activism.

In the May 2022 elections the vast majority of residents voted for parties committed to tackling climate change. With this background and Mayor Glanville's role as chair of the London Council's Transport and Environment Committee it is essential that Hackney is ambitious and innovative in tackling the climate emergency.

Following Mayor Glanville's declaration of a climate emergency and the council setting a target of net zero across council functions by 2040 Scrutiny Panel and the Scrutiny Commissions were determined to take central role holding the executive to account for the implementation of the policy. This report and its recommendations reflect an innovative way of working for Scrutiny in Hackney as it draws together thematic work across the commissions as well as by Scrutiny Panel.

All of the scrutiny work underpinning this report took place prior to the consultation of Hackney's draft Climate Action Plan. We welcome the ambitions of the plan particularly where it reaches beyond council functions but will continue to interrogate its delivery. In particular, it is a priority for us that the council engages widely across our communities that the developing plan draws on the lived experience of all Hackney's residents and that ensuring a just transition for all parts of our community is central to delivery.

I would like to thank the chairs, vice-chairs and all scrutiny commission members and everyone who gave evidence to the commissions for their contributions to this work as well as the Scrutiny team.



Councillor Margaret Gordon

Chair of the Scrutiny Panel

Introduction

The climate and ecological crisis is already having visible effects on the world - the earth is warming, rainfall patterns are changing and sea levels are rising. These changes are leading to increased extreme weather events, such as flooding and drought, are risking the supply of natural resources and are having a detrimental impact on human health. In Hackney we have seen this first hand, with a number of major floods being experienced in recent years - most notably in Finsbury Park.

Internationally, policy and decision makers are beginning to act. The Paris agreement underlines the need for net zero, requiring countries and territories like the UK to transition to a state in which the greenhouse gases going into the atmosphere are balanced by removal of greenhouse gases out of the atmosphere. Achieving net zero will require changes that are unprecedented in their overall scale, and meeting the national net zero target is considered one of the biggest, most complex and cross-cutting challenges that the UK faces.

Reaching the UK's net zero ambitions will require all tiers of government, businesses, institutions and communities to work closely together. In response, the Council declared a climate emergency in 2019 and has been building its vision to transition to net zero since. Hackney, and the UK generally, has made good progress in reducing emissions over the last decade, but it is recognised that faster and coordinated action will be needed to protect communities and the environment from the effects of climate change.

It is within this context that the Net Zero Review was established by the Scrutiny Panel in October 2021. It was set up to look at what is needed to meet both national and local net zero targets, and to ask how the Council could better meet its ambitions in a manner that is affordable, efficient and fair. We felt we could play an active role in stress-testing and querying assumptions in the development of local climate action, particularly in light of the pandemic, and support the Council to engage with key stakeholders in the locality to better understand and align priorities.

The way in which the review was approached reflects the scale of the net zero challenge and its cross-cutting nature. Through the Scrutiny Panel and thematic Scrutiny Commissions, we engaged, listened and learned from a range of organisations, businesses, industries and communities on a number of issues and policy areas from decarbonising buildings, transport and waste, to supporting the delivery of clean energy projects, managing a transition to a low carbon, circular economy and enabling green growth.

The recommendations made in the review reflect this extensive engagement, and we have sought to understand not only the barriers which are challenging the delivery of local action, but also the opportunities that can support local stakeholders in their net zero journey. While our recommendations are directed at the Council and key stakeholders, tackling climate change is a shared responsibility and we recognise the importance of ensuring that all of Hackney's stakeholders are actively involved in climate action.

Methodology

The review was an amalgamation of work by the overarching Scrutiny Panel and the thematic Scrutiny Commissions: Health in Hackney, Living in Hackney and Skills, Economy and Growth.

We gathered a range of qualitative and quantitative evidence to meet the aims and objectives of the review. The methods and sources used to gather this evidence are summarised below.

Desktop research and analysis

Desk based research was used to help establish the national legislative and policy framework which guides the UK's transition to net zero and to review key national data and trends, academic research and policy analysis in relation to climate change and net zero.

Consultation with local stakeholders

A range of local stakeholders were consulted as part of the review to establish local policy and practice in relation to climate change and net zero. As well as providing an opportunity to review localised data, consultation with local stakeholders facilitated a more qualitative assessment of climate action in Hackney.

Comparisons with other local authorities

To support comparative analysis of local climate action across the capital, London Borough of Harrow, London Borough of Waltham Forest, the Greater London Authority (GLA) and London Councils were invited to contribute to the review. Their involvement helped us to compare and benchmark policy and practice, and helped us to identify additional good practice where relevant.

Specialist contributions

Expert independent analysis helped us to gather further insight into the Council's path to net zero. This was provided through direct submissions to the review from Buro Happold, as well as desktop research and analysis.

Recommendations

	Monitoring, Governance and Leadership	Page
1	The Council should report back on how progress against the objectives of the Climate Action Plan will be measured and monitored, and how oversight structures including the Audit Committee, Scrutiny Panel and Scrutiny Commissions will fit into the monitoring framework.	17

2	The Council should explore establishing an appropriate and robust external governance framework to reflect that the transition to net zero is not focused only on its own activities, but also on those borough-wide emissions for which it is not responsible.	17
3	The Council should demonstrate how each service department will contribute in concrete terms to the management and delivery of the Climate Action Plan, and in particular the accompanying Three Year Implementation Plan , (both in terms of implementing actions, budgeting and continuing to innovate) for those areas that relate to their remits.	17
4	The Council should explore the ways in which it can improve its engagement on net zero with harder to reach groups and those least likely to engage in formal ways , such as those whose first language is not English, people with disabilities, young people, the elderly, people with low literacy levels and the digitally excluded.	17/18
Investment and Finances		
5	The Council should undertake more detailed modelling on current and future spending on net zero-related policies, as well as the benefits derived from this expenditure , to develop a fuller understanding of the finance and resourcing needs of the transition to net zero.	20
6	The Council should collaborate with other boroughs and regional authorities to lobby central government to get external funding for the net zero agenda, and should proactively identify and respond to new funding opportunities as they arise.	20
Housing and Corporate Property		
7	The Council should ensure its tenants and leaseholders are supported as much as possible to engage in low-carbon lifestyles , for example through welcome packs providing information and discounts at reuse and repair shops.	25
8	The Council should demonstrate how it will work with registered social landlords operating within the borough to coordinate actions on retrofit and other decarbonisation measures, and share examples of good practice for mutual benefit.	25
9	The Council should explore broadening the licensing requirements for additional houses in multiple occupation (HMO) and selective licensing schemes to cover the whole borough and include energy efficiency, retrofitting and fuel poverty requirements.	25
10	The Council should investigate and report back on the options and implications for expanding the provision of retrofitting and net zero advice to owner-occupiers and the private rented sector, and consider identifying retrofit champions who are willing to talk about their experiences of retrofitting.	25

11	The Council should report back on its longer term plan on how it intends to bring the corporate estate in line with the net zero goal , including its retrofitting programme and exploration of clean energy projects.	25
12	The Council should explore including within lease agreement requirements for its commercial property tenants to use renewable electricity, monitor usage and make energy-related information available .	25
	Transport	
13	The Council and Transport for London should review decarbonisation pathways for bus services in Hackney , particularly around the opportunities to accelerate the rollout of electrification technologies.	29
14	The Council should explore the ways in which it can improve the evidence base for increasing the uptake of active and sustainable travel choices across the borough, with a particular focus on the links with health, education and the local economy.	29
15	The Council should undertake a business perceptions survey to measure how local businesses view active travel and its impact on them, and how best to share information and engage with businesses on this agenda.	29/30
16	The Council should review current activity in promoting electric vehicles (EVs) across London and explore ways in which it can work more closely with vehicle manufacturers and operators to deliver consistent and high-quality provision that removes all barriers to uptake.	30
	Energy	
17	The Council should embed the use of Post Occupancy Evaluation (POE) and data sharing in its planning policy, on all developments where the building has been in use for a minimum of three years to ensure robust monitoring processes for energy performance and enable constructive dialogue with developers on energy efficiency.	34
18	The Council should report back on the current London-wide picture of decentralised energy projects and pipeline schemes that could provide opportunities for future programmes, and explore collaborative procurement/investment opportunities for renewable power with other boroughs and regional authorities such as the North London Waste Authority.	34
19	The Council should enhance communications around the benefits of installing solar panels and the support available to businesses and households .	34
20	The Council should keep the hydrogen production market under review , and where possible ensure all new or replacement boilers are considered for hydrogen gas heating .	34
	Education, Skills and Economic Development	

21	The Council should outline the progress it has made in embedding actions to reduce carbon emissions into internal procurement and management processes, and the options it is exploring to go further.	40
22	The Council should report back on the impact of waste management work and objectives to reduce waste arisings and improve recycling and food composting rates , and with particular consideration given to commercial waste.	40
23	The Council should undertake local business surveys to identify the nature and level of support needed for local businesses to decarbonise, and to map existing green businesses in the borough.	40
24	The Council should work with neighbouring boroughs and partner organisations to identify new solutions and traffic management options to reduce carbon emissions from freight and logistics.	40
25	The Council should work with other boroughs, training and education partners and businesses to map out the scale and nature of green jobs in London and in Hackney, to consider the implications this will have on education and skills training provision.	40
26	The Council should work with schools and educational settings to enhance the quality of climate education, create hands-on opportunities for children and young people during the development and retrofitting of council-owned properties, and encourage carbon reduction measures in play areas and grounds such as tree planting, Sustainable Drainage Systems and natural play spaces.	40
27	The Council should report back on its plans to align, expand and grow its Direct Labour Organisation (DLO) to be able to undertake carbon reduction measures, such as installing low carbon heat sources and retrofitting, as well as the progress it has made to date.	40

National Policy and Context

The role of central government

In 2018, central government set the UK's first net zero target to be reached by 2050 - the first major economy to do so worldwide. To guide this transition, central government has published its Net Zero Strategy, which sets out a wide-ranging set of policies and proposals to reduce greenhouse gas emissions for each sector in the economy, including the UK's share of aviation and shipping.¹

The Department for Business, Energy & Industrial Strategy (BEIS) has overall responsibility in government for achieving net zero. Historically, the Department for Environment, Food

¹ [Net Zero Strategy: Build Back Greener, UK Government](#)

and Rural Affairs (Defra) and the Treasury (HMT) have also played important roles in designing UK climate policy. The Ministry for Housing, Communities and Local Government (MHCLG) and Department for Transport (DfT) are responsible for policies that affect buildings and transport emissions, which will have an increasingly important role to play in reaching net zero. Having said this, the all-encompassing nature of achieving net zero means that all government bodies, including departments, arm's-length bodies and executive agencies have a role to play.

The Climate Change Committee (CCC) is a non-departmental public body that advises central government on the climate, and publishes progress and advisory reports. It provides a national recommended Carbon Budget (the limit for UK net greenhouse gas emissions over a period of time), which acts as stepped reduction targets to achieve the central government net zero target of 100% reduction by 2050. These are then set in law, following which the government is required to bring forward policies to deliver the targets.²

The latest is the Sixth Carbon Budget (which runs from 2033 to 2037), outlining the required greenhouse gas emissions reductions, along with the current policy gap to help the country achieve them. It requires a 78% reduction in UK territorial emissions between 1990 and 2035. If this budget is met it would reduce the UK's annual per capita greenhouse gas emissions by 2035 in line with pathways consistent with meeting the Paris 1.5°C goal.³

These are comprehensive targets covering all greenhouse gases and all sectors, including international aviation and shipping, intended to be delivered entirely in the UK without recourse to international carbon credits. Meeting the targets requires action from businesses and people across all sectors, led by central government.

National progress against net zero

The UK has a leading record in reducing its own emissions. The CCC's Sixth Carbon Budget estimates that, as of 2021, the UK had reduced its greenhouse gas emissions by 47% below 1990 levels. Between 2008 and 2018, the UK's emissions reduced by 28%, faster than any other G20 economy. There was a decrease of 10% on 2019 greenhouse gas emissions but an increase of 4% on 2020, as greenhouse gas emissions in 2020 had been significantly impacted by the response to the COVID-19 pandemic.

Most of this reduction has come from changes to how electricity is generated, with a switch away from coal and increasing amounts coming from renewable sources such as wind, nuclear and solar power. Reducing emissions further to achieve net zero will require wide-ranging changes to the UK economy, including further investment in renewable electricity generation, as well as changing the way people travel, how land is used and how buildings are heated.

The CCC also reports on the UK's progress against achieving net zero by 2050. In its latest progress report to Parliament in 2022 the CCC stated that although central government now

² [Sixth Carbon Budget, Climate Change Committee](#)

³ [The Paris Agreement, UNFCCC](#)

has a Net Zero Strategy in place and positive progress has been made, important policy gaps remain.⁴ For example, the CCC suggests clear progress has been made in the sales of electric cars, although the development of charging infrastructure for electric vehicles is not making fast enough progress.

Rates of improvement in building energy efficiency continue to be below the necessary level. Limitations include the cost of retrofitting, mainly weighted towards the homeowner and the potential difficulties of retrofitting in older properties, including those listed or in conservation areas. Deployment of renewable electricity capacity, especially offshore wind, has been strong, although additional renewables and nuclear power are needed to meet the 2035 national grid decarbonisation goals.

The CCC's latest progress report also outlines a number of major risks to the UK achieving its targets including policy gaps associated with 57% of future greenhouse gas emissions, a lack of clarity over public engagement, the need to ensure effective governance of the Net Zero Strategy, and the availability of skilled workers to fill the needs of new low carbon markets.

Local Policy and Practice

The role of regional and local government

The Greater London Authority Act 1999 sets out environmental improvement and sustainable development as core aspects of the Mayor of London's role. They also have a duty to publish a 'London Environment Strategy' which covers an assessment of, and policies related to, biodiversity, waste management, climate change adaptation and mitigation, energy and air quality.⁵

Some of the most visible powers of the Mayor are in their control of London's transport network which gives them considerable scope over the capital's carbon emissions and air quality, alongside substantial powers over planning (although the role does not have significant responsibility for land management).

The Mayor of London has set a target for London to be net zero carbon by 2030 and selected a preferred pathway to net zero - the Accelerated Green pathway. Amongst other things, achieving this will require a nearly 40% reduction in the total heat demand of London's buildings, 2.2 million heat pumps in operation in London by 2030, 460,000 buildings connected to district heating networks by 2030, a 27% reduction in car vehicle km travelled by 2030 and fossil fuel car and van sales ended by 2030 and enforced in line with government's existing commitments.⁶

Local government has a key role to play in delivering net zero by 2050. Many local authorities have declared climate emergencies, and some have developed strategies and

⁴ [2022 Progress Report to Parliament, Climate Change Committee](#)

⁵ [London Environment Strategy, Greater London Authority](#)

⁶ [London Net Zero 2030: An Updated Pathway, Greater London Authority](#)

action plans to deliver net zero targets by 2050 and in some cases sooner. Local authorities play an important role in decarbonising local transport, buildings, energy and waste, and the overarching powers held by local authorities such as for spending, borrowing, investment and procurement will also be important in reducing carbon emissions.

Not only does local government drive action directly, but it also plays a role in communicating with, and inspiring action by, local businesses, communities and civil society. Although few emissions are within their direct control, 82% are within the scope of influence of local authorities, and around a third are dependent on sectors that are directly shaped or influenced by local authority practice, policy or partnerships.⁷

We know that local leaders are well placed to engage with all parts of their communities and to understand local policy, as well as political, social and economic nuances relevant to climate action. They can decide how best to serve communities and how to integrate activity so that action also delivers wider benefits - such as for fuel poor households, the environment and biodiversity, and the provision of green skills and jobs.

The case for local climate action

In 2020, the Council undertook an assessment of where Hackney's greenhouse gas emissions come from, looking at most recent available data at the time (2018).⁸ It showed that the type and amount of fuel used in buildings and vehicles are the biggest part of Hackney's territorial emissions, and most of these were from the fuel used in buildings, like gas-powered heating and using electricity for lighting and appliances. Cars and motorbikes create about 44% of emissions and LGVs about 37%, and buses emit the remainder. 74% of emissions are from consumption emissions, which come from a diverse range of goods and services.

The Council has also modelled the 'pathways' of actions and changes that would reduce emissions from buildings and vehicles, which requires direct changes to the energy systems and roads within Hackney. The modelling showed the actions that need to occur in Hackney include supporting the retrofit of public and private buildings, swapping gas boilers for low-carbon heat sources, tightening controls on the emissions produced by existing and new buildings, encouraging active travel and transitioning to electric vehicles and supporting businesses and communities to reduce greenhouse gas emissions in the products and services they use.

Reaching net zero will therefore require not only changes to energy systems and low-carbon infrastructure but behaviour shifts in how we travel, what we buy and how we use energy in our homes. The CCC's 2021 progress report estimates that practical solutions alone can only deliver 41% of required national greenhouse gas reductions - 59% of emission reductions will rely partially or wholly on behaviour changes.⁹

⁷ [Local Authorities and the Sixth Carbon Budget, Climate Change Committee](#)

⁸ [Net Zero Energy Strategy, London Borough of Hackney](#)

⁹ [2021 Progress Report to Parliament, Climate Change Committee](#)

Hackney has made progress in reducing emissions - the Council has committed to a 45% reduction in its own emissions (which equate to around 5% of the whole borough's emissions) by 2030 and net zero emissions by 2040. While the Council's emissions only account for about 5% of the borough's overall emissions, it also has a number of regulatory levers that can influence change on an estimated 25% of borough-wide emissions. Since 2010, borough-wide emissions from buildings and road transport in Hackney have fallen by about 27%.

Other organisations in the borough are taking a lead, too - Homerton University Hospital NHS Foundation Trust, for example, has achieved the Planet Mark in recognition of its efforts to reduce emissions and report its progress. It is the first hospital in the country to achieve this, and has maintained its certification since 2017, and the hospital has successfully cut its greenhouse gas emissions by 9.2%.¹⁰

Hackney's Climate Action Plan

Hackney's Climate Action Plan (CAP) was presented to Cabinet in October 2022. It provides a framework for businesses, organisations and individuals in Hackney to take action to reduce emissions and adapt to climate change.¹¹

We heard that the CAP will continue to be developed to keep pace with shifts across society, technology and wider policy, including the changing needs of communities, groups and organisations in Hackney.

The CAP aims to:

- Outline what a greener Hackney could look like by 2030 based on a fair and just transition.
- Build a shared understanding of the climate crisis and how stakeholders can work together to reduce emissions and adapt to climate change.
- Identify areas where local partners can collaborate on key strategic challenges such as financing and policy change.
- Outline proposals for monitoring and governance arrangements, as well as future stakeholder engagement.

Alongside this plan is a Three Year Implementation Plan, which provides a set of proposed actions for the Council to undertake over the next three years that contribute to delivering the goals and objectives of the CAP.¹²

A number of implementation levers have been identified by the Council:

- Strategies, research and plans such as better planning guidance to enable domestic retrofit and new housing and transport strategies.

¹⁰ [Homerton Hospital Trust, Planet Mark](#)

¹¹ [Hackney Climate Action Plan 2023-30, London Borough of Hackney](#)

¹² [Hackney Implementation Plan 2023-26, London Borough of Hackney](#)

- Partnerships and private sector collaboration and convening such as working with London Councils, other local authorities, housing associations, anchor institutions and key utility providers.
- Education and training such as better signposting and reskilling staff
- Delivery and flagship projects such as business as usual work and retrofit pilots of social housing.
- Regulations, licensing and planning such as lobbying for changes in domestic and non-domestic minimum energy efficiency standard (MEES) regulations and the scheduled Local Plan 33 update.

Monitoring, Governance and Leadership

Climate action cuts across all council departments and functions, and will involve the continued engagement of key stakeholders across Hackney. While every local authority's response is different, there are likely to be common themes underpinning good governance, leadership and political direction.

We therefore queried whether there was clear political and corporate leadership of the response to climate change in Hackney, how the Council will approach stakeholder engagement and whether there was a committed governance and monitoring process driving the response forward.

Political leadership

We heard that there are two Cabinet Members with overall responsibility for driving the Council's transition to net zero. The Cabinet Member for Environment and Transport has overall responsibility for climate change, including responding to the climate emergency, mitigation, adaptation and public awareness. The Cabinet Member for Families, Parks and Leisure has responsibility for the Council's tree programme and cross-cutting work on green infrastructure, nature recovery and biodiversity.

Having said this, due to the cross-cutting nature of the transition to net zero, all Cabinet Members will have a role to play and will need to work closely together if the Council is to achieve its ambitions. For example, the Cabinet Member for Housing has some responsibility for the retrofitting of council homes, the Cabinet Member for Employment, Human Resources and Equalities for green skills and jobs and the Cabinet Member for Delivery, Inclusive Economy and Regeneration for the planning service and economic development.

The Mayor of Hackney also holds a number of key roles regionally in respect of the climate crisis, as Chair of London Council's Transport and Environment Committee and a Member of its Leader's Committee. The Mayor is also Co-Chair of the Green New Deal Advisory Group which supports the Green New Deal workstream of the London Recovery Board.

Corporate governance

The Council's transition to net zero of solely its corporate functions will require mobilisation and leadership across the organisation, ownership of particular elements of the overarching CAP and involve transformational work across almost all functions.

We heard that work is ongoing to establish whether additional internal governance structures are needed to manage this area of work in the future and maximise its impact. This is coupled with work to develop a clearer picture of corporate roles and responsibilities to ensure the Council reduces duplication or overlaps, makes clearer distinctions between strategic and delivery roles and confirms key accountabilities for targets and progress.

The Environmental Sustainability Board was established in 2019 to coordinate the work across the many functions of the Council that were either in train or needed in response to the risks associated with climate change, loss of biodiversity and pollution and waste. The Board is Co-Chaired by the Group Director for Finance and Corporate Resources and includes in its membership Cabinet Members and key officers covering a range of functions.

The Strategic Officers Climate Group is the key tool for delivering the Council's Three Year Implementation Plan and is made up of leads for each thematic area, as well as expertise in communications, engagement, finance, procurement, economic development and employment and skills. It meets bi-monthly, and can also establish task and finish groups to address specific challenges and work streams that may arise where appropriate.

We were told that the London Councils Climate Change programmes were established in 2019 to develop common priorities for climate action plans across London Boroughs, establish a common approach to climate change data and reporting and coordinate climate change action across the capital and nationally.¹³ The Strategic Director for Sustainability and Public Realm and the Group Director for Finance and Resources are members of the Cross Director Climate Coordination Group.

As part of this work, the Council was chosen to lead on the low carbon development programme which seeks to support local authorities to secure low carbon buildings and infrastructure via borough planning. The Head of Planning and Building Control is a member of the Lead Borough Coordination Group.

There are also a number of other programmes being led by boroughs across the capital:

- Retrofit London - London Boroughs of Enfield and Waltham Forest
- Low Carbon Transport - London Borough of Kingston and City of Westminster
- Renewable Power for London - London Borough of Islington
- One World Living - London Borough of Harrow
- Building the Green Economy - London Borough of Hounslow
- Creating a Resilient and Green London - London Borough of Southwark

While each local area is different, each will also share many challenges and opportunities in their journeys to net zero. We were pleased to hear that the Council was committed to building on its existing relationship with London Councils on the climate change agenda to

¹³ [Climate Change Programmes, London Councils](#)

develop better regional and sub regional relationships to promote collaboration and enable stronger collective advocacy.

Monitoring

A key part of future governance arrangements will be to monitor, evaluate and report the progress of action against the objectives of the transition to net zero. It should be noted, however, that local authorities do not currently have to monitor or report reductions in their own or area emissions, and reporting remains inconsistent across local government without national guidance and standardisation.

Since undertaking the review we have heard that the Council expects to adopt the monitoring approach proposed by London Councils using the London Energy and Greenhouse Gas Inventory for borough-wide greenhouse gas emissions, and the Local Partnerships Greenhouse Gas accounting tool for greenhouse gas emissions.¹⁴ This will be cross referenced with other data sources including the BEIS UK greenhouse gas emissions statistics published annually (though these only include territorial emissions).¹⁵

We were pleased to hear that a defined monitoring framework for Council emissions is scheduled to be presented to Cabinet in May 2023, and that there is ongoing work with other boroughs via London Councils to look at ways of coordinating reporting and monitoring processes. Progress against the objectives of the transition to net zero will be reported through the Environmental Sustainability Board, as well as through existing commitments to produce an annual report to the Full Council. We look forward to receiving a clearer outline of the outcome measures and monitoring framework at a future Scrutiny Panel meeting.

We heard that the Audit Committee had undertaken a deep dive review to seek assurance that internal governance and monitoring arrangements are robust and the future delivery programme is aligned with the capital programme. However, it was not clear what future role it would have in the oversight of climate action, and we came away with a sense that there is a need for structures such as the Audit Committee and the Scrutiny Panel and Commissions to retain a close interest in the delivery of local climate action.

We also heard that the Council recognised that broader external governance and oversight arrangements will need to be developed to ensure it is not solely focused on council activities, but also on a range of borough-wide greenhouse gas emissions for which the Council is not responsible and may have lesser influence. We feel this is important as it will not only allow the Council to monitor borough-wide progress, but also help to develop trust and buy-in from key stakeholders and communities.

Stakeholder engagement

The success of the transition to net zero also depends on the continued involvement of Hackney's residents, businesses and organisations, and climate action across the UK has

¹⁴ [London Energy and Greenhouse Gas Inventory \(LEGGI\), London Datastore](#)

¹⁵ [UK greenhouse gas emissions statistics, UK Government](#)

emphasised the need for a more in depth and longer term approach to the engagement of key stakeholders in local areas.

We heard that current plans in this area include developing a future Hackney Net Zero Partnership to convene partners and businesses (including major landowners, public institutions, large businesses and large housing associations), aligning existing networks and key partnerships with the objectives of the CAP and developing a more diverse range of engagement and participatory methods.

So far, the Council has led a mix of project-based statutory consultations and broader digital and place-based resident engagement on Low Traffic Neighbourhoods (LTNs), School Streets, the Parking Enforcement Plan and other walking and cycling proposals. In addition to these projects, the Council has worked with already-engaged residents, external stakeholders and experts and local groups on its Air Quality Action Plan and Local Nature Recovery Plan.

We were told that there have so far been two large scale public engagement events on the transition to net zero in Hackney. The first was held with voluntary and community organisations and the second with a demographically representative group of residents who debated the key elements of the Council's net zero ambitions. Whilst this is encouraging, we feel that more can still be done to ensure that the voices of harder to reach groups and those least likely to engage in formal ways are included in the transition to net zero.

Climate action cuts across all council departments and functions, and involves the engagement of a number of key stakeholders across the borough. For an effective response there needs to be visible ownership and leadership - both collectively and individually.

We have been encouraged to hear about the Council's leadership championing and directing action on climate change, and feel that a shift in mindset and culture is beginning to be seen across the organisation. However, we feel that more can be done to establish clear governance and monitoring arrangements, ensure staff from all departments are clear on their role in helping the Council reach its climate goals, and ensure all of Hackney's stakeholders are active partners in the journey to net zero.

Key recommendations:

Recommendation 1

The Council should **report back on how progress against the objectives of the Climate Action Plan will be measured and monitored, and how oversight structures including the Audit Committee, Scrutiny Panel and Scrutiny Commissions will fit into the monitoring framework.**

Recommendation 2

The Council should **explore establishing an appropriate and robust external governance framework** to reflect that the transition to net zero is not focused only on its own activities, but also on those borough-wide emissions for which it is not responsible.

Recommendation 3

The Council should **demonstrate how each service department will contribute in concrete terms to the management and delivery of the Climate Action Plan, and in particular the accompanying Three Year Implementation Plan**, (both in terms of implementing actions and budgeting) for those areas that relate to their remits.

Recommendation 4

The Council should **explore the ways in which it can improve its engagement on net zero with harder to reach groups and those least likely to engage in formal ways**, such as those whose first language is not English, people with disabilities, young people, the elderly, people with low literacy levels and the digitally excluded.

Investment and Finances

Access to finance is a key cross-cutting issue for local authorities in delivering net zero across all sectors. Reaching net zero will require major investment from both the public and private sector and a realignment of council finances to ensure climate change is embedded in all financial decisions.

We therefore sought to understand the likely cost of transitioning to net zero, as well as the various sources of financing available to local authorities, businesses, organisations and individuals.

Cost of transitioning to net zero

The CCC's Sixth Carbon Budget estimates that UK low carbon investment each year will need to increase from around £10 billion in 2020 to around £50 billion by 2030. Other analyses have come to broadly similar conclusions - in a July 2021 report on fiscal risks, the Office for Budget Responsibility estimated a net cost of the UK reaching net zero by 2050 to be £321bn, or just over £10bn per year.¹⁶ In London, the Mayor's Accelerated Green Pathway is estimated to require at least £75 billion of investment between now and 2030 in infrastructure and £108 billion in total by 2050.

At the same time, continuing economic volatility is impacting Hackney's residents at a local scale through the cost of living crisis - reducing take home pay for many, alongside the rise in costs of basic essentials such as food or energy. The Council itself continues to face significant financial challenges over the medium term and the resources needed to finance the transition to net zero are significant.

Looking at wider plans for decarbonisation across the Council's estate, for example, major investment will be needed in the short/medium term to retrofit Council owned buildings, including social housing stock, and to improve insulation and energy systems, even if there may be savings to be derived in the long term from reduced waste collections, energy efficiency and energy generation activities. Other Hackney stakeholders will share similar

¹⁶ [Fiscal risks report July 2021, Office for Budget Responsibility](#)

challenges in funding their journey to net zero, too - for example, homeowners and landlords will need access to affordable financial products, such as loans and green mortgages, and large organisations will need to work together to attract private investment.

We heard that the Council will therefore need to target available budgets where it will have the most impact either by match funding to pull in external grants or by investing in projects that draw in other investment. All of the actions needed to transition to net zero requiring additional funding will need to be considered in light of budgetary cost pressures, both revenue and capital, and the external factors impacting its finances, such as increasing inflation (especially in the construction sector), the impact of the cost of living crisis on income collection and the rising cost of borrowing.

In the near term, however, investment could support the UK's economic recovery following the pandemic and seek to mitigate the impacts of the current energy crisis. In the medium and longer term, investment could generate substantial fuel savings, as cleaner, more-efficient technologies replace fossil fuel and, in time, these savings could cancel out the investment costs entirely. The CCC's Sixth Carbon Budget estimates that net costs for the transition will be below 1% of GDP throughout the next 30 years. In addition to cash returns, investment may also unlock wider benefits such as local economic stimuli, improved health outcomes reducing the ongoing cost of healthcare services, job creation and opportunities to reskill and the alleviation of fuel poverty.

Sources of finance

We heard that, unlike businesses, local authorities have to run balanced budgets and cannot borrow for day-to-day spending, though they can undertake longer term borrowing at low rates (for example for capital programmes). On average, around 40% of local authority income is from Council Tax, nearly half is from government grants and the rest from business rates, and well over half of these resources are spent on education services and adult and children's social care (much of which is allocated in ringfenced grants).

As of October 2022, £25 million from 2022/23 to 2024/25 had been earmarked as part of the Council's existing programme of climate related works, and private sector investment worth £11.56 million had been secured to support the transition to net zero. We were pleased to hear that the Council is taking the next steps in identifying sources of funding and capital investment for itself and other key stakeholders across Hackney such as grant funding from central government, borrowing, local climate bonds, private sector capital and carbon offsets. However, it was clear that there was still significant work to do in this area, especially in terms of planning for the period 2025 to 2030.

An important part of the funding landscape is the diverse range of grant funding schemes provided by central government to support local delivery. However, we were told that central government has not yet provided certainty on its long-term funding plans for key areas of the transition such as retrofit and energy efficiency, and that some characteristics of the funding landscape have caused barriers to take-up and the effective delivery of climate objectives. For example, fragmentation of funding into multiple schemes for specific purposes makes it more complex to find funding and limits delivery across multiple objectives, and short

delivery timescales limits the ability to plan for the longer term and develop the capacity and skills needed for net zero.

We heard that as a result of the pandemic and cost of living crisis, some major funders such as Transport for London (TfL) and the GLA are facing uncertainty with their finances, making it difficult to state what level of funding will be granted for future years. Like the Council, they too are dealing with risks associated with high inflation and interest rates and increasing energy prices. Clearly, there is a huge gap in funding and innovative funding solutions need to be explored as well as leveraging in funding from central government.

In many ways the cost of net zero and the availability of finance is the most significant challenge for the Council in meeting its net zero goals, given the need to realign already stretched finances and mobilise substantial investment from a wide range of organisations outside of its direct influence.

We were reassured there is a clear recognition across the organisation of the scale of investment needed, and that some work has been undertaken to identify possible partners and sources of funding to support local climate action. Having said this, more work needs to be done to establish the finances needed for net zero-related policies, and to work in partnership to ensure sources of funding are available for the net zero agenda.

Key recommendations:

Recommendation 5

The Council should **undertake more detailed modelling on current and future spending on net zero-related policies, as well as the benefits derived from this expenditure**, to develop a fuller understanding of the finance and resourcing needs of the transition to net zero.

Recommendation 6

The Council should **collaborate with other boroughs and regional authorities to lobby central government to get external funding** for the net zero agenda, and should **proactively identify and respond to new funding opportunities** as they arise.

Housing and Corporate Property

Housing stock across the borough varies significantly – from modern stock built at a small scale (such as infill in existing estates) through to larger scale post-war and interwar estates (some involving high-density blocks) to individual homes purchased on an ad hoc basis to meet local need. So too does the Council's corporate estate, which includes offices, depots, libraries and community halls, all of which are hugely varied and range in design, construction and use.

We queried how the Council is planning to understand and act on the need to adapt existing housing stock and its corporate portfolio to address the impacts of climate change, as well as how it is planning to ensure new homes are climate resilient.

Council housing

The Council manages and maintains over 30,000 homes (a third of Hackney's housing stock), approximately two-thirds of which are tenanted and one-third of which are leasehold. More than 90% of its homes have one, two or three bedrooms, and the majority (55%) date from the mid-century period of 1945 to 1970, with a further 31% dating from between 1970 and 2000. It also has a small but significant proportion of older and very new properties, each of which have specific maintenance requirements.¹⁷

We heard that energy consumption in council housing can be reduced through retrofits, such as adding insulation to roofs and walls, installing double glazing and replacing existing power sources with renewable sources like heat pumps and solar panels. However, like many other local authorities, the Council anticipates various challenges in retrofitting its housing stock. Perhaps the greatest challenge is the availability of finance - at a time in which the Council has limited means due to competing demands for its resources.

We were told that the capital investment levels required across the Council's housing stock, including the level of external funding available, puts the average costs between £20,000 to £70,000 per unit. Based on funding and assumptions as of late 2021 and taking the mid-range cost of £50,000, the estimated shortfall per unit was £30,000. This is the equivalent of £700 million of funding which cannot be funded through the Housing Revenue Account without external funding. While government schemes have increased the public funds available, but not yet to the level required, and private finance solutions are not yet widely available.

The Council will also need to consider the cost of retrofitting to those living in council housing - electricity is more expensive than gas (even with recent gas price increases), and any move to low carbon heat solutions across its housing stock will likely see average household energy costs increase. There will also be cost implications for leaseholders, and leasehold properties will require the agreement of the freeholder to undertake modifications, adding further complications. We came away with a feeling that, for those tenants and leaseholders who may be worried about what retrofit means for their homes, lifestyles and finances, coproduction and engagement will be crucial.

Clearly, there needs to be a significant amount of public and private finance measures mobilised for retrofit, and for this to happen there needs to be local and regional coordination. We were encouraged to hear that the Council is engaging with London Council's Retrofit London workstream which, amongst other actions, seeks to identify the ways in which boroughs can coordinate applications for government funding and assess borrowing and private investment opportunities, as well as to introduce a series of metrics and reporting measures to guide boroughs' retrofitting activity.

We know that housing associations make up a large proportion of landlords in Hackney and manage a significant number of homes across the borough. We were told that, while there are significant differences between the Council and housing associations both in terms of their approach to stock management and their underlying economic model, there is a wide

¹⁷ [Housing Asset Management Strategy 2019-27, London Borough of Hackney](#)

range of retrofit actions and activities which will need to be undertaken by housing associations for Hackney achieve its net zero ambitions. We came away with a sense that, while these could happen in parallel, there is every reason to build bridges between the two programmes where appropriate.

Private sector housing

The private rented sector (PRS) has approximately 35,000 units across the borough, and has seen a significant increase over the last 10 to 15 years. Around a third of Hackney residents now live in the private sector - it represents the fastest growing private rented stock in the UK over the last 20 years, increasing from around 3,000 units in that time. We heard that around a quarter of Hackney's housing stock belongs to homeowners, which is around half the London average and significantly lower than the national average of 63%.¹⁸

There are steps that the Council and its partners can take to promote better energy use in existing private stock, but the limits to council action will be especially keenly felt in this area. In most respects, influence on private sector housing is likely to be limited to new builds and overall planning policy. We were told that the Council has more leverage over private rented stock than it does over owner-occupier stock, as powers and funding schemes do not extend to the owner-occupier sector.

We heard that the Council is looking to increase retrofits and energy monitoring in private properties, and encourage retrofits in conservation areas and heritage buildings where appropriate. Good work is already underway in this area - for example, Hackney Light and Power is supporting private rented and owner-occupier households to improve the energy efficiency of their homes through the Green Homes Programme.

We were encouraged to hear that the Council had been giving advice to renters, landlords and owner-occupiers about the steps they can take to improve the energy efficiency of their homes. This includes basic information on what retrofit is and why it is important, as well as signposting to relevant support and further guidance. It was clear, however, that such support is limited by a lack of resourcing and capacity amongst officers, despite the willingness and skillset to do so.

However, like the Council, landlords and homeowners will face their own set of challenges when it comes to retrofit. For landlords, the cost of retrofitting is high - we heard that 85% of landlords in Hackney are amateur landlords (owning 1-3 properties), and that many found retrofitting to be too expensive. The financial benefits are uncertain or unclear for some, especially as the main beneficiaries of retrofit action in the short-term tend to be tenants rather than landlords themselves. In response, landlords in the borough are increasingly reviewing their stock (e.g. selling properties that are complicated/expensive to retrofit) which could have an impact on the local housing market.

We heard that the PRS in Hackney is mainly made up of older stock with more complicated retrofit requirements, and, to many landlords, retrofit can therefore appear to be excessively

¹⁸ [Hackney Housing Strategy 2017-22, London Borough of Hackney](#)

complex. In addition, mixed ownership is increasingly common in Hackney, with ownership often complicated by the distinctions of freehold and leasehold. Changes to building fabric are easier if the building is owned by a single household or entity (such as a detached house or a housing association block of flats) - for example, leasehold properties may require the agreement of the freeholder to undertake modifications, and multi-tenement flats can also be hard to alter given that the agreement of all households is needed to make changes.

We were told that properties which are listed may have further restrictions to what can be done without gaining approval from the Council - around 22% of properties in Hackney are in conservation areas, higher than the London average of 17%. Improving the energy efficiency of historic homes whilst protecting the character and appearance of their conservation area can therefore seem daunting.

New homes delivery

Between 2022 and 2026, the Council is looking to build, or will support partners to build, around 1,000 new homes. The Council's house building programme contributes to approximately 4% of the total carbon emissions in the borough, which equates to 14% of those which it has strong/direct control over.¹⁹

We heard that where new housing is needed, optimising material use, reusing building materials and selecting low carbon and recycled products reduces their climate impact, as well as making them energy efficient. We were told about the encouraging work undertaken by the Council on existing house building programmes such as De Beauvoir Estate Phase 1, which will see gas boilers replaced with air source heat pumps (which is expected to reduce on-site regulated carbon emissions by 49%).

However, the Council anticipates that there will be various challenges in bringing future programmes in line with its net zero ambitions. We heard that challenges exist in the construction sector, where the pace of change has been slower than in other sectors - the regulatory landscape is complex, and for many construction firms net zero is not yet seen as practical or realistic.

The social housing sector faces other pressing priorities and there are also trade-offs to be made between building net zero carbon homes or addressing, for example, fire safety, the needs of the ageing population, housing need or homelessness. For example, current limitations on non-combustible materials and facades, for instance, prevent the use of timber technologies on buildings over 18 metres or six stories.

We were told that another trade off is between the additional cost associated with building net zero carbon homes and the viability and/or profitability of development and possibly the affordability of those homes. Without additional funding or subsidy, developers may need to make difficult choices around the number of homes they build and the level of carbon saving that can be achieved.

¹⁹ [Building new council homes. London Borough of Hackney](#)

Council strategic property

Similarities can be drawn between the Council's efforts to retrofit its council housing stock and that of its corporate estate (the buildings it occupies to deliver the services it provides) - however, there are notable differences in both the approach and the challenges faced.

The corporate estate varies widely - from office spaces such as Hackney Service Centre and those leased to voluntary and community organisations, through to depots, libraries and civic spaces like Hackney Town Hall. We heard that the diversity of the corporate portfolio brings with it specific retrofit challenges, and that the Council is in the early stages of trying to understand the current characteristics and levels of energy efficiency of the corporate estate.

We know that the estate is largely made up of older buildings with more complicated and potentially costly retrofit requirements, and properties in the estate vary in both their running costs and the revenue they generate - meaning the approach taken to retrofitting one property may vary considerably from the approach taken to another. We came away with a feeling that more could be done to understand the retrofit requirements of the corporate estate, especially in regards to energy efficiency and retrofit requirements.

We were told that the Council is currently simultaneously focused on reducing council occupancy of the corporate estate due its potentially complicated and costly retrofit requirements. In recent years it has moved out of over 100,000 square feet of office space - reducing its carbon footprint as a result. In moving out of Keltan House, the Council has been able to invest against the future revenue stream to improve fixtures and fittings within the building and replace its gas boiler with an electric heating system. This is an example of how repurposing buildings can help the Council to reduce its overhead costs, whilst creating opportunities to invest in upgrading the performance of assets.

There are also other commercial and smaller properties used by the voluntary and community sector within the Council's corporate portfolio. We heard that once a building is leased the Council has limited scope to ensure that tenants use carbon reduction measures, though in some instances it does retain some responsibility for the fabric of the building. However, we did come away with a sense that more could be done to encourage commercial property tenants to use renewable electricity, monitor usage and make energy-related information available to the Council.

These issues are not only felt by the Council - other businesses, organisations and institutions will face similar challenges as they seek to retrofit their property portfolio and we heard that there is considerable opportunity for shared learning in this respect. Homerton University Hospital Trust, the biggest acute provider in the borough, has been looking at innovative ways to retrofit their properties. For example, it had installed cost-effective window solar control films to prevent overheating problems and was in the process of auditing all chillers installed onsite, which may lead to an average 20% to 30% reduction of cooling energy consumption.

Reducing carbon emissions from buildings is one of the biggest challenges facing the
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Council in its transition to net zero, yet it is uniquely placed to drive forward retrofit locally, both through acting on its own stock and by utilising its connections to local stakeholders.

We have heard that progress is being made in understanding the opportunities to retrofit existing council-owned buildings, and in ensuring that new council homes are energy efficient. Despite this, we feel that more work could be done to engage with tenants, leaseholders, other registered providers, owner occupiers and the private rented sector, and to establish pan London retrofitting metrics and collaborative opportunities to drive retrofit forward.

Key recommendations:

Recommendation 7

The Council should **ensure its tenants and leaseholders are supported as much as possible to engage in low-carbon lifestyles**, for example through welcome packs providing information and discounts at reuse and repair shops, and **consider identifying retrofit champions** who are willing to talk about their experiences of retrofitting.

Recommendation 8

The Council should **demonstrate how it will work with registered social landlords operating within the borough** to coordinate actions on retrofit and other decarbonisation measures, and share examples of good practice for mutual benefit.

Recommendation 9

The Council should **explore broadening the licensing requirements for additional houses in multiple occupation (HMO) and selective licensing schemes** to cover the whole borough and include energy efficiency, retrofitting and fuel poverty requirements.

Recommendation 10

The Council should **investigate and report back on the options and implications for expanding the provision of retrofitting and net zero advice to owner-occupiers and the private rented sector**, and **consider identifying retrofit champions** who are willing to talk about their experiences of retrofitting.

Recommendation 11

The Council should **report back on its longer term plan on how it intends to bring the corporate estate in line with the net zero goal, including its retrofitting programme and exploration of clean energy projects.**

Recommendation 12

The Council should **explore including within lease agreement requirements for its commercial property tenants to use renewable electricity, monitor usage and make energy-related information available.**

Transport

Transport is responsible for 6% of Hackney's carbon emissions. The vast majority (70%) of transport-related emissions in the borough are from private cars or motorbikes. Reshaping the local transport system to reduce reliance on cars and shift towards low carbon public transport, cycling and walking will therefore play an important role in the move to net zero.

We questioned how the Council is integrating sustainability and climate resilience into its transport plans, and took time to understand its efforts to improve electric vehicle (EV) charging infrastructure and encourage more walking and cycling in Hackney.

Public transport

The Council has significant influence over public transport in the borough through its partnerships with neighbouring local authorities, different tiers of government, public transport operators and related sectors.

More residents using public transport decreases the amount of carbon emissions in the borough, and we heard that an efficient public transport network can reduce congestion and pollution and make streets more attractive for walking and cycling. The Council is therefore planning to continue its work to support the provision and accessibility of public transport in Hackney, encouraging a greater uptake of public transport journeys.

We heard that rail accounts for around a quarter of all commuter trips in the borough and, unsurprisingly, the majority of these trips originate from areas in which there is good access to London Underground and Overground services. However, we did hear that there remains gaps in provision of London Underground rail services, overcrowding on services (particularly on the London Overground) and accessibility issues at some stations.

We were pleased to hear that the Council is continuing to work with the DfT, rail operators such as TfL and Network Rail, neighbouring boroughs and a range of advocacy groups and non-government organisations to improve the railway network in the borough. For example, the Council has worked with TfL and Network Rail to secure accessibility improvements to Hackney Central Overground Station, including a new second entrance, an additional staircase and new cycle parking.

We were told that buses are the most significant form of public transport provision in the borough, with 48 day bus routes in operation and around 455 bus stops - in fact, Hackney has the highest mode share of bus users of all London Boroughs. TfL controls routes, frequencies and fares in the borough, and we heard that TfL would likely continue to review the bus network in response to changing travel patterns and as a result of the large drop in fare income experienced during the pandemic.

We were concerned to hear that the impact of current and future cuts to bus services across Hackney may challenge the Council's net zero ambitions. The current funding landscape is fragmented and uncertain and it is recognised that large scale cuts and reductions in bus mileage will make it harder to increase the number of public transport trips and thus reduce carbon emissions. We therefore feel it is important that the Council uses its influence, alongside other boroughs and the GLA, to push for longer term funding certainty and work together to respond as new transport-related funding initiatives are announced.

We were told that the Council wishes to see a rapid electrification of the bus fleet in Hackney - at the time of the review, there were only two electric bus routes that served the borough

(routes 106 and W15) with additional routes (43, 214) serving the periphery. These buses do not emit harmful emissions, and also cut congestion, with a double decker carrying more than up to 80 times the number of passengers as a car. However, electrification of bus routes is enabled through TfL's bus tendering programme, and councils have limited scope to engage and facilitate a further rollout of zero emission buses in their local areas.

Active travel

Walking and cycling are the least carbon-intensive ways to travel, and many of the trips taken by households with cars could have been walked and cycled. This may not only make roads quieter, safer and more attractive for others to walk and cycle, but may also bring local economic co-benefits and improve people's health.

We heard that the Council can play an important role in increasing walking and cycling in Hackney through influencing planning and providing the infrastructure to enable active travel. Hackney's Transport Strategy sets out the Council's vision to create an environment whereby people actively choose to walk and cycle as part of everyday life.²⁰

The Council has introduced one of the largest active travel programmes in the country, with 19 LTNs and 48 new School Streets now being introduced. We were told that it is also reducing road and parking spaces to support the promotion of walking, cycling and climate resilience and introducing sustainable urban drainage networks to reduce traffic and open up Hackney's roads for cleaner uses.

The most recent LTNs have been focused on areas with greater population densities, social distancing and air quality challenges. Some were introduced due to their proximity to the south of the borough and the traffic changes planned for the City of London, and a more general need to develop a contiguous network of neighbourhoods without too many gaps. We were told that results from traffic counts of recent LTNs shows traffic decrease of 38% inside LTNs can be achieved.

We heard that, for School Streets, the priority now is to manage the existing schemes whilst continuing to introduce new School Streets where these are possible and would benefit the area. Tailpipe emissions were down 74% on school streets and, on average, 30% more children were walking to school and 51% more children were cycling or scooting to school. More generally, Hackney has the highest levels of residents cycling to work in London at 15.4% of all commuter journeys, almost four times greater than the London average of 4.3%.

We were pleased to hear that the Council recognised the need to evidence demand for active travel and to closely monitor and measure its benefits, and in particular to ensure it listens to feedback from residents. We heard that, with this insight, the Council will be able to ensure schemes can be adapted, extended or reduced depending on what the data shows, and it can also evidence the benefits of such schemes and whether they have contributed to a mode shift in travel.

²⁰ [Hackney Transport Strategy 2015-25, London Borough of Hackney](#)

For example, the Council has introduced new live traffic monitors across the borough to monitor changes in traffic patterns, and as a result of public feedback it has introduced exemptions for Blue Badge holders from bus gates on Shepherdess Walk, Downs Road, Richmond Road and Stoke Newington Church Street. However, we did come away with a sense that more could be done to engage those key stakeholders, particularly local businesses, that are directly impacted by the rollout of active travel schemes in the borough.

As with other areas of local climate action, we were concerned to hear that access to funding remains one of the main risks to the successful delivery of active travel in Hackney, and the implementation of the Council's wider transport goals more generally. Since the pandemic, and with TfL's own uncertain financial position, the funding mechanism for boroughs has been uncertain, with funding allocated for less than 12 month periods.

Electric vehicles (EV) charging infrastructure

Meeting the Council's climate ambitions will require a step change in the availability of EV charging infrastructure. A full transition to EVs is widely considered as one of the most important actions to achieve the UK's net zero target, with electric vehicles emitting far fewer greenhouse gases and air pollutants than petrol or diesel vehicles.

We heard that for those that still need to travel by car, sufficient infrastructure will be required to enable journeys to be made by the cleanest vehicles. Whilst the Council does not envisage being the long-term provider for EV charging infrastructure in the borough (the chargepoint market will have to strengthen to support the transition), it does have a role to play in catalysing the market and helping it in its early stages.

We were told that those people who still need to travel by car will be encouraged to adopt less polluting electric vehicles or use car sharing services, with Hackney Light and Power aiming to install over 3,000 EV charge points by 2030 to support this. It plans for most petrol and diesel vehicles in the borough to be phased out by 2030 - with 64% of cars and 68% of vans on the road expected to be battery-powered. It is also continuing to reduce emissions from its fleet of vehicles and associated infrastructure - charging points have been implemented across the borough depots and as of 2021/22 13.75% of the Council's road registered fleet were fully electric.

We heard that improving EV charging infrastructure will also require other businesses, organisations and institutions in the borough to contribute and take a lead. Important steps in this regard had already been taken by some - Homerton University Hospital NHS Trust told us that they had installed six EV charging points onsite, introduced four electric vehicles to its in-house fleet and is planning on introducing an all electric fleet of vehicles to its non-emergency patient transport service.

However, despite encouraging progress, the EV charging landscape remains a challenging area. Electric vehicles are still a relatively new technology and, although the Council is paving the way, many residents will be unaware or are just learning about the advantages of electric vehicles. The fear of running out of electricity, also known as range anxiety, is a

concern for many prospective EV owners, and the initial capital cost of vehicle ownership is difficult to overcome for some.

We heard that there are particular challenges for the Council in accessing often insufficient, uncertain and inflexible multiple funding streams and, even if government funding is secured, a proportion of the installation costs have to be met by the private sector given budgetary constraints. Other practical challenges exist too - the available capacity in the grid can mean installation in a specific location is not possible (or grid reinforcement costs make the scheme unviable), and there may also be footway or highway space restraints when considering a location.

Along with buildings, vehicles are the biggest contributor to Hackney's territorial emissions, and one where quick wins can be made. The Council is well placed to reshape the local transport system, working with key stakeholders to reduce residents' reliance on cars and shift towards low-carbon public transport, cycling and walking.

We were encouraged to hear that the Council has implemented one of the most ambitious active travel plans in the country, and recognises the importance of accelerating the rollout of electric vehicle charging infrastructure. However, we came away with a feeling that more could be done to work with regional bodies such as TfL and the GLA on funding and decarbonisation opportunities, and to improve the evidence base for increasing the uptake of active and sustainable travel choices.

Key recommendations:

Recommendation 13

The Council and Transport for London should **review decarbonisation pathways for bus services in Hackney**, particularly around the opportunities to accelerate the rollout of electrification technologies.

Recommendation 14

The Council should explore the ways in which it can **improve the evidence base for increasing the uptake of active and sustainable travel choices** across the borough, with a particular focus on the links with health, education and the local economy.

Recommendation 15

The Council should **undertake a business perceptions survey** to measure how local businesses view active travel and its impact on them, and how best to share information and engage with businesses on this agenda.

Recommendation 16

The Council should **review current activity in promoting electric vehicles (EVs) across London** and **explore ways in which it can work more closely with vehicle manufacturers and operators** to deliver consistent and high-quality provision that removes all barriers to uptake.

Energy

An increase in clean energy production is crucial to achieving net zero. Councils are integral to supporting the delivery of clean energy projects and sustainable development through the planning system, convening relevant local stakeholders and offering support and information for local community groups to undertake energy projects.

We therefore looked at how the Council is using its influence to facilitate a move away from fossil fuels, promote the development of clean energy infrastructure in Hackney and set out policies to encourage high levels of energy efficiency and sustainability in new builds.

Planning policy

The role of plan making in local authority areas will be important in achieving net zero. Planning offers the opportunity to set and implement the long-term strategic vision necessary to deal with the impacts of climate change, and drive forward action on decarbonisation.

It should be noted that planning policy can only directly shape the built environment and influence development through the planning processes and the production of planning policy and guidance - as such existing buildings that do not require planning permission are not subject to these policies.

We were told that there is currently a complicated planning landscape in the UK that impacts on achieving low carbon development locally. The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England and how these should be applied.²¹ The London Plan, the overall strategic planning document for the capital, also sets out a comprehensive range of policies that underpin London's planning response to climate change.²²

We heard that there is a sense of uncertainty about the strength of the planning system due to current government proposals and recently implemented changes. The proposals set out in the Levelling Up White Paper have the potential to impact on the development of low carbon development objectives, and recent changes to permitted development rights has introduced less control in the planning system to require the adoption of climate mitigation and adaptation measures.²³

Whilst the Council's capacity for plan-making is therefore limited, it can work with developers on their obligations to support climate mitigation and adaptation, and include requirements that new buildings meet an improvement on current national standards. The Hackney Local Plan includes additional requirements in regard to climate change - for example, Local Plan policy LP55 provides requirements on net-zero carbon emissions that goes beyond building regulations. It is applicable to all of development - all residential developments, including

²¹ [National Planning Policy Framework, UK Government](#)

²² [The London Plan, Greater London Authority](#)

²³ [Levelling Up White Paper, UK Government](#)

smaller developments that form approximately 41% of planning permissions granted, as well as non-residential developments.²⁴

We were told that where developments cannot meet these requirements on-site, they will be required to provide off-site contributions which will be used by the Council to deliver equivalent off-setting. Any shortfall is provided by a payment in lieu contribution to the Hackney Carbon Offset Fund which is secured through a S106 agreement - for example, in 2020 the fund allocated a total of £775,020 to fund the Solar Pilot Leisure Centres Project and Green Homes Programme.

There is also a role for the Council in increasing the number of developments complying with policy and delivering on-site carbon savings once buildings have been built and occupied. We heard that Post Occupancy Evaluation (POE) is the process of obtaining feedback on a building's performance in use after it has been built and occupied, informing building users if their building is energy efficient and providing data to help understand how buildings are used compared to their design intention. We came away with a sense that more can be done to embed POE as standard practice to ensure all new buildings meet intended energy efficiency ratings.

We were encouraged to hear that the Council is leading on London Council's Low Carbon Development workstream, which sets out a pathway for London Boroughs to collaborate on policy making and guidance, strengthen and explore the planning levers for the delivery of low carbon buildings, use innovation to make low carbon more achievable and increase training and understanding within all council workforces. We look forward to hearing about the development and approval of the second two-year work plan in 2023, and the outcomes of the current work plan.

Low carbon heat

Heat networks (also known as district heating) are identified as one of the heating system improvements for use in Hackney, alongside heat pumps and electric heaters, and when combined with complimentary fabric retrofit.

We heard that, as gas boilers are phased out across the borough, feasibility studies into low carbon heat will be simultaneously investigated. This will include identifying Hackney buildings which are best suited to switching to low carbon fuel such as heat pumps and hydrogen boilers, and exploring the feasibility of district heat networks.

We were told that the Council is best-placed to understand local options for developing district heat networks given its connections to local stakeholders, wide-ranging responsibilities such as for social housing and its influence through the planning system. Heat networks supply heat from a central source to a variety of different customers such as public buildings, shops, hospitals, universities and homes and, by supplying multiple buildings, they avoid the need for individual boilers or electric heaters in every building.

²⁴ [Hackney Local Plan 2033, London Borough of Hackney](#)

We were encouraged to hear about the work in this area which has already happened locally - for example, the Council operates the Shoreditch Heat Network which serves Wenlock Barn, Cranston and Fairbank estates. Several private networks also exist in the borough, and a decentralised energy master plan study recently identified ten district heating opportunity areas for consideration including Dalston, Clissold Park and Woodberry Down.

We heard that a heat network is one of the most cost-effective ways of reducing carbon emissions from heating - their efficiency and carbon-saving potential increases as they grow and connect to each other, and many of the cheapest sources of low-carbon heat can only be used if there is a network to distribute the heat. We therefore feel that the Council should prioritise the implementation of heat networks, with a view to undertaking projects in the opportunity areas identified in the masterplan study as soon as practically possible.

Whilst it is recognised that new heating technologies can bring huge carbon savings, many are untried at the scale required. There are risks associated with using these technologies, such as high upfront costs and potentially higher fuel and maintenance bills. We came away with a sense that there is significant opportunity for the Council to learn from the experience, challenges and successes of other boroughs, as well as consider opportunities for boroughs to explore the feasibility of connecting heat networks sub-regionally and collectively consider investment and commercial models.

We were told that the suitability of different technologies may change in the future, and as such, it was important that the renewable technology market is kept under review to explore the opportunities that they may bring. In particular, hydrogen has gained increasing prominence as an energy source that can be used to contribute to net zero with a range of applications such as in the transport, energy storage and heating sectors.

However, while there is wide public interest in the use of hydrogen as an alternative fuel, the supply chain for hydrogen is underdeveloped and the hydrogen available is not low carbon at this time. We were pleased to hear that the Council was committed to evaluating viable alternatives like hydrogen to pursue, provided the goal of decarbonisation is achieved.

Renewable energy generation

To achieve net zero, electricity needs to be generated from a mix of low carbon, renewable sources. Renewable technologies use natural energy to make electricity, and fuel sources include wind, wave, marine, hydro, biomass and solar.

We heard that one way in which the Council was looking to balance energy use and reduce emissions in this regard is through the installation of solar panels. Installing solar panels across the borough can help residents, businesses and organisations to save on their energy bills, maximise their reductions on carbon savings and contribute to the decarbonisation of the energy grid. According to Buro Happold modelling, the Council could achieve the installation of 2,000 home scale solar PV installations and 200 larger scale PV

installations by 2030 - this, and existing PV sites, could generate around 5% of building energy demand by 2040.²⁵

We were told that the Council has committed to covering its own roof space with solar panels as part of its plans to retrofit Council-owned buildings across the borough. The first pilot projects were launched on West Reservoir Leisure Centre and London Fields Lido in 2021 and, following a feasibility study to identify the capacity for solar generation in the borough, a programme of works to start covering roof spaces began in 2022.

We were concerned to hear that the take-up of solar panels had slowed since the Feed-In Tariff scheme was closed by central government in 2019. We were therefore pleased to hear that Hackney Light and Power is raising awareness of the benefits of solar power and supporting businesses and residents to invest in renewable technologies - the Hackney Green Homes Programme, for example, supports private rented and owner-occupier households to invest in carbon reduction measures and the Community Energy Fund supports community groups to access funding and resources to work with local schools and other public institutions such as faith buildings, nurseries or playschemes.

We were told that wind energy projects can also be a relatively secure and affordable source of energy, and we were pleased to hear that the Council is looking to explore the feasibility of wind energy in the borough in the near future. If viable, residents may be able to invest in one or more turbines of their own, either as individuals or as a community group acting together, and the Council could take a similar approach and invest in their own wind energy projects (which could generate income which can be reinvested into more energy saving and renewable energy measures, or used to support budgets for other priorities).

Purchasing renewable power

Purchasing renewable energy is another way in which businesses and organisations can reduce their emissions in pursuit of net zero. This is done on the understanding that they will be reducing their own emissions, as well as contributing to national or global emissions reductions in order to combat climate change.

The Council's Sustainable Procurement Strategy sets out its ambition to maintain sustained growth of "green" electricity in its energy contracts, and we were told that the long term strategy for the Council is to move to high quality green tariffs and Power Purchase Agreements.²⁶ Long term power contracts such as Power Purchase Agreements are preferable to standard energy tariffs since they provide a predictable source of income to renewable generators, and directly drive investment in green renewable infrastructure.

Long term power contracts should also ensure the energy provider does not double count power supplied in its reporting, and that the revenue is used to fund and build new generators for the new supply required. We were told that the Council will pursue a power purchase agreement approach from 2025 onwards - as a minimum, it will transfer to an agreement which supplies 50% of electrical demand at net zero carbon supply.

²⁵ [Net Zero Energy Strategy, London Borough of Hackney](#)

²⁶ [Sustainable Procurement Strategy 2018-2022, London Borough of Hackney](#)

We were encouraged to hear that other Hackney stakeholders are also taking a lead in this area - Homerton University Hospital NHS Trust told us that they had been purchasing electricity only sourced from renewable technologies since April 2021, and New City College has recently signed contracts for renewable energy on selected campuses.

Increasing clean energy production through the delivery of low-carbon energy projects, developing policy and planning guidance and actively encouraging sustainable development all have the potential to provide significant carbon reductions in Hackney.

We have heard that the Council has set out policies encouraging high levels of energy efficiency and sustainability in new buildings, and is taking steps to rethink its own approach to energy generation and procurement. Having said this, we feel that the Council could do more to explore collaborative energy projects with other boroughs and regional authorities, keep recent innovations in the renewable energy market under review, and engage with residents, businesses and developers on the benefits of clean energy projects.

Key recommendations:

Recommendation 17

The Council should **embed the use of Post Occupancy Evaluation (POE) and data sharing in its planning policy on all developments where the building has been in use for a minimum of three years** to ensure robust monitoring processes for energy performance and enable constructive dialogue with developers on energy efficiency.

Recommendation 18

The Council should **report back on the current London-wide picture of decentralised energy projects and pipeline schemes** that could provide opportunities for future programmes, and **explore collaborative procurement/investment opportunities for renewable power** with other boroughs and regional authorities such as the North London Waste Authority.

Recommendation 19

The Council should **enhance communications around the benefits of installing solar panels and the support available to businesses and households.**

Recommendation 20

The Council should **keep the hydrogen production market under review**, and where possible **ensure all new or replacement boilers are considered for hydrogen gas heating.**

Education, Skills and Economic Development

The transition to net zero will change how we supply, buy, use and dispose of the goods and services we need, and is likely to create a number of economic opportunities for local areas. The role of local authorities in this respect is twofold, with them both managing a transition to a low carbon, circular economy and enabling green growth.

We therefore sought to understand the Council's role in reducing borough-wide consumption emissions and promoting a circular economy, how it is encouraging local businesses to transition to net zero, and how it can anticipate future skill needs to frame education and training responses appropriately.

Consumption

We heard that 74% of Hackney's total emissions come from consumption emissions - the emissions generated outside Hackney to create the goods and services used inside Hackney (for example, in manufacturing and delivery). Meat consumption, for example, is highly emitting - nearly 60% of emissions from food in Hackney are linked to meat production, including farming machinery and processes to rear and transport animals.

Individuals can influence the reduction of consumption emissions through changing how much we all consume, and what we consume, and a reduction in these emissions is also dependent on changes by manufacturers and service providers. The main area of influence for the Council in this area was therefore in encouraging local residents, businesses and organisations to change how goods are supplied, bought, used and disposed of.

We were encouraged to hear that the Council is working closely with other boroughs on London Council's One World Living workstream, which is being led by London Borough of Harrow in partnership with West London Waste Authority and Re London (previously known as London Waste Recycling Board). It aims to achieve a significant consumption emissions reduction in two thirds of London households by 2030, with an initial focus on electricals, food, plastics and textiles.

We heard that one way in which the Council is looking to encourage more circular thinking is by signposting households, businesses, and anchor institutions to guidance on reducing consumption emissions and possible procurement strategy changes. For example, it has launched a circular economy campaign (#ZeroWasteHackney 'Go Beyond Recycling') to help residents waste less and rethink resources.

We also heard that the Council is looking to embed actions to reduce consumption emissions through the Council's own internal procurement and management processes. However, we came away with a sense that more could be done to maximise the Council's procurement levers, understand some of the biggest challenges that suppliers face in meeting net zero standards, and look at what can be done to overcome them.

The Council is also supporting businesses, organisations and residents to maintain, repair and reuse goods. We were encouraged by the good work already going on in this area which is helping to develop a local reuse network through projects like the Library of Things in Dalston and reuse and repair hubs delivered with the Forest Recycling Project, Hackney Fixers, TRAIID and Hackney Dr Bike team.

We also heard that, as the responsible authority for providing local waste and recycling collections and for the processing and treatment of the waste and recycling collected, the Council has a significant role to play in reducing both household and business waste,

increasing recycling rates and maximising rates of food and garden waste composting.

There has been good work recently in this area, with the Council introducing fortnightly collections of residual waste to street level properties in early 2021, and establishing a team to provide education and enforcement in support of the change. However, we feel there is scope to provide further support, advice and training to residents and in particular local businesses on low plastic approaches and reducing food waste.

The Council is also exploring the ways in which it can raise awareness of and enable access to healthy and sustainable diets, by encouraging healthy and sustainable food to be supplied in local businesses/organisations, as well as procuring sustainable and healthy food for its own spaces. We were pleased to hear that it is supporting local sustainable food partnerships, working closely with the GLA Food Roots Incubator programme, and is leading the reducing food consumption working group as part of London Council's One World Living workstream.

Supporting local businesses to decarbonise

Hackney is home to a diverse ecosystem of small and medium sized enterprises (SMEs), all of which have different needs, priorities, building typologies, tenancy arrangements and sources of emissions. We heard that, of the 22,340 businesses in Hackney, 20,400 identified as a micro business (0-9 employees), 1,640 identified as a small business (10-49 employees), 225 identified as a medium-sized business (50 to 249 employees) and 45 identified as a large business (250+ employees).

Good work in this area is already underway at a pan London level. The Mayor's Green New Deal aims to double the size of London's green economy by 2030 by coordinating the economic, industrial and political foundations to allow the green economy to grow.²⁷ London Council's Building the Green Economy workstream, led by London Borough of Hounslow, is bringing together a range of stakeholders to outline the collaborative actions needed to reach this target.

We were told that, despite a positive appetite to change, there remain key barriers to local businesses transitioning to net zero, including high initial upfront and operational costs and a lack of information on how businesses can be more sustainable, technical advice on retrofitting and green business opportunities/networking.

Some businesses will find it easier to adjust and move towards net zero than others - we were told that London-wide data suggests that 23% of all businesses were not taking any action at all. There is therefore a clear role for the Council in supporting businesses to shift their practices, business models and procurement to align with net zero, which will require an understanding of the nature and level of support needed for local businesses to decarbonise.

²⁷ [A Green New Deal. Greater London Authority](#)

We heard that the Council and its partners were providing support, guidance and information to local businesses to support them in their transition to net zero. For example, the Zero Emissions Network, a partnership between the London Boroughs of Hackney, Islington and Tower Hamlets (and supported by the Mayor of London), offers free advice and services for local businesses to switch to low emission energy and travel options.

The Council had provided some of its own grant funding to local SMEs (for example through the Adapt Your Business business support programme and the Hackney Central Impact and Ideas Fund) to fund heat decarbonisation and energy efficiency measures. Co-operative financing mechanisms for community-scale and joint-owned services were also being explored, such as community-owned solar panels and retrofit networks which can spread the upfront costs of decarbonising buildings.

As well as the Council, there are a range of other bodies supporting SMEs to transition including the UK Green Building Council, Centre for Low Emission Construction, Federation of Small Businesses, London Growth Hub and Zero Business Network. Funding is available through both the GLA Greater London Fund and the Greater London Investment Fund, and we feel that there is a clear role for the Council in bringing together and raising awareness of the support and funding opportunities available to SMEs.

We heard that through-traffic linked to freight accounts for around a fifth of all traffic in Hackney, and 20% of greenhouse gas emissions are from freight and through traffic not caused by Hackney residents or businesses. We are encouraged by the Council's work to date to accelerate alternative, clean delivery models, such as cargo bikes, van sharing and last mile delivery service models which can contribute to reductions in emissions. However, increasing freight and logistics emissions are a growing concern in the capital, and we feel that there is a need to further develop understanding and work with partners and neighbouring boroughs to identify new solutions and traffic management options.

Education and skills

The transition to net zero is expected to drive employment opportunities across London. Analysis shows that by 2030, in a central scenario there could be 505,000 green jobs in the capital (a net increase of 50,000 jobs) reaching over a million by 2050. In the next decade alone, green jobs could increase by 8% a year.²⁸

We heard that green jobs are estimated to take up around 4.4% of total employment in London, and employment figures are currently highest in the power, homes and buildings and green finance sectors. Green jobs in London are predominantly high-level managerial, professional and associate professional/technical roles. The green workforce is highly qualified, and two thirds have first degrees or equivalent or higher qualifications - among those with vocational qualifications the most common subject areas are building and civil engineering, followed by electricity and energy. In terms of skills supply considerations, green sectors tend to draw staff from other sectors, rather than straight from education - we

²⁸ [Green Jobs and Skills in London. WPI Economics](#)

were told that around 1% of the workforce enter straight from full-time education each year, compared with 3% across all sectors.

Whilst there is a general understanding of current green jobs and skills in Hackney and London-wide, we came away with a sense that more needs to be done to understand the potential scale and nature of green jobs in the coming decades, and the implications this may have on education and skills provision. We were encouraged to hear that this is recognised in London Councils' Green Economy Action Plan, which highlights the uncertainty in defining 'green jobs', when they will be generated and at what scale, and what new skills will be needed.

We were told that, to ensure a sufficient skills supply for new green jobs in the borough, there is an urgent need to increase education provision in relevant subjects and courses, increase the proportion of those taking relevant courses who progress to green employment, and increase the flows from other sectors into green sectors, including through re-skilling training. It is widely accepted that more skilled workers will be needed in construction supply chains to retrofit building stock, and we heard that Hackney's green finance and technology sectors are likely to grow alongside other green industries like digital transformation and electric vehicle servicing/maintenance.

We heard that the Council is therefore working alongside its partners in London's skills system to give training opportunities to residents to provide them with the skills needed to work in green roles. This will include green apprenticeships and training pathways and reskilling and retraining and/or recruiting staff in its own workforce. We feel that there is therefore a clear opportunity to align green skills opportunities with the Council's own housing, corporate property and regeneration programmes, and create a pipeline of carbon reduction jobs.

The Council is working with schools and educational settings in planning for the skills demand of young people who are yet to enter the labour market, supporting workers already in the labour market with skills valuable in a zero carbon economy but who will need to upskill and support those whose livelihoods may be affected by the transition by offering retraining programmes for people so they can find new forms of work.

We were pleased to hear that there has been a large increase in the number of building construction courses offered and taken up in the borough over the past few years. New City College told us that they had exceeded their target numbers for building and construction courses across its campuses by somewhere between 20% and 32% (depending on the campus) for the 2021/22 year. However, we did come away with a sense that the Council could do more to engage and promote existing green training schemes and programmes like these, and make existing colleges and training programmes aware of the demand for specific qualifications such as in retrofit.

Schools and early years settings in particular have a role to play in supporting learning and raising awareness about climate change. Climate change covers a wide range of issues that provide a wealth of opportunities for learning across almost any subject. Physical measures that can be adopted to respond and adapt to climate risks and severe weather may also offer significant learning opportunities - for example, tree planting offers learning

opportunities as well as biodiversity, energy efficiency and air quality benefits, and softening play infrastructure through the use of sand, pea shingles or rain gardens not only slows rain run off, but can also be used as multi-purpose spaces for play activities and outdoor teaching as they will remain dry the majority of the time.

We heard that the Council is also using its influence to encourage businesses and partner organisations to consider what they can do to support the development of green skills locally. It works closely with contractors and developers to create Employment and Skills Plans (ESPs), which help to create employment and skills opportunities for Hackney residents through work experience, job creation, apprenticeships and training. While this is encouraging, we came away with a sense that more could be done to promote existing training schemes and programmes aimed at developing local green skills in the borough, and to expose children and young people in particular to green skills opportunities.

As well as working with schools and educational settings, businesses and partner organisations, the Council will also need to reskill, retrain and/or recruit to its own workforce to meet the needs of the climate emergency. To strengthen and better coordinate its climate action, the Council aims to build organisational skills, plans and capability more broadly across the organisation - for example, by providing carbon literacy training for senior managers and councillors on low carbon buildings and technologies. We heard that there is also a need to identify the skills required within its own workforce to support the Council's net zero work. We were encouraged to hear that the Council is looking at the ways in which it can align, expand and grow its Direct Labour Organisation (DLO) to enable it to undertake some of the retrofitting and clean energy work itself and reduce reliance on sub contractors. We feel that more can be done to develop the wider workforce's skills and understanding of climate emergency to ensure each service department is able to contribute effectively to the net zero objectives.

Climate change presents an opportunity to rethink local economic growth and move towards a cleaner, low-carbon economy. For this to happen, the Council needs to facilitate more circular thinking in the way that products are supplied, bought, used and disposed of, encourage businesses to shift to low-carbon practices, and to ensure a sufficient skills supply for new green jobs.

We were encouraged by the support being provided for local businesses and employers to understand some of the adaptive activities they may need to undertake, and to encourage more circular thinking amongst residents and businesses alike. Despite this, we came away with a sense that more could be done to provide practical support to local businesses to decarbonise and shift their practices, and to kickstart and provide training opportunities and confidence for the supply chain.

Key recommendations:

Recommendation 21

The Council should **outline the progress it has made in embedding actions to reduce carbon emissions into internal procurement and management processes, and the options it is exploring to go further.**

Recommendation 22

The Council should **report back on its waste management work and objectives to reduce waste arisings and improve recycling and food composting rates**, and with particular consideration given to commercial waste.

Recommendation 23

The Council **should undertake local business surveys** to identify the nature and level of support needed for local businesses to decarbonise, and to map existing green businesses in the borough.

Recommendation 24

The Council should work with neighbouring boroughs and partner organisations to **identify new solutions and traffic management options to reduce carbon emissions from freight and logistics**.

Recommendation 25

The Council should work with other boroughs, training and education partners and businesses to **map out the scale and nature of green jobs in London and in Hackney, to consider the implications this will have on education and skills training provision**.

Recommendation 26

The Council should work with schools and educational settings to **enhance the quality of climate education, create hands-on opportunities for children and young people during the development and retrofitting of council-owned properties, and encourage carbon reduction measures in play areas and grounds** such as tree planting, Sustainable Drainage Systems and natural play spaces.

Recommendation 27

The Council should **report back on its plans to align, expand and grow its Direct Labour Organisation (DLO) to be able to undertake carbon reduction measures, such as installing low carbon heat sources and retrofitting, as well as the progress it has made to date**.

Conclusion

Climate change is one of the biggest, most complex and cross-cutting challenges that the UK faces, and it will impact environments and individuals across all levels of society. Tackling climate change is a shared responsibility, and there are no clearly defined solutions, with different stakeholders taking different views on how net zero can be achieved.

Our work has highlighted the necessity of coordinated local action for lasting environmental, social and institutional change. When it comes to tackling the climate crisis, Hackney is one of the most ambitious councils in the country, which many others look to for inspiration. Having said this, faster and coordinated action will be needed to ensure national and local net zero targets are met and communities are protected from the effects of climate change.

Our work has led us to make a number of recommendations in key areas relating to decarbonising transport, buildings and waste, installing clean energy projects, encouraging green growth, and ensuring a sufficient skills supply for new green jobs. We hope that our findings and recommendations will help the Council and other local stakeholders to understand not only the barriers which are challenging the delivery of climate action, but also the opportunities that can support them in their net zero journey.

Throughout the review the importance of using the Council's convening power to agree solutions across the borough, rather than just focusing on the Council as an institution, was evident. There is a growing understanding that climate action needs to be holistic, and we hope that the Council will prioritise the continued involvement of Hackney's residents, businesses and organisations in any future action it takes in response to our findings.

Finance Comments

The Net Zero Review was established to look at how Hackney can better meet its ambitions to achieve net zero targets in a manner that is affordable, efficient and fair. The review engaged with a range of organisations, businesses, industries, and communities on issues such as decarbonising buildings, transport, and waste, supporting clean energy projects, and managing a transition to a low carbon, circular economy.

The report provides a set of recommendations to address the climate and ecological crisis, which will be implemented through the governance process. However, the direct financial implications of these recommendations are difficult to determine at this stage. It is important to note that the council is facing a significant revenue budget gap over the medium term to 2026/27, while its capital programme, including HRA schemes, totals nearly £1bn in the three years to 2026/27. Included in the capital programme is an investment of £61m in projects which contribute to the Council's net zero target. Current capital receipts are all earmarked for existing schemes, which means borrowing will increase to fund the capital programme. This borrowing includes both the medium term, where capital receipts are anticipated to be generated from the later sale of private homes, and the longer term, where there is no receipt generated. The council is required to set aside sums in its revenue budget to service the interest on its debt and repay the borrowing for this long-term borrowing. In 2023/24, £6.2m is budgeted for both these sums, but it is anticipated to increase to around £20m by 2026/27 (the end of the medium term period), increasing from 1.8% to 5.7% of the Council's net revenue budget. It is important to keep in mind that these figures will increase if additional capital projects are approved on to the capital programme which are financed via borrowing.

Taking forward the recommendations arising from this review should as far as possible be contained within existing budgets, both revenue and capital given the financial challenges facing the Council. Any recommendation requiring additional will need to be considered as part of the Council's budget setting process.

Legal Comments

The Scrutiny Panel / Scrutiny Commissions are empowered under Article 7 of the London Borough of Hackney's Constitution to undertake policy reviews generally and make suggestions for improvements.

The aim of the Commission in carrying out this review was to look at what is needed to meet both national and local net zero targets, and to ask how the Council could better meet its ambitions in a manner that is affordable, efficient and fair.

There is currently no legal requirement for the Council to achieve specific carbon saving targets. However, the Council is under a general duty to have regard to the environment in all decisions it makes, and national government has set a legally binding target to reduce national carbon emissions to net-zero by 2050. Furthermore, the Mayor of London has set a target for London to be net zero carbon by 2030.

Hackney's draft Climate Action Plan (CAP) was presented to Cabinet in October 2022 and approval was given for consultation to be undertaken on the CAP for a period of 10 weeks, which concluded in January 2023. The results of the consultation are currently scheduled to be considered by Cabinet in May 2023.

Legal Services note that the Panel has made a number of recommendations.

Appendices

Membership

Scrutiny Commission	Membership
Scrutiny Panel	Cllr Ben Hayhurst, Cllr Margaret Gordon (Chair), Cllr Sharon Patrick, Cllr Soraya Adejare, Cllr Sophie Conway, Cllr Polly Billington, Cllr Peter Snell and Cllr Clare Potter
Living in Hackney	Cllr Sharon Patrick (Chair), Cllr Anthony McMahon, Cllr M Can Ozsen, Cllr Ian Rathbone, Cllr Penny Wrout, Cllr Soraya Adejare, Cllr Ajay Chauhan and Cllr Clare Joseph
Health in Hackney	Cllr Ben Hayhurst (Chair), Cllr Peter Snell, Cllr Deniz Oguzkanli, Cllr Emma Plouviez, Cllr Kam Adams and Cllr Michelle Gregory
Skills, Economy & Growth	Cllr Polly Billington (Chair), Cllr Clare Potter, Cllr Steve Race, Cllr Gilbert Smyth, Cllr Anna Lynch, Cllr Jon Narcross, Cllr Fliss Premru, Cllr Claudia Turbet-Delof and Cllr Jessica Webb

Participants

Organisation	Attendees
Hackney Council	<p><u>Cabinet</u></p> <p>Cllr Mete Coban (Cabinet Member for Environment and Transport)</p> <p>Cllr Guy Nicholson (Deputy Mayor and Cabinet Member for Housing Supply, Planning, Culture and Inclusive Economy)</p> <p>Cllr Carole Williams (Cabinet Member for Employment, Skills and Human Resources)</p> <p>Cllr Clayeon McKenzie (Cabinet Member for Housing)</p> <p>Cllr Chris Kennedy (Cabinet Member for Health, Adult Social Care and Leisure)</p> <p>Cllr Sem Moema (Mayoral Advisor for Private Rented Sector and Affordability)</p> <p><u>Sustainability & Public Realm</u></p>

	<p>Aled Richards (Strategic Director of Sustainability and Public Realm)</p> <p>Andy Cunningham (Head of Streetscene)</p> <p>Ian Holland (Head of Leisure and Green Spaces)</p> <p>Sam Kirk (Head of Sustainability & Environment)</p> <p>Mary Aladegbola (Head of Energy and Carbon Management)</p> <p>Lucja Paulinska (Head of Operations – Hackney Light and Power)</p> <p>Matthew Carrington (Strategic Delivery Manager)</p> <p>Tyler Linton (Group Engineer - Sustainable Transport and Engagement, Streetscene)</p> <p>Katie Glasgow (Strategic Planning Manager)</p> <p>Rachael Weaver (Planning Policy Officer)</p> <p>Andrew Amoah (Project Manager)</p> <p>Barry Coughlan (Major Project Manager)</p> <p><u>Housing Services</u></p> <p>Steve Waddington (Strategic Director of Housing Services)</p> <p><u>Inclusive Economy, Regeneration & New Homes</u></p> <p>Chris Trowell (Interim Director of Regeneration)</p> <p>James Goddard (Interim Director of Regeneration)</p> <p>Suzanne Johnson (Head of Area Regeneration)</p> <p>Andrew Monk (Head of Employment, Skills & Adult Learning)</p> <p>Jasmin Ceccarelli-Drewry (Regeneration Officer)</p> <p>Simone van Elk (Strategic Delivery Manager)</p>
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	<p><u>Strategic Property</u></p> <p>Chris Pritchard (Director of Strategic Property)</p> <p>Ken Rorrison (Head of Strategic Design)</p> <p>Irina Mot (Strategic Asset Manager)</p> <p><u>Procurement</u></p> <p>Rotimi Ajilore (Head of Procurement)</p>
London Borough of Waltham Forest	James McHugh (Head of Housing Strategy)
London Borough of Harrow	Matthew Adams (Head of Natural Resources and Climate)
Greater London Authority	Philip Graham (Executive Director, Good Growth)
London Councils	Kate Hand (Head of Climate Change)
Department for Work and Pensions	Steve Hanshaw (Senior Partnership Manager)
Buro Happold	<p>Jon Gregg (Sustainability Engineer)</p> <p>Martha Dillon (Sustainability Consultant)</p>
Homerton University Hospital NHS Foundation Trust	<p>Tracey Fletcher (Chief Executive)</p> <p>Liam Griggs (Head of Facilities, Compliance and Performance)</p>
New City College	<p>Jamie Stevenson (Group Executive Director of Apprenticeships & Business Development)</p> <p>Alison Arnaud (Principal of Hackney and Tower Hamlets Colleges)</p>
Hackney Resident Liaison Group	<p>Steve Webster (Co-Chair)</p> <p>Helder Dacosta (Co-Chair)</p>
Other Attendees	<p>Sharon West (Chair, Lordship South Tenant Management Group)</p> <p>Jean Nicholson (Chair, Downs Estate Tenant Management</p>

	Group) Cllr Vincent Stops (Chair, Planning Sub-Committee)
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Meetings

Scrutiny Commission	Topics & Links	Date
Scrutiny Panel	Net Zero Carbon <ul style="list-style-type: none"> • Agenda • Minutes • Livestream 	4th October 2021
Living in Hackney	Energy Strategy & Systems <ul style="list-style-type: none"> • Agenda • Minutes • Livestream 	26th October 2021
	Buildings <ul style="list-style-type: none"> • Agenda • Minutes • Livestream 	8th November 2021
	Buildings, Electric Charging & Infrastructure <ul style="list-style-type: none"> • Agenda • Minutes • Livestream 	13th December 2021
	London Councils Consumption Emissions and Retrofit Workstreams <ul style="list-style-type: none"> • Agenda • Minutes • Livestream 	7th March 2022
Health in Hackney	Roadmap to Net Zero at Homerton University Hospital NHS Foundation Trust <ul style="list-style-type: none"> • Agenda • Minutes • Livestream 	17th November 2021
Skills, Economy & Growth	Green Economy & Skills <ul style="list-style-type: none"> • Agenda • Minutes • Livestream 	22nd November 2021
	Transport	15th December

	<ul style="list-style-type: none"> • Agenda • Minutes • Livestream 	2021
	SMEs & Decarbonisation <ul style="list-style-type: none"> • Agenda • Minutes • Livestream 	22nd February 2022

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Glossary of Terms

Term	Definition
Circular economy	An economic model in which resources are retained in use at their highest value for as long as possible and are then reused or recycled, leaving a minimum of residual waste.
Climate emergency	An umbrella term to describe the situation where burning fossil fuels creates greenhouse gas emissions, which are changing the climate of the planet. Also known as: climate change, climate collapse, climate crisis, global warming.
Consumption emissions	The greenhouse gas emissions generated outside Hackney to create the goods and services used inside Hackney, for example in manufacturing and delivery.
Decarbonisation/Decarbonise	The process of reducing greenhouse gas emissions

District heat network	A distribution system of insulated pipes that takes heat from a central source and delivers it to a number of buildings.
Embodied carbon	The greenhouse gas emissions created to produce, transport, install, maintain, replace and dispose of materials or items. This is a type of consumption emission.
Freeholder	Someone who owns the freehold of a property which can include a building and other property or land. In a block of flats, for example, the freeholder would own the land and the actual building.
Fuel poverty	The situation where someone is unable to afford to keep their home adequately heated, without compromising basic necessities. Central government has defined fuel poverty as when a household needs to spend more than 10% of its income to achieve reasonable levels of warmth (22°C in living areas, 18°C in unoccupied rooms)
Greenhouse gas emissions	Refers to the gases created when fossil fuels are burnt that contribute to the climate and biodiversity breakdown. Also known as: carbon emissions, carbon dioxide emissions, GHGs and emissions.
Green jobs	Jobs that have a focus on either reducing carbon emissions, restoring nature or making similar environmental improvements
Hackney Light and Power	The Council's energy services arm, installing clean energy services across Hackney.
Heat pump	A device used to heat and cool buildings by transferring thermal energy from a cooler space to a warmer space.
Leaseholder	A leaseholder is someone who owns a property on a lease, typically for 99, 125 or 999 years. The length of the lease decreases year by year until it eventually runs out.
Low carbon (e.g. item, product)	Something that does not release significant amounts of carbon when produced or operated. Typically they are electric and running on fossil-free renewable power, or capable of running on the national grid, which is rapidly decarbonising.
National grid	The network of power stations, powerlines and electricity

	infrastructure that allows electricity to be generated, transported and used across the county. Within the network there are many different Distribution Network Operators who send electricity from the grid to end users.
Net zero	Net zero refers to a state in which the greenhouse gases going into the atmosphere are considerably reduced and the residual emissions removed out of the atmosphere elsewhere. In the context of the built environment, buildings should aim to reduce their overall greenhouse gas emissions for embodied carbon and operational energy to near zero or negative, with reliance on offsetting strictly limited to exceptional circumstances.
Offsetting	The process of compensating for greenhouse gas emissions, by participating in schemes designed to make equivalent reductions of carbon dioxide in the atmosphere. Also known as: carbon offsetting.
Range anxiety	Worry on the part of a person driving an electric car that the battery will run out of power before the destination or a suitable charging point is reached.
Renewable energy	Energy generated using fuels that are naturally restocked in a short time period and do not rely on fossil fuel extraction, such as solar or wind power.
Retrofit	The process of upgrading and altering existing buildings or systems to reduce greenhouse gas emissions. This might include upgrading their thermal performance to improve energy efficiency, adding renewable energy sources or removing fossil fuel power sources. This reduces the amount of energy used in a building, reducing fuel poverty and greenhouse gas emissions while improving comfort levels.
Solar panels	A renewable energy technology that uses sunlight as a source of energy to generate electricity.
Territorial emissions	The greenhouse gas emissions from energy consumption and activities inside Hackney.

List of Abbreviations

Abbreviation	Meaning
BEIS	Department for Business, Energy and Industrial Strategy

CCC	Climate Change Committee
Defra	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
DLO	Direct Labour Organisation
EV	Electric vehicle
GDP	Gross Domestic Product
GLA	Greater London Authority
G20	An intergovernmental forum comprising 19 countries and the European Union
HMO	House of multiple occupation
HMT	Her Majesty's Treasury
LETI	London Energy Transformation Initiative
LGV	Light goods vehicle
LTN	Low Traffic Neighbourhood
MHCLG	Ministry for Housing, Communities and Local Government
NHS	National Health Service
NLWA	North London Waste Authority
NPPF	National Planning Policy Framework
POE	Post Occupancy Evaluation
PRS	Private Rented Sector
PV	Photovoltaics
SMEs	Small and medium-sized enterprises
TfL	Transport for London

Appendix 1 - Executive Response to the Overarching Scrutiny Panel Investigation into Net Zero

Recommendation one

The Council should **report back on how progress against the objectives of the Climate Action Plan will be measured and monitored, and how oversight structures including the Audit Committee, Scrutiny Panel and Scrutiny Commissions will fit into the monitoring framework.**

A commitment was made in the October 2022 Cabinet report that approved the public consultation for the [Climate Action Plan \(CAP\)](#) to develop a monitoring and reporting framework and include it as part of the adoption of the CAP. This has been progressed, assessing both Council and borough-wide monitoring and reporting needs. Where there was certainty regarding future monitoring and reporting, this was included in the revised CAP that was adopted in May 2023.

The development of a monitoring framework will, therefore, support the need to measure the reduction in carbon emissions amongst other climate related actions, and track progress towards the 2030 goals of Hackney's borough-wide CAP, alongside an agreed reporting and review mechanism.

Internal governance and oversight structures and their relationship were set out on page 90 of the adopted CAP identifying linkages to member oversight structures. The Audit Committee, Scrutiny Panel and Scrutiny Commissions have all become increasingly involved in the climate agenda over the last year, culminating in this current net zero review.

Oversight plans need to be further developed based on the actions that were identified in the adopted CAP, but initial scoping suggests that the Scrutiny Panel should receive an update based on the progress with the [Council Implementation Plan \(CIP\)](#), with consideration of wider borough-wide progress annually tied into the established annual external progress reporting schedule.

Monitoring performance may also form part of future reviews by Commissions and the Audit Committee in respect of specific topic areas where there are significant challenges.

Recommendation two

The Council should **explore establishing an appropriate and robust external governance framework** to reflect that the transition to net zero is not focused only on its own activities but also on those borough-wide emissions for which it is not responsible.

Establishing an appropriate and robust external governance framework is a key action now that the CAP has been adopted. There will be a key focus on progressing this to confirm proposals. Initial steps are to:

- Review approaches taken by other local authorities to meet this requirement;
- Work collaboratively with others post-adoption, to develop and agree a form of community oversight;
- Develop robust proposals for wider deliberative engagement on specific topic areas;
- Assess options for a future Hackney Net Zero Partnership to convene partners and businesses, including major landowners, public institutions, large businesses, and large housing associations who are responsible for significant borough-wide emissions, amongst others; and
- Better align existing networks whilst reviewing established key partnerships with the goals of the CAP.

Recommendation three

The Council should **demonstrate how each service department will contribute in concrete terms to the management and delivery of the Climate Action Plan, and in particular the accompanying Three Year Implementation Plan**, (both in terms of implementing actions, budgeting and continuing to innovate) for those areas that relate to their remits.

The borough-wide CAP was approved in May 2023, and CIP was provided to Full Council in July 2023. These key documents form the framework of the Council's response to the climate and ecological crisis and have been steered by a Strategic Officer Climate Group (SOCG)¹. SOCG spans services across the Council with oversight by the internal Environmental Sustainability Board (ESB). ESB chaired by the Group Director for Climate Homes and Economy, membership includes a wide range of senior managers from across the Council, usually at Director or Head of Service level.

The current membership of the executive structure ESB for oversight of the Council's response to net zero includes the following services at senior level: finance, procurement, area regeneration, public health, new homes, corporate property, corporate policy and strategy, public realm, social housing, housing strategy, public affairs, communications and engagement. Three key lead member portfolio holders are also formal members of the ESB.

These plans have also been considered, further shaped and approved by the Corporate Leadership Team (CLT) chaired by the Chief Executive. In addition, there have been regular items relating to CAP development at the Senior Managers Network (circa 180 members) to

¹ * SOCG: This group is the key tool for the delivery of the Council's Implementation Plan and is made up of the leads for each thematic area, as well as expertise in communications, engagement, finance, procurement, economic development and employment and skills. SOCG meets every six weeks.

ensure the wider obligations of various teams and services in respect of this agenda are well understood. Notwithstanding, this investigation by the Scrutiny Panel into net zero has heard evidence and plans from a wide range of services that are key to delivering the Council's net zero ambitions.

The CIP provides a detailed set of proposed actions for the Council to carry out over the next three years that contribute to delivering the goals and objectives under each of the five CAP themes. The CIP outlines actions that the Council has direct control over and considers where it has the most influence to maintain momentum on its own climate response. In addition to the five themes, there are actions under a cross-cutting theme of Green Economy.

The public version of the CIP identifies the lead service for each action, although many actions will require the collaborative effort of a wider grouping of services, alongside others to be able to be implemented. As part of developing information to support the future programme management of the CIP, these additional service details have been identified and will form part of the individual project management structures that may be needed to deliver individual actions. Actions will also have clear milestones and outputs to ensure delivery expectations are clear, supplemented by regular reporting by the lead services on progress to ESB, as well as CLT, where required. Furthermore, a monitoring, reviewing and reporting framework was also set out in the adopted CAP, pages 87-94.

Whilst the internal governance structures have been central to developing the framework for the Council's climate response, there is now a need for more formal programme management of what is a complex cross-cutting programme.

To further support this, an assessment of the SOCG and its working groups has been initiated. Based on its findings, there may be recommendations to maximise effectiveness. Following this, there will also be a consideration of the membership of the ESB based on these findings and recommendations.

To better embed the extent of the Council's climate response across the organisation, an internal communications programme will be starting shortly, whose first phases will involve some key communications about the CAP and the CIP to all staff. The approach that will be taken also includes communicating more tailored messages based on the key areas within the CIP that are of most relevance to individual directorates and their own responsibilities within the CIP.

Recommendation four

The Council should **explore the ways in which it can improve its engagement on net zero with harder to reach groups and those least likely to engage in formal ways**, such as those whose first language is not English, people with disabilities, young people, the elderly, people with low literacy levels and the digitally excluded.

Climate action in Hackney can reduce inequalities and create benefits, such as improved air quality, mental health, and biodiversity enhancement. By ensuring inclusive decision-making, prioritising accessible and affordable solutions, and tackling systemic issues, a fairer, more equitable, and inclusive environment will be enabled. Encouraging community engagement, raising awareness, promoting financial viability of sustainable options, and regularly monitoring progress will help ensure climate policies and initiatives remain effective and inclusive for all community members.

Key aspects based on responses received during the public consultation on the CAP are further elaborated on below.

- Involve diverse communities, including vulnerable and underrepresented groups, in the planning and implementation of climate policies and actions;
- Develop climate initiatives that cater to the needs of low-income, minority, and vulnerable populations, focusing on affordable housing, public transport, and access to green spaces;
- Address the root causes of climate change and social inequalities, such as poverty, racial and class disparities, and hold polluters accountable;
- Provide resources and assistance to vulnerable groups for climate adaptation, resilience, and mental health support to cope with climate-related stress and anxiety;
- Conduct outreach and educational programmes on climate change, its impacts, and sustainable options for diverse audiences, emphasising the importance of inclusivity;
- Encourage active participation from various social, economic, and cultural backgrounds in climate initiatives and sustainable practices;
- Ensure that sustainable options and green actions are economically feasible for everyone by offering financial incentives, subsidies, or affordable alternatives; and
- Regularly assess the effectiveness and inclusiveness of climate policies and initiatives, and adjust them as needed to ensure a fair and equitable transition for all community members.

As part of finalising the CAP, underrepresented groups were encouraged to take part in the consultation through existing networks and reference groups, taking into account the groupings that were identified in the equalities section of the Cabinet report of 24 October 2022. Four focus groups were held with groups underrepresented in survey responses, details below:

- Two focus groups with older residents, organised with the Older Citizens Committee;
- A focus group with Black and Global Majority residents, organised through the Hackney Matters Panel; and
- A focus group with Somali women including interpreters, organised in partnership with Coffee Afrique.

Eight drop-in sessions were held at each of Hackney's libraries across November and December 2022. Drop-ins were advertised through posters at libraries, alongside consultation communications, and on social media.

The percentage of consultation respondents who stated they considered they were disabled was 19.7%. This is higher than the figure for the Borough (14.3%), however, the latter figure represents those disabled within the terms of the Equality Act.

The [Equality Impact Assessment](#) was finalised post the public consultation on the draft Climate Action Plan, which provides pointers to the engagement that may be needed with a practical focus on fairness and social justice:

- Ensuring disadvantaged groups can access training and jobs in the green economy. Apprenticeships and skills programmes should target underrepresented communities;
- Protecting low-income residents from energy and food poverty. Retrofits, affordable public transport, and access to healthy diets are vital. Costs of the transition cannot unfairly fall on the most vulnerable;
- Co-designing where possible climate solutions with marginalised groups through participatory processes;
- Consulting experts on disability rights, migrant groups, etc. to mitigate unintended consequences;
- Communicating clearly how climate action delivers social benefits like health, jobs and lower bills. Link goals to tangible improvements in quality of life; and
- Ensuring voices from across all of Hackney's diverse communities are represented in decision-making through inclusive engagement.

Despite being a significant proportion of young residents in Hackney, responses from those under 25 as part of the consultation of the draft CAP were relatively small (1%) and indicate that more work will need to be done to engage this age group going forward, most likely in respect of specific topic areas. In respect of engagement to date with young people, the focus has been on very practical and active engagement with schools:

- 65 schools are participating in the [Eco-School programme](#), of which 18 have earned the Green Flag award;
- Participating schools have conducted assemblies and worked on carbon related projects to improve environmental performance at the schools;
- Five schools participated in the ['Cut Your Carbon' campaign](#), which focused on food, energy, and fashion's contributions to carbon emissions;
- Three Eco-Schools took part in ['Running Out of Time Relay'](#), Britain's largest sporting event celebrating environmental awareness;
- The Eco School Annual Event where three schools came together for a round table discussion on Hackney's CAP where 'Transform Our World' presented the ['Let's Go Zero' Campaign](#) and the Climate Action Planner toolkit;
- Rushmore School is trialling a surplus food waste redistribution project with [OLIO](#);

- 16 schools participated in the [Climate Resilient Schools](#) programme led by the Mayor of London, resulting in the creation of 12 rain gardens and comprehensive climate adaptation plans;
- Hackney currently has 49 [School Streets](#), with the goal to expand this to all feasible primary and secondary schools by 2026. This programme has led to an increase in walking and cycling amongst students and a decrease in tailpipe emissions. The Council's anti-idling campaign also continues with more workshops and signage, contributing to our commitment to a healthier, sustainable environment; and
- Plans are also underway for three Eco-Schools to initiate an eco-refill scheme by January 2024, aimed at reducing single-use plastics.

Reflecting on the past year, there has been engagement with over 5,000 students, conducting over 600 litter picks, and planting 1,000 trees. These accomplishments have been acknowledged at the [Global Action Plan Sustainable City Awards 2023](#) - Eco School programme was a finalist in the Public Sector Campaign of the Year category.

Plans are currently in development to increase the levels of engagement within work associated with the climate crisis. Once these are more advanced, they can be shared with scrutiny members.

Recommendation five

The Council should **undertake more detailed modelling on current and future spending on net zero-related policies, as well as the benefits derived from this expenditure**, to develop a fuller understanding of the finance and resourcing needs of the transition to net zero.

The [Audit Committee 'deep dive' in 2022](#) provides the context for the work that is continuing regarding more detailed modelling of current and future spending to achieve net zero.

The [Annual Update on Progress with Decarbonisation Commitments](#) presented to Council in July 2023 provided an update on the planned current and future spending noting that £61 million investment over the next three years was approved as part of budget setting for 2023/24.

The Council already has well-developed processes for managing, monitoring and reporting on this investment via the capital workstreams, alongside the existing processes for identifying and securing the funding required to enable these works. This includes processes to enable prioritisation of the finite capital funding available.

The overarching CIP allows this expenditure and funding to be viewed through the lens of the themes within that plan and for mapping the proposed investment/funding back to the themes.

Reporting and tracking the spend and funding against the themes alongside the benefits realised will enable better decision-making around prioritisation for future capital or revenue investment. It will also enable increased understanding of the true costs of existing projects to better inform project evaluation.

In respect of the benefits that are derived from this expenditure there are a number of key strategic actions within the monitoring and reporting section of the CAP that includes the development of a monitoring framework.

Monitoring will be completed through a variety of interrelated mechanisms:

- Council emissions will be initially aligned with the [UK100](#) membership scope but expanded over time, the [Local Partnerships GHG accounting tool](#) will be used.
- Borough-wide emissions will be monitored initially via The [London Energy and Greenhouse Gas Inventory \(LEGGI\)](#) and Consumption-Based Emissions Accounting Framework (CBEA).
- The CIP has a range of actions spread across the five thematic areas. A number of these projects and programmes will have their own independent evaluation requirements and for key ones, where a clear carbon impact has been estimated, the intention would be to build the outcomes into shaping future decision-making.
- Using the principle of prioritising existing reporting systems, the monitoring framework seeks to build upon and complement existing and future plans and strategies to support the overall goal of reducing emissions more effectively and efficiently. More granular monitoring of the impacts of the CAP will, therefore, largely be through:
 - Existing mechanisms, including [Air Quality Action Plan](#), [Reduction and Recycling Plan](#), [Local Nature Recovery Plan](#), [Green Infrastructure Strategy](#), [Transport Local Implementation Plan](#), [Parking and Enforcement Plan](#) and future Economic Development Plan, amongst others.
 - Key projects such as, but not limited to, [LTNs](#), [School Streets](#), street tree planting and the [Green Homes programme](#).
- A smaller number of key performance indicators will also be monitored.

Recommendation six

The Council should **collaborate with other boroughs and regional authorities to lobby central government to get external funding** for the net zero agenda, and should **proactively identify and respond to new funding opportunities** as they arise.

The economic and social costs of inaction continue to grow. Local areas have a huge role to play in reaching net zero and have the ability to start implementation quickly, but they need more funding. Central government must provide certainty on its long-term funding plans for key areas, such as retrofit and energy efficiency. This is necessary for local areas to play their part in building the skills, capacity and engagement needed to meet the challenge. Therefore, the Council is part of a number of groupings working with others, including London Councils, UK100, [Cities Commission for Climate Investment](#) (3Ci) and the Greater London Authority (GLA), as part of their lobbying activities to enable more funding to be made available for the wide range of responses needed to assist with reaching net zero.

As a context, the Funding Strategy for the Council's own CAP commitments is summarised below:

1. **What's already planned for** – those allocations in the Capital Programme that can be adapted to reflect technologies/latest innovations to tackle climate change – e.g. Planned Maintenance budget, Combined Heat and Power in regeneration programmes, Fleet.
2. **Robust Business Cases** – those projects where there are savings to be made that can repay the investment over time or have alternative delivery models - e.g. Electric Vehicle charging network, cycle hangars, investment in energy technologies for the Council's non housing estate.
3. **The aspirational** – those investments that are currently unaffordable at scale – e.g. retrofit of Council properties. The Council is exploring grant funding opportunities and working with other local authorities for solutions in this space and lobbying with others for more funding.

The key area where major external funding will be required is element 3.

There are a number of options amongst others that are being undertaken or further developed including:

- Grant funding from Central Government, this is limited but will be particularly important for low-income and social housing. For example, successful funding applications have already been made by the Council to the Social Housing Decarbonisation Fund and Public Sector Decarbonisation Fund. Further applications - subject to eligibility will be submitted as new bidding rounds open;
- The Council working alongside others to continue to lobby the Government to increase funding programmes for both public and private properties. The Mayor was a key representative in the Skidmore net zero review;
- The use of policy mechanisms to deliver new income streams such as from planning obligations. The Council is working with a number of local authorities in London to review carbon pricing standards;
- Local climate bonds that can raise capital whilst allowing local people to invest in their area and directly benefit from the projects delivered; and

- Carbon offsets investment of carbon offsets in local decarbonisation and adaptation schemes.

Exploring wider private sector finance mechanisms is also underway and the Council is a key representative of the 3Ci, an innovative collaboration of local government and the private sector. Its mission is to support local authorities in securing the necessary long-term finance for achieving net zero. 3Ci is working to leverage the combined scale of cities and regions to mobilise finance and drive investment into low and net zero carbon projects across all local areas together, rather than individual ones, which is seen as the key to unlocking the investment so urgently needed. It is based on the concept of developing [Net Zero Neighbourhoods](#) (NZN).

The key characteristics of an NZN are:

- a place-based approach to (nation-wide) decarbonisation (greenhouse gas reductions) that promotes community and local authority buy-in and participation. It facilitates the delivery of multiple interventions in one place in order to scale up delivery, generate efficiencies and derive wider socio-economic benefits;
- a blended funding model, which combines Government and outcome-seeking funding with profit seeking private investment. It also provides cost savings to the Government, possibly reducing what could be around a 70-80% subsidy, to around 35%, by appealing to institutional investors who can offer longer payback periods than those typically seen with retail finance; and
- generating revenues that make it an investable programme, can be used to fund the programme (repayable finance) and removes the need for individual residents and asset owners to personally fund the significant up-front costs of decarbonisation, whilst providing an incentive to participate (reduced energy bills).

Over the last year, the Council has proactively responded to funding opportunities and secured funding from various external sources to progress its net zero plans. Some of these can be found in the publicly available [Annual update of progress with decarbonisation commitments 2023](#), which provides a summary of key funding applications, both successful and unsuccessful, over the last 12 months to July 2023.

The Council is also awaiting the outcome of a major funding bid to the [Green Heat Network Fund](#). A £2.9 million grant application for a District Heat Network for Colville Estate to support the £14 million cost of implementing the network.

The Council is part of a sub regional local authority grouping led by the GLA that will be developing a fully funded sub regional Local Area Energy Plan (LAEP) over the next 12 months. This involves significant collaboration between local authorities and partners. LAEPs set out the changes required to transition an area's energy system to net zero in a given timeframe. This is achieved by exploring potential pathways that consider a range of technologies and scenarios, and when combined with stakeholder engagement leads to the

identification of the most cost-effective preferred pathway and a sequenced plan of proposed actions to achieving an area's net zero goal.

Recommendation seven

The Council should **ensure its tenants and leaseholders are supported as much as possible to engage in low-carbon lifestyles**, for example through welcome packs providing information and discounts at reuse and repair shops.

The Council is working on low-carbon lifestyle engagement across all its communication channels as well as participating in London-wide and national recycling campaigns. In addition to offering educational service leaflets and reusable containers to new residents in its housing estates and new development properties, there will be a focus on targeting localities with lower-performing collection rounds with promotional activities and one-on-one engagement. This effort aims to engage approximately 10,000 to 15,000 households in 2023/2024.

Implementation of waste and recycling facility upgrades on Council estates continues and demonstrates strong evidence of impact. Phase 4 of the Estate Recycling Programme successfully improved the average recycling rate across the participating estates by 41%. Over a two-year period, the recycling rate across these estates has risen from 10% to 29%. Plans for Phase 5 aim to create 36 new bin store areas, close 241 hoppers and 58 chutes, further improving fire safety, recycling rates, and the overall environment on housing estates.

Other initiatives, which are part of the Council [Circular Economy programme](#) include:

- Zero Waste Hubs, which run four times a year and are successful in helping residents repurpose and repair items. Last financial year, approximately 850 residents attended the events, with around 200 items repaired and nearly 5.5 tonnes of waste diverted from direct disposal, reducing CO2 emissions significantly;
- Free clothes swap and repair sessions, run four times a year, are well-attended, with participants exchanging nearly 3,000 pieces of clothing in 2022/2023, saving an estimated £40,000 and significantly reducing waste in the fashion industry;
- Running cooking and sustainable food shopping workshops, teaching residents about plant-based foods, food waste reduction, and healthy eating;
- Offer of plastic-free workshops, teaching residents how to make their own low-cost and plastic-free products and providing information about sustainable alternatives to single-use items;
- Promotion of Hackney shops that offer refills and packaging-free food options via the Hackney Zero Waste map, which has been viewed more than 22,812 times;
- In collaboration with the North London Waste Authority (NLWA) a reusable period products campaign will be launched that includes a digital communications campaign and a voucher scheme for discounted reusable period products. The campaign will feature outreach and engagement events; and

- NLWA also continues to pay a subsidy of £70 per baby to parents/carers in north London who use reusable nappies rather than disposable.

One of the primary focuses more widely in the borough is on behavioural change campaigns aimed at encouraging low-carbon lifestyles. A key example of this is the recent '[Eat Like a Londoner](#)' campaign, which is geared towards promoting sustainable diets and reducing food waste. This campaign combines the best recipes, hacks, tips and tricks, offering weekly inspiration that not only helps residents save money and eat healthier but also contributes positively to the planet.

These above activities will significantly help the Council tenants and leaseholders to better understand and adopt low-carbon lifestyles. Continued close liaison between the housing and sustainability teams will help to ensure effective support for tenants and leaseholders in their transition to lower-carbon lifestyles, using welcome packs to incorporate materials that raise awareness of the various offers available to achieve this objective.

Recommendation eight

The Council should **demonstrate how it will work with registered social landlords operating within the borough** to coordinate actions on retrofit and other decarbonisation measures, and share examples of good practice for mutual benefit.

The [Hackney Registered Providers \(RPs\) Compact](#) - the key document for RP activity in Hackney - has climate action, retrofitting and decarbonisation amongst its key objectives.

The Council is already working in partnership with RPs to share good practice and knowledge concerning retrofitting and decarbonisation. The larger RPs (mainly G15 members) in Hackney all have existing climate action plans which include, to varying degree, proposals for achieving net zero targets in their housing stock. For medium sized and smaller RPs the picture is more mixed, but all have declared public targets for retrofitting. Additionally, most RPs have wide ranging climate action plans which include the full range of advice and interventions, including, for example, lifestyle and behaviour changes, recycling, food and energy efficiency advice.

Plans are underway for a new launch of the Better Housing Partnership (BHP) (previously known as the Housing Association Forum) in Autumn 2023. The BHP is a formal partnership for all RPs in Hackney, facilitated by the Council but chaired and led by the RPs. The intention is for retrofitting and decarbonisation to be a standard agenda item for the BHP either at each BHP meeting or through the creation of a specific sub-group focussed solely on these issues. Actions will be reported, including to the Council, on a quarterly basis.

Recommendation nine

The Council should **explore broadening the licensing requirements for additional houses**

in multiple occupation (HMO) and selective licensing schemes to cover the whole borough and include energy efficiency, retrofitting and fuel poverty requirements.

The Council is one of the few local housing authorities in the UK running three licensing schemes: mandatory, additional and selective. Mandatory licensing is a permanent requirement of the Housing Act 2004. Additional and selective licensing are specific and time limited schemes, applicable where a local housing authority has reason to apply to the Secretary of State for such schemes.

The Council intends to renew both its additional and selective licensing schemes and is applying to the Secretary of State for approval to do so. Furthermore, it is applying to extend its selective licensing scheme beyond the three original pilot wards to cover the entire Borough of Hackney. In essence, selective licensing means that if a landlord wishes to let their property in Hackney, they need a licence from the Council for each property.

As part of renewal planning for the licensing schemes, the Council has already explored whether it would be able to incorporate energy efficiency, retrofitting and fuel poverty considerations into the licence scheme. For example, by stipulating that in order to achieve a licence, it would be a requirement of the landlord to achieve a successful retrofit or to demonstrate a clear pathway and plan for retrofitting within the period of the licence. Based on the received legal advice, unfortunately, this is currently not possible. Licence powers are provided through the Housing Act 2004. The Act sets out the housing conditions that are applicable to a housing licensing scheme. Adding climate action requirements to a Housing Act scheme is likely to be seen, at first challenge, as acting beyond the authority of the Council.

Despite this, the Council is lobbying for this change and will be speaking directly to the Secretary of State as part of the licence scheme application stating that the thermal performance of any property is, by definition, part of its build type and general condition and therefore must constitute a housing condition.

In addition, there is ongoing lobbying around various legislative frameworks, including Minimum Energy Efficiency Standards (MEES) and Housing Act provisions.

Most policy asks are captured in the [Housing Strategy Position Paper 2023](#) and the [Better Renting Campaign](#) and are reported to Members through a variety of meetings.

Recommendation ten

The Council should **investigate and report back on the options and implications for expanding the provision of retrofitting and net zero advice to owner-occupiers and the private rented sector**, and **consider identifying retrofit champions** who are willing to talk about their experiences of retrofitting.

The Council is currently developing a new Hackney Private Sector Housing Strategy for implementation in 2024. Within the strategy, the current approach sees the Council as the statutory agency for standards and enforcement that sets the standards and requirements. Where they are not being met, there is the power to take action and enforcement, thereby providing a clear delineation between advice/choices and standards/enforcement.

Council officers may provide specific net zero and retrofit advice on occasions but, generally speaking, will seek to signpost households to specialist and independent partner organisations and advisors for particular advice. It is then up to the household to proceed. Notwithstanding, the Council will continue to investigate the option of formal advice provision as it develops the new Private Sector Housing Strategy.

In respect of identifying future retrofit champions, the impact of [Hackney Light and Power's Green Homes grants programme](#) has been assessed by reaching out to households who have had measures successfully installed in their homes to ascertain:

- the impact on their lives, including their bills, health, wellbeing and behaviours;
- the application process and the relationship with the lead delivery partner Happy Energy and its contractors;
- the experience of interacting with the technology that has been installed; and
- their understanding of the positive impact they are having on the environment and Hackney's net zero journey.

A number of case studies are being developed which indicate a positive experience regarding the impact of the improvements that have been undertaken.

Recommendation eleven

The Council should **report back on its longer term plan on how it intends to bring the corporate estate in line with the net zero goal**, including its retrofitting programme and exploration of clean energy projects.

Work is ongoing to progressively survey corporate buildings for opportunities to reduce energy, lower-carbon and save money. Priority is being given to the decarbonisation of heat through electrification of heat using heat pumps, controls and other electric heat generators.

An initial batch of nine corporate buildings was brought forward as a project in 2022 and received a grant of £12.25m towards the £16.8m project to save 1,560 tCO₂e per annum. This project is now in delivery. A further suite of projects (subject to eligibility) is in preparation for the next Public Sector Decarbonisation Scheme 3c grant round, estimated to open for applications in October 2024. Further projects will be brought forward as grants become available and/or sound 'Invest to Save' propositions are identified.

Notwithstanding, there are supporting actions in the CIP for the CAP which are focused on longer term plans such as:

- Develop an action plan to support maintained schools to reach net zero or the best achievable outcome by 2030; and
- Replace gas boilers with decarbonised energy generation for Council owned and operated buildings in line with the emerging Heat Network Strategy.

In addition, the recent commitment to join the UK100 membership network will bring forward the Council's net zero plans to 2030 for non-tenanted buildings. The initial scope is:

- Core Council Buildings, including libraries and frontline service delivery depots;
- Housing community halls and housing depots; and
- Leisure Centres - some of the largest energy users.

Recommendation twelve

The Council should **explore including within lease agreement requirements for its commercial property tenants to use renewable electricity, monitor usage and make energy-related information available.**

The Council routinely considers the social and economic credentials of potential tenants when marketing commercial properties, and green credentials are a fundamental component of that.

The Council can explore incorporating lease clauses that are geared towards the environmental performance of the asset, although in considering such clauses, the Council must be conscious of market expectations and commercial viability, taking into account the requirement to obtain the best consideration. While tenants are increasingly engaged with environmental and sustainable business factors, installing related obligations in leases is still a developing idea in the commercial property marketplace.

The Council's Commercial Property Portfolio is varied in many ways, including the potential to deliver income, social and/or economic benefits, alongside the levels of demand, and hence each one is treated according to its own particular circumstances.

There is, however, greater potential for environmental performance clauses in leases let under the Voluntary and Community Sector Lettings Policy, where under short leases, the Council retains control over the maintenance of the building, including mechanical and electrical installations.

Recommendation thirteen

The Council and Transport for London should **review decarbonisation pathways for bus**

services in Hackney, particularly around the opportunities to accelerate the rollout of electrification technologies.

Responsibility for bus electrification sits with Transport for London (TfL), and TfL's current target for electrification is 2034, although they have called on the Government to support an earlier target of 2030. Electrification of bus garages is fully supported, and the Council is in dialogue with TfL on this issue.

Councils are currently not routinely consulted on proposals to electrify individual bus routes, and the decisions regarding the sequence and priority of when routes will be electrified are taken by TfL as part of the bus tendering programme. The Council, together with London Councils, has expressed concern at the lack of borough involvement in this process and will continue to do so.

In the past year, the Mayor and lead member have written to and subsequently met with senior TfL officials, including the TfL Commissioner and discussed bus electrification.

One of the major constraints to electrification is the ability of depots to provide the power and charging capabilities necessary. The Mayor and lead member have discussed how the Council can support the electrification of bus depots, for example, through supporting the regeneration of bus depots, but have also raised the need for electrification ahead of such major regeneration schemes.

Recommendation fourteen

The Council should **explore the ways in which it can improve the evidence base for increasing the uptake of active and sustainable travel choices** across the borough, with a particular focus on the links with health, education and the local economy.

The Council has a well established evidence based approach to behaviour change, public realm and transport schemes. The current [Local Implementation Plan](#), approved in January 2023, builds on the evidence base of the [Hackney Transport Strategy 2015 -2025](#), which in turn drew evidence from health, education and economics disciplines.

The Council has adopted the Healthy Streets approach, which is based on high-quality, longitudinal public health quality data and provides a framework to consider physical changes to our streets.

The well established Schools and Workplaces engagement programmes rely on guidance and evidence from over 20 years of behaviour change research in the transport sector, which also draws from academic research into public health behaviour change which uses a similar toolkit.

Several Universities specialise in this area of research, notably the Active Travel Academy at Westminster University and Hackney Council are active participants in current research and regular attendees at seminars.

The Council is now preparing an update to the Transport Strategy, working closely across the health, education, regeneration, road safety and public transport teams to look at Census and other relevant data sources to best understand current issues. These evidence bases will inform the current work of the Council as well as the future strategic goals through the Hackney Transport Strategy 2025-2035. This will be an important opportunity to develop on the progress already made in Hackney in terms of active and sustainable travel and deliver the outcomes and benefits for all Hackney residents.

Recommendation fifteen

The Council should **undertake a business perceptions survey** to measure how local businesses view active travel and its impact on them, and how best to share information and engage with businesses on this agenda.

Through major schemes such as Stoke Newington [Low Traffic Neighbourhood \(LTN\)](#) and the Council's own business engagement team ([Zero Emissions Network, ZEN](#)), Council officers have engaged with local businesses on the specific issues of active and sustainable travel. With an active Network of over 1,500 businesses, the Council has helped businesses switch to more active and sustainable modes through schemes such as cargo bike hire or grants, as well as providing travel surveys and plans.

A notable example of success includes a Hackney based electrician trading in their van for an electric cargo bike. Residents and businesses can access the cargo bike hire scheme at four locations in the borough, and there are plans to expand this to 12 additional locations as well as offering active and sustainable travel advice to businesses across the borough. Some grants will also be made available to help businesses transition to more sustainable modes.

For major schemes, the Council will work directly with businesses, as has recently taken place in Hackney Central and is ongoing at Chatsworth Road. Results from this engagement will lead to local proposals and plans that can offer alternatives to existing motorised transport.

Recommendation sixteen

The Council should **review current activity in promoting electric vehicles (EVs) across London and explore ways in which it can work more closely with vehicle manufacturers and operators** to deliver consistent and high-quality provision that removes all barriers to uptake.

Electric vehicles (EV) have a large role to play in the future transport system, where they will provide a lower polluting and lower-carbon option to internal combustion engine vehicles.

However, EVs on their own will not be enough to meet the Council's clean air and carbon goals. They also do not address harm that motor vehicles bring in terms of road danger, community severance and do not contribute to a healthier and active population by walking and cycling.

It is in that context that the Council has entered into a unique contract with EV providers that prioritises overall motor vehicle reduction as its top line objective. Historically, this objective has been in conflict with the business viability needs of EV charge point suppliers, who require growth in EV ownership to make their businesses viable, even if it means promoting overall growth in vehicle ownership (for instance, through second household vehicles). Alongside the Council's EV Strategy, there is a policy of reducing private car ownership and on-street parking while creating environments that make it easier to walk and cycle.

Through a comprehensive tender, the Council is now working with suppliers who share its overall vision of a low-carbon, low pollution and low private vehicle ownership future transport network. The Council's contract providers have also committed to working with large car manufacturers so that plug and charge capabilities can be introduced as quickly as possible, improving the charging experience for EV users. Options are also being explored to enable Hackney residents to take advantage of discounted rates for charging.

This will result in the installation of an additional 2,650 EV chargers across the borough's seven square miles in the next four years. This programme includes the three different types of EV charging technology: rapid, fast and slow chargers. On top of the existing 344 chargers, this will take the total number of charging points in the borough to around 3,000 by 2026, and it will be the densest network in the country. The move is part of the Council's commitment to decarbonise the transport system in Hackney - a key goal in the borough-wide CAP and further demonstrates how local councils can be at the forefront of work to tackle climate change, lead innovation and help to pave the way for wider transport decarbonisation in the UK. Installation of the first batch of new EV charge points is expected to start by the end of 2023.

In addition to further promoting the transition to less polluting vehicles and the reduction of overall car ownership and usage, the Council is expanding its car club network to over 300 and ensuring that at least 50% of the car club fleet will be electric by 2026. This will help give an alternative to owning an EV and help give equitable access to the electrification of motorised travel.

Recommendation seventeen

The Council should **embed the use of Post Occupancy Evaluation (POE) and data sharing in its planning policy, on all developments where the building has been in use for a minimum of three years** to ensure robust monitoring processes for energy performance and enable constructive dialogue with developers on energy efficiency.

Planning policy in Hackney on post occupancy evaluation is already in place through London Plan policy S1 2 Minimising greenhouse gas emissions. Policy S1 2 sets out the energy hierarchy: be lean, be clean, be green, be seen. The 'Be Seen' aspect of energy monitoring reporting is concerned with operational energy performance, and post construction monitoring for seven years is required. This is required for all GLA referable schemes and major developments.

Recommendation eighteen

The Council should **report back on the current London-wide picture of decentralised energy projects and pipeline schemes** that could provide opportunities for future programmes, and **explore collaborative procurement/investment opportunities for renewable power** with other boroughs and regional authorities such as the North London Waste Authority.

Collaborative work is progressing on Retrofit, Heat Networks and Purchasing Renewable Power. As always, the opportunities from collaboration are balanced by complications and contractual issues, and the Council needs to choose carefully which projects provide the best balance of benefit versus cost/constraint.

In respect to Heat Networks, the Council is working with City of London and GLA on ways to access waste heat from data centres in the City, with an intention that this work is shared with other councils. Areas in Hackney may also be a conduit for heat to other areas of London as well as receiving heat from Newham via Tower Hamlets. These opportunities are factored into the work on a North London Local Area Energy Plan with the preliminary stages progressed by GLA. The Council is also working on ways to access waste heat from the Edmonton Ecopark.

On Power Purchase arrangements, six to eight London Boroughs, including Hackney, are working together with a view to a collaborative procurement for a Power Purchase Agreement from 2025-2026 to 2035-2036 and 2040-2041.

Recommendation nineteen

The Council should **enhance communications around the benefits of installing solar panels and the support available to businesses and households.**

As part of updating web pages covering energy advice on the Council's website, guidance will be provided for businesses and households interested in installing solar panels, including signposting to relevant sources of funding where they are available.

Recommendation twenty

The Council should **keep the hydrogen production market under review**, and where

possible **ensure all new or replacement boilers are considered for hydrogen gas heating.**

The priority for housing services in relation to this is to optimise the efficiency of communal heating networks and move them away from gas where possible. Regular liaison is made with Cadent Gas (a British regional gas distribution company that owns, operates and maintains the largest natural gas distribution network in the United Kingdom) on plans for hydrogen as an alternative to gas. It should be noted that it's one of several non-gas alternatives being looked for heating systems associated with the Council's social housing portfolio.

Recommendation twenty one

The Council should **outline the progress it has made in embedding actions to reduce carbon emissions into internal procurement and management processes, and the options it is exploring to go further.**

The Council's Sustainable Procurement Strategy that is currently undergoing a refresh, seeks to utilise a circular procurement approach, promote carbon reduction, a green economy and just transition.

The action plan within the new draft Sustainable Procurement and Insourcing Strategy sets out plans for short and medium term commitments, such as more staff development and training events, working more closely with the supply chains, introducing local measurements to standardise monitoring across contracts, celebrating the achievements of various departments and more engagement with external partners and anchor organisations. It will also increase alignment with the recently adopted CAP 2023-2030, goals and objectives, and there are actions within the three-year CIP. A key objective in the consumption theme of the CAP is to: *Embed actions to reduce consumption related emissions into internal procurement and management processes for the Council, businesses and institutions.*

A number of actions have been undertaken, including:

- Supplier selection questionnaires now request carbon commitments at all thresholds, with tracking of these commitments proposed through the new contracts management system, which would also endeavour to record and monitor wider sustainability outcomes;
- Systematically challenging the decision to go to market, but where this is unavoidable, ensuring that specifications seek to reduce CO2 emissions in supply chains, divert waste from landfill and incineration as far as possible, and ensure 'whole life 'costing where practical;
- Procurement tools, such as the Heat Map, are continuously being refreshed to ensure they capture and reflect industry best practice;
- Contract specifications being reviewed to support the priorities within the adopted CAP as the opportunities arise;

- External social value platforms are being piloted in a bid to simplify processes for suppliers and maximise outcomes for Council residents and businesses;
- Third party spend data is regularly analysed to seek opportunities for improvements;
- Updating the procurement pipeline to highlight sustainability opportunities, including carbon reduction, providing better visibility and opportunity for challenge; and
- Reviewing the contract register to ensure better data and early warning on expiring contracts so as to provide adequate time for reviewing specifications and earlier engagement with the market.

Recommendation twenty two

The Council should **report back on the impact of waste management work and objectives to reduce waste arisings and improve recycling and food composting rates**, and with particular consideration given to commercial waste.

The Mayor of London's Environment Strategy requires London authorities to write a [Reduction and Recycling Plan](#) (RRP). The RRP sets out baselines for the borough's waste and recycling performance, waste and recycling targets and an action plan for reducing waste and increasing recycling. The Council's current RRP was approved by the Cabinet and the Mayor of London in May 2023 and sets out a plan for 2023-2025. This is the second RRP the Council has been required to submit to the GLA, and it builds on actions from the previous RRP 2018-2022.

Following approval of the RRP, the Council is required to report back to the GLA with the progress and impact of the planned actions and targets on a regular basis. Progress with these actions can come back to scrutiny if required.

The RRP includes:

- Ten actions to reduce waste and increase materials reuse;
- 18 actions to maximise recycling performance;
- Two actions to reduce the environmental impacts (such as greenhouse gas emissions and air pollutants) of waste activities; and
- Two actions to maximise the use of local waste sites.

The actions planned to reduce waste include plans for the Library of Things; food waste reduction initiatives; waste prevention schemes; and the Circular Economy Action Plan.

The actions planned to improve recycling and food composting include:

- Plans to enhance performance of the new fortnightly residual waste collection;
- Flats Above Shops food waste trials;
- Estates food waste services expansion;
- Resident engagement and behaviour change through waste and recycling communications and service publicity;

- Expanding the range of recyclable materials;
- Estates Recycling Programme (Hackney Housing);
- Housing Association Recycling Programme;
- General estate recycling interventions;
- Storage Provision for Estates Recycling; and
- Increasing recycling within the Commercial Waste portfolio.

Particular consideration is given to commercial waste, with plans for the Council to deliver and develop the Council's commercial waste and recycling services, including continued provision of mixed dry, glass, cardboard and food waste recycling. This will continue to be expanded to more commercial premises in the borough, maintaining a pricing structure that incentivises recycling.

Recommendation twenty three

The Council **should undertake local business surveys** to identify the nature and level of support needed for local businesses to decarbonise, and to map existing green businesses in the borough.

The Council completed a research commission looking into Hackney's green economy in April 2023. This provided an estimated baseline of 301 green businesses operating in the borough and indicated specialisations within the climate change strategy and policy sector; reduce, reuse, recycle, repair sector; and power sector.

Most of the green activity within the borough is located towards the Hoxton West, Hoxton East and Shoreditch areas, reflecting the area's popularity as a headquarters location for businesses seeking a central London base. Smaller clusters are observable within the Lea Bridge, London Fields and Hackney Wick areas. The Council is undertaking further engagement with green businesses operating in key strategic sectors to understand growth requirements and how the Council could accelerate green growth in the borough.

In a wider general business survey completed in March 2023, only 4% of businesses stated they had a commitment to reach net zero by 2030, and a further 7% were working towards being net zero. The three barriers most regularly cited by local firms to transitioning to net zero were a lack of knowledge, grants and capital/finance. However, it should be noted that about half of the businesses surveyed did not provide an answer to the question of what they were doing to reduce their footprint, and about 20% of respondents said they do not need help because it was not a priority for them, especially in the current economic conditions. This indicates a continuing disconnect between the imperative for local firms to plan for a net zero future and their capacity/ambition to do so.

The extent to which the Council will be able to directly address these capacity limitations or the difficulty for local firms to access finance is inevitably limited, given the scale of the challenge and the resources available to local authorities in directly funding the private sector net zero

aspirations. The focus will, therefore, likely need to be on raising awareness amongst local firms on the steps they can take, with a particular emphasis on supporting microbusinesses (defined as having 0-9 employees), which make up 89.9% of all Hackney businesses.

To this end, the Council has allocated some [UK Share Prosperity Fund \(UKSPF\)](#) funding to establish a programme of individual diagnostic calls, on-site business audits and advice from energy experts to provide business specific recommendations (normally operations, energy use building/equipment adaptation), depending on budget, building design and other variables. This will help tackle the cited barrier of lack of awareness amongst local firms.

A small amount of GLA funding is also available to offer businesses capital grants to implement recommendations arising from the property audits. Further funding will be sought to extend the offer of capital funding to a larger number of businesses. The London-wide UKSPF programme managed by the GLA may offer further support for Hackney businesses to transition to net zero. As details of this programme are confirmed, the Council will signpost businesses to any additional opportunities where relevant.

Recommendation twenty four

The Council should work with neighbouring boroughs and partner organisations to **identify new solutions and traffic management options to reduce carbon emissions from freight and logistics.**

The Council is committed to the following freight objectives to reduce local carbon emissions:

- Develop more Low Emission Zones/Ultra Low Emission Streets in Hackney's town centres/areas of high freight deliveries/poor air quality;
- Work with neighbouring boroughs to produce new area-wide construction logistics plans in south of the borough;
- Investigate the purchase of additional electric and low-emission vehicles for the Council fleet including cargo bikes and electric HGV vehicles;
- Install more on-street and Council depot-based electric vehicle charging points suitable for different types of freight vehicles including street trader vehicles, e-bikes and at local micro consolidation centres;
- Continue and expand support for zero and low-emission last mile deliveries through ZEN; and
- Explore feasibility and delivery rollout of residential shared cargo bikes and potential need and feasibility of developing a local hydrogen refuelling station.

Recommendation twenty five

The Council should work with other boroughs, training and education partners and businesses to **map out the scale and nature of green jobs in London and in Hackney, to consider the implications this will have on education and skills training provision.**

A 2021 study by the Institute for Employment Studies and WPI Economics indicated that, as of 2020, there were 234,300 green jobs in London. These were most heavily concentrated in the Power sector (82,900), Homes and Building sector (58,200) and Green Finance sector (50,700). The same report found that the biggest growth in green jobs by 2050 was likely to be in the same sectors, with Green Finance, in particular, experiencing rapid growth, increasing to an anticipated 387,000. Combined with a significant growth in the Low Carbon Transport sector, these four sectors will account for nearly nine in ten green jobs. The employment projections from this report suggest an overall 4.5-fold increase in green jobs in London over the coming three decades.

The largest increase in green jobs, in numeric terms, is among professional workers, whose numbers are projected to increase by 68,000 to reach 124,000 in 2030, an increase of 123% and reflecting the predominant services orientation of the London economy. Skilled craft workers are projected to experience the fastest growth, of 138%, with numbers rising by 61,000.

At present, green sectors draw very few workers directly from full-time education, with most new entrants coming in from other sectors, although with the rapid projected growth over the coming decade, employers may need to draw more new workers straight from education. There is likely to be an increase in education provision in subjects and courses that are relevant for green jobs and an increase in the proportion of those taking relevant courses which progress to employment within green sectors. However, the assumption remains that the bulk of growth in employment numbers will be accounted for by inflows from other non-green sectors into green sectors, including through reskilling training. This will likely remain the case, at least in the short term, while green education and training provision increases to meet the needs of the sector.

Providing an accurate localised estimate of green jobs is difficult - the Hackney green economy research found that there were 880 jobs with specifically 'green' businesses, but this figure excludes green jobs within non primarily green businesses and will therefore be a significant undercount.

Recommendation twenty six

The Council should work with schools and educational settings to **enhance the quality of climate education, create hands-on opportunities for children and young people during the development and retrofitting of council-owned properties, and encourage carbon reduction measures in play areas and grounds** such as tree planting, Sustainable Drainage Systems and natural play spaces.

The recommendation aligns well with the existing initiatives, and the Council has made significant progress. Through Hackney Light and Power's Community Energy Fund, the Council is actively supporting community-led energy projects. The Fund, launched in

collaboration with local energy groups, is especially beneficial to schools, students, and communities in Hackney. The initial round of funding was awarded in April 2023 to The Hackney Empire, Mildmay Club, and Parkwood Primary School for the installation of solar panels. Other community organisations, including a church, a gurdwara, a wellness charity, and seven schools, received funding for the development of carbon-saving projects. Through this, the Council aims to foster carbon-saving behaviours within the communities.

In terms of engagement with young people, at present, 65 schools are participating in the Eco-School programme, of which 18 have earned the Green Flag award. Reflecting on the past year, the Council can proudly report engaging with over 5,000 students, conducting over 600 litter picks, and planting 1,000 trees. These accomplishments have been acknowledged at the Global Action Plan Sustainable City Awards 2023.

Additionally, schools have been actively involved in various carbon-awareness campaigns and events, like the Eco-School 'Cut Your Carbon' Campaign and 'Running Out of Time Relay'. Students are also part of innovative projects like the Pupils Profit eco-refill scheme to combat single-use plastics.

The Council had significant representation in the Mayor of London's Climate Resilient Schools programme, with 16 schools from our borough participating. The programme, now concluded, helped these schools to improve water efficiency, reduce surface water flood risk with 12 rain gardens, and create climate adaptation plans. It also equipped students with knowledge about climate adaptation.

Through these initiatives, the Council is prioritising climate education and hands-on climate action in schools. The Council is committed to continuing and expanding this work, further enhancing students' understanding and ownership of sustainable practices and collective responsibility to protect the environment.

Recommendation twenty seven

The Council should **report back on its plans to align, expand and grow its Direct Labour Organisation (DLO) to be able to undertake carbon reduction measures, such as installing low-carbon heat sources and retrofitting, as well as the progress it has made to date.**

The growth of the in-house DLO has progressed in line with the Mayoral manifesto commitment and ambitions to grow by 20% between 2022 and 2024. The Council is on track to have expanded DLO resources to 170 operatives this year, compared to 143 in 2021-2022.

Further work is required to develop the existing workforce and recruit/train additional staff to undertake carbon reduction measures, such as low-carbon heat sources and installing retrofit measures to existing homes. There are plans to develop a workforce strategy and review existing skills, and identify gaps to help develop training and development plans. For example,

alongside the ambition to phase out gas boilers, the Council will be looking at re-training the Council's gas engineers to be able to install and maintain alternative heating systems.

This work is also linked to the Council's retrofit plans for Housing, as there are key dependencies in terms of the types of skills and capabilities that will be required within the in-house service. It also requires investment and planning for the continued growth and development of the DLO, including a new depot and a cleaner, greener fleet so that the Council can operate in a sustainable and environmentally friendly way.

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Skills Economy and Growth Scrutiny Commission 20th November 2023 Item 7 Minutes of the previous meeting and Matters Arising	Item No 7
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OUTLINE

Attached are the draft minutes for the meeting on 19th June 2023.

Matters Arising

The minutes for the SEG meeting in April 2023 were tabled and agreed at the SEG on 19th July 2023. The minutes that were agreed are attached for public record.

ACTION

The Commission is requested to agree the minutes and note the matter arising update.

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London Borough of Hackney
Skills, Economy and Growth Scrutiny Commission
Municipal Year 2023/24
Date of Meeting Monday 19 June 2023

Minutes of the proceedings of
the Skills, Economy and
Growth Scrutiny Commission
held at Hackney Town Hall,
Mare Street, London E8 1EA

Chair	Councillor Polly Billington
Councillors in Attendance	Cllr Clare Potter (Vice-Chair), Cllr Jon Narcross, Cllr Fliss Premru, Cllr Jessica Webb, Cllr Joe Walker and Cllr Penny Wrout
Apologies:	Cllr Gilbert Smyth
Officers In Attendance	David Tuitt (Team Leader – Licensing (Policy and Operations)), Samantha Mathys (Late Night Levy Manager), Rickardo Hyatt (Group Director Climate, Homes & Economy), Kevin Keady (Head of Parking and Markets) and Daniel O'Sullivan (Service Area Manager Markets, Shop Fronts & Street Trading)
Other People in Attendance	Councillor Susan Fajana-Thomas (Cabinet Member for Community Safety and Regulatory Services)
Members of the Public	
Officer Contact:	Tracey Anderson ☎ 020 8356 3312 ✉ tracey.anderson@hackney.gov.uk

Councillor Polly Billington in the Chair

- 1 Appointment of Chair and Vice-Chair of the Skills, Economy and Growth Scrutiny Commission for the municipal year 2023/24**
 - 1.1 The first order of business was confirmation of the Chair and Vice Chair for the Skills, Economy and Growth Scrutiny Commission. The position of Chair and Vice Chair was agreed by Full Council at its Annual Meeting on 17 May 2023.
 - 1.2 The Chair asked Members to note the confirmation of Cllr Polly Billington as Chair and Cllr Clare Potter as Vice-Chair.
- 2 Apologies for Absence**
 - 2.1 Apologies for absence from Cllr Smyth.

- 2.2 Virtually in attendance for the meeting was Cllrs Turbet-Deloff and Cllr Young.
- 2.3 The Chair reminded attendee that although the meeting provided the opportunity for hybrid attendance. In relation to recorded attendance Cllr Turbett-Deloff would not be counted as being in attendance for this meeting.
- 2.4 The Chair asked for this to be formally noted because although the public meetings are accessible via technology (through the pandemic) this is not supported by national government.
- 2.5 It was noted that Cllr Turbet-Delof will participate in the meeting as normal.
- 2.6 Officer apologies were noted from Gerry McCarthy, Head of Community Safety, Enforcement and Business Regulations.

3 Urgent Items / Order of Business

- 3.1 There was no urgent items or changes to the order of business.

4 Declarations of Interest

- 4.1 In respect of item 5 on the agenda Cllr Wrouth and Cllr Walker declared they were members of the Licensing Committee.

5 Sustainability and Licensing (19:05 - 19:50)

- 5.1 The Chair recapped and informed the Commission that in the last municipal the Commission made enquiries about the Council's approach to exploring the levers for sustainability in relation to single use plastic through the licensing for local businesses.

The Commission received an update last municipal year but wanted to explore further the potential for the Council to use its licensing powers, to prepare and drive behaviour change for local businesses to support the climate action plan objectives and reduce the use of single use plastic.

- 5.1.1 The Chair welcomed to the meeting Cllr Susan Fajana – Thomas, Cabinet Member for Community Safety and Regulatory Services; Rickardo Hyatt, Group Director Climate, Homes and Economy; David Tuitt, Business Regulation Team Leader (Licensing & Technical Support) and Samantha Mathys, Late Night Levy Manager.
- 5.2 The Team Leader (Licensing & Technical Support) from LBH commenced the presentation and made the main points below.
 - 5.2.1 The officer highlighted the Licensing Act 2003 is an integrated scheme for the authorised licensing of premises to sell / supply alcohol, provide regulated entertainment, or provide late night refreshments. Also licenses to sell hot food late at night between the hours of 11pm and 5am.

- 5.2.2 The Licensing Act seeks to promote 4 licensing objectives:
- Prevention of crime and disorder
 - Public safety
 - Prevention of public nuisance
 - Protection of children from harm.
- 5.2.3 There are four types of authorisations under the Act they are:
- Premises licences
 - Club premises certificates
 - Temporary event notices
 - Personal licences.
- 5.2.4 The officer explained that as an authority (those who have the powers to make representations) they are limited to making representation or comments and this must be “relevant” to one or more of the licensing objectives.
- 5.2.5 For example, in Section 18 of the Licensing Act (determination of premises licences), this outlines the relevant representation should be to the likely effects of the grant of the premises license on the promotion of the licensing objectives. Under Section 35 for the variation of a license. Any representations or conditions attached to the license should be relevant to the promotion of the licensing objectives.
- 5.2.6 In relation to the Council’s Licensing Policy this is a document that set out the principles that will be applied when they consider applications. The revised Licensing Policy is currently out to consultation. This policy is prepared in accordance with the guidance published by the Home Office and must seek to promote the four licensing objectives referenced earlier in the presentation.
- 5.2.7 The Licensing Policy will provide an opportunity for the council to set out its aspirations in the draft policy and makes reference to the climate action plan as well as other council strategies.
- 5.2.8 It was pointed out that the final version of the Licensing Policy could include a reference to the council’s ambition to reduce the use of single use plastics.
- 5.2.9 In reference to the number of businesses in the borough - the Licensing Team have been informed by the Regeneration Team that there are 24405 in the borough and of this total 3852 are food businesses. The total number of licensed premises are 1400 (approximately 6% of total businesses).
- 5.2.10 The officer also pointed out that there is forth coming regulation (announce by the government) there will be a ban on a range of single use plastics from October 2023. The ban will include things like plastic plates, trays, bowls, cutlery, balloon sticks, and certain types of polystyrene cups and food containers.
- 5.2.11 Although the ban date has been announced the council is awaiting further information. It is anticipated that it will be introduced using similar powers like the charges for carrier bags. This took the form of an amendment to the Climate Change Act 2008 by a Charge Order in 2015.

- 5.3 The Late Night Levy Manager continued the presentation and made the main points below.
- 5.3.1 The officer pointed out that she works directly with venues for active engagement and education.
- 5.3.2 The officer pointed out that plastic glasses are widespread in the nighttime economy for the following reasons: safety and cost. The council also ask high-capacity venues to use plastic glasses in public spaces instead of glass.
- 5.3.3 The cost of living crisis, Brexit and covid recovery have also had a significant impact on Hackney businesses. This has put pressure on them to cut costs. Plastic glasses are cheaper than other alternatives. A high number of businesses do not recycle plastic glasses and find it faster to dispose of the plastic glasses instead of using a reusable alternative.
- 5.3.4 The council is using incentives to promote greener practices. The late-night levy currently funds the Hackney Night Projects. This focuses on safety, guidance and training.
- 5.3.5 The new Hackney Night Venue Accreditation scheme was launched post covid as part of a wider recovery plan.
- 5.3.6 Venues with the accreditation benefit from a 30% reduction to their late-night levy fees. This is promoted via the Council's social media channels and publications.
- 5.3.7 An overview of the accreditation scheme was displayed on slide 11. It was also noted that venues that adhere to the accreditation scheme were also asked to pledge to reduce waste and adopt more sustainable policies.
- 5.3.8 Slide 12 outlined examples of the criteria and guidance shared with venues. This is in line with the Council's Climate Action Plan. The officer explained that their sustainability and recycling colleagues put forward suggestions for sustainable foods, sustainable drinks, recycling and composting. These are aimed at making the biggest impact towards the climate action plan. E.g., promoting recycling, setting up recycling of food waste, eliminating single use items (where they can) ; using digital receipts and training staff on proper recycling and composting practices and using suppliers with the same sustainability criteria.

5.4 Questions, Answers and Discussion

- (i) **Members commented that the nighttime economy has grown substantially over the last 15 – 20 years and is a key contributor to Hackney's local economy. Members asked how does the Council's Licensing Policy will protect residents and businesses and if the council had any soft levers to use for mitigation?**

In response the Business Regulation Team Leader (Licensing & Technical Support) replied the policy seeks to protect the licensing objectives. When an application is submitted the council or partner agencies can make representation on the application. For example, in some cases, they use the

representations to encourage use of non-glass products. But as referenced in the presentation by the Late Night Levy Manager, glass is discouraged because of concerns around safety. So, it can be a challenge for licensing to use those powers.

- (ii) **The Member pointed out that in the draft licensing policy it makes a general reference to the council's aspirations for the Climate Action Plan. Members referred to the comment that the final policy can be more specific. Members asked if there is any learning from other councils who have made specific reference or requirements about single use plastic the particularly glasses?**

In response the Business Regulation Team Leader (Licensing & Technical Support) replied he had seen an extract from the London Borough of Southwark's Licensing Policy. This makes some reference to single use plastics. This is likely to be something the policy refers to on specific licenses in response to specific representations. It is likely to be applied to cases that are relevant if they were to apply a specific condition.

- (iii) **The Chair asked for clarification and enquired if the council was considering aligning what they do in Hackney to the approach Southwark had adopted?**

In response the Business Regulation Team Leader (Licensing & Technical Support) confirmed that Southwark makes reference to their aspirations to reduce single use plastics in their licensing policy. However, the officer could not confirm if this had progressed beyond that reference.

The officer also pointed out that he was informed that they make specific representations on individual applications, but he has not seen any evidence of this.

- (iv) **The Chair asked if this was similar to the recommendations and guidance Hackney currently issues to their businesses and operators in the borough.**

In response Business Regulation Team Leader (Licensing & Technical Support) confirmed that was correct.

- (v) **Members referred to the wider national regulation and the announcement that single use plastics will be banned from October 2023. Members asked for the council's view on how prepared Hackney businesses were for the ban.**

In response the Business Regulation Team Leader (Licensing & Technical Support) replied that it was their colleagues in Trading Standards that would have the powers to enforce the regulations. The officer highlighted that this ban is on the sale of the single use products. So single use plastics will still be in circulation for some time because businesses may have purchased them before the ban came into effect.

The officer was of the view that businesses will be prepared because if a supplier can no longer sell a product they will have to buy an alternative

product. The officer also pointed out that there has been a gap in the announcement (January 23) to the time the ban comes into effect (October 23). This should give businesses enough time to adapt. The officer pointed out he had seen a reduction in the availability of plastic cutlery.

The Cabinet Member for Community Safety and Regulatory Services added it was important to recognise that only 6% out of 24,000 businesses in the borough are using disposable tableware within the licensing. The Council is hoping that through Trading Standards' work to raise awareness, businesses will comply with the plastic ban when it comes into effect. This work has already begun and will continue.

The Group Director Climate, Homes and Economy from LBH acknowledged they have witnessed how the ban on plastic bags had been relatively accepted and implemented quickly. However, the area of challenge with the new legislation will be the few exemptions. This presents challenges, risk and some loopholes that some businesses might exploit. It is hoped that there will be some secondary legislation from Government clarifying what aspects of the legislation applies and when it does not. Currently the only information available is published on the government's website.

The Group Director added this is not just seen as an issue for Licensing or Trading Standards. Following his engagement with the Area Regeneration Team (managing the Council's relationship with local businesses) they are thinking about how they can launch an engagement strategy with businesses to ensure they are ready. Particularly the smaller ones.

The lessons learnt from their engagement distributing business grants (related to covid) will help them to prepare businesses for net zero.

The council has specific statistics from the business's engagement with the various programmes and there is an indication that this training did lead to the reduction in carbon output whilst also increasing the level of recycling.

Notwithstanding the council will explore all the tools at their disposal. It is acknowledged that there is a role for licensing and trading standards but there will also be a larger piece of work around education and engagement to identify the opportunities. In addition to promoting those that are leading, the way on this.

- (vi) Members referred to the four principle objectives of the Licensing Act and single use plastic and clarified that this would be reviewed under public safety.**
- (vii) Members asked if the prevention of public nuisance could be included to prevent significant littering as a result of using single use plastic. Members also asked if this would be used in the upcoming strategy too.**
- (viii) Members referred to the accreditation scheme and the points related to green sustainability. Member asked, if a premises was good at managing their venue and noise, if this would give them access to the accreditation scheme even though they had not met all the other green criteria's.**

- (ix) **Members commented there will be a short preparation time from legislation to transition and acknowledged the points made about the difficulties businesses will face. Members asked for examples of where businesses had made the transition and were using different equipment to wash up etc. Members asked how the council could help businesses acknowledging there was already the reduction of 30%.**
- (x) **Members referred to plastic glasses and asked for the life span of a plastic glass? Acknowledging that businesses do not want to wash them and cannot take on the burden of washing them by hand. So what mitigations were being reviewed to stop the increase in land fill waste tonnage taking into consideration the climate action plan policy.**

In response to the question about using public nuisance the Business Regulation Team Leader (Licensing & Technical Support) replied yes, potentially they could use the prevention of public nuisance for single use plastic. However, the caveat of using it in relation to a specific issue was being to evidence it to a particular operation. The officer gave an example of when it could be used e.g. a large scale event. This would be done when the application was being reviewed. But it was pointed out that they would have to evidence that this particular event was resulting in the littering of single use plastic. The officer explained that he would caution against using it as a blanket approach but that they should name the plastic e.g., single use cups / glass, plates etc because this would make it easier to enforce.

In response to the question about the accreditation scheme, the Late Night Levy Manager from LBH informed the Commission in the scheme the sustainability element asked the operator to make a pledge. The criteria points were guidance meaning they pledged to adopt more sustainable and greener practices. This was in development, and they are working closely with the sustainability and recycling teams. A key criteria they were encouraging businesses to do was recycle plastic glasses where necessary and advising them on how to be a greener businesses. The business would work with the sustainability team directly. Although the licensing team could make introductions.

In response to the question about transition by licensed venues and premises the Late Night Levy Manager informed that a lot of licensed premises have made the transition working directly with the sustainability and recycling team in the council. To get information about examples the officer advised she would need to be in contact with the team to find out how they have transitioned.

The Chair asked the Late Night Levy Manager to pull together some examples of transition for the Commission so they could understand what is viable and possible. This would enable them to could ascertain what support the council could provide and what could be rolled out in the future.

ACTION	The Late Night Levy Manager to collate examples of business transitions in relation to question (viii) above. To enable the Commission to ascertain what support would be possible for the
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	council to provide now and in the future.
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In response to the question about the life expectancy of a plastic glass the Late Night Levy Manager acknowledged that if they do not reuse them then they become a single use plastic. However, the officer pointed out that this was a complex picture because they need to consider things like compostable versus plastic etc. The licensing team informed that the best use of plastic is the recyclable plastic to ensure they go back into the reusable cycle.

- (xi) **The Members referred to the officer's report and presentation that it indicated that businesses did not want to wash the reuseable glasses because they were not able to put them in the industrial dish washer machines. The Chair enquired about the development of the technology for these machines to enable businesses to use reusable plastic tableware etc.**

In response the Late Night Levy Manager replied from the information collated from businesses about the technology they have confirmed that the equipment and technology does exist. This is an added cost and currently they are focused on recovery from the economic climate. Although they conscious about this, a lot of businesses are choosing the cheaper alternative.

The Cabinet Member for Community Safety and Regulatory Services from LBH pointed out there needs to be more around legislation which was introduced in the 2003 when Climate Emergency Act.

The Cabinet Members agreed that using public nuisance to address littering would be difficult to enforce unless the premises had a logo on their disposables. If an unmarked plastic cups are found this could be from premises A or B.

The Cabinet Member suggested it might be prudent to target the washing regime for this product; setting objectives for the manufacturers. The Cabinet Member was of the view for tableware the legislation should target manufacturers to address the products on the market. The question should be how they could be campaigning to bring changes to the objectives so that for licensing there are specific areas for climate emergency included. Instead of trying to include it under another objective like public safety.

The Group Director Climate, Homes and Economy from LBH added the scale of the challenge for businesses to recover post pandemic should not be underestimated. The cost of doing business has been escalating and this was in addition to other inflationary cost pressures.

The added context and challenge for Hackney is that over 90% of their businesses are SMEs or micro businesses. From the council's engagement with businesses in the borough it has been noted that they are willing but the natural ask from them is what financial incentives or support can the council offer. The Group Director pointed out this is currently a perfect storm in terms of financial ask, education to influence and behaviour change. This is in addition to the challenges around safety.

The Council is hoping that the market will bring alternatives materials that businesses can purchase and use but currently the market is not quite ready with a response.

The Group Director reiterated the council will use all the tools at their disposal when they look at the Council's licensing policy. The Group Director also pointed out that the Licensing Policy and Climate Action Plan will be reviewed for alignment with their business engagement practices. Following further work to develop their engagement the Group Director offered to come back to outline the outcomes from that work.

- (xii) Members asked for the Group Director to give his opinion on the request to use incentives to promote green practices. Members also asked if the council had encountered any resistance from businesses given the current economic climate? Members also asked if there were other incentives the council would consider or put in place; taking into consideration the ambitious targets the council has in the climate action plan.**

In response the Group Director Climate, Homes and Economy from LBH replied the good news was in the UK Shared Prosperity Fund there was a strand associated with working with businesses to transition to net zero. The council is exploring how to influence and shape this fund in preparation for businesses bidding for funding. It was highlighted that there is a capital element that business can bid for too to change a kitchen or acquire new plant equipment (as mentioned earlier in the discussion). Although there are funds available the Group Director pointed out only £150k was ring fenced for Hackney out of the pot.

Across London the GLA is expected to allocate £30 million but only a 1 fifth of this pot will be allocated to supporting businesses to transition to net zero. This is estimated to be just under £6 million.

It was recognised that a lot of businesses will ask that commercial question of how to survive operationally long term.

As a council they are thinking about how they can promote the accreditation scheme and do something a bit more specific around climate action and climate change using their soft powers; in conjunction with promoting the businesses that are successfully transitioning. In reference to the Commission asking for examples, it is important to promote these, but the Director wanted clarified that it will come back to the commercial question when they are engaging with small businesses that hire 1-2 people or sole traders. Although these issues / questions are unique to Hackney they are applicable across London's economy too.

- (xiii) Members referred to large licensed temporary events in parks and asked if the businesses were required to sign up to some form of returnable deposit scheme for cups. Members referred to the Match Maker Scheme supported by the GLA for London and asked if the council could encourage businesses to sign up to the scheme? Members pointed out**

that economies of scale is important and this action would send the message that businesses need the infrastructure for different materials.

- (xiv) **Members referred to the ban coming into force in October, which did not mention single use plastic cups. Members commented that this reflected the challenge officers referenced earlier about enforcement.**
- (xv) **Members commended the work of the Licensing Team's Night Time Accreditation Scheme in relation to sustainable food. Members asked if the council had a similar offer to businesses that operated during the day time hours to encourage them too?**

In response the Business Regulation Team Leader (Licensing & Technical Support) replied they have nothing at present in relation to sustainable food for daytime businesses.

- (xvi) **To follow up on the response above Members queried if this was recognised as a gap?**

In response the Group Director Climate, Homes and Economy from LBH replied they can explore options further.

The Chair closed with the following comments. The Commission acknowledges that licensed businesses only represent 6% of the businesses in Hackney's economy and the pressure those businesses are facing. However, the Chair pointed out following this discussion the Commission may wish to make any recommendations about improvements to the Council's offer for licensed premises. Highlighting that the council had a duty to ensure they were supported to be able to act too.

The Chair thanked all attendees for their contribution and attendance.

6 Hackney Markets (19:50 - 20:50)

- 6.1 The Chair introduced the item and explained the purpose of this item was to understand the work and actions taken by Hackney Council to maintain and sustain the Borough's markets during and post pandemic.
- 6.2 The information presented covered the performance of Hackney's markets pre pandemic, during the pandemic and post pandemic. The data would cover the impact of lockdowns on consumers and cashless transactions.
- 6.3 The Chair welcomed to the meeting Cllr Fajana – Thomas, Cabinet Member for Community Safety and Regulatory Services; Rickardo Hyatt, Group Director Climate, Homes and Economy; Kevin Keady, Head of Parking and Markets and Daniel O'Sullivan, Service Area Manager Markets, Shop Fronts & Street Trading.
- 6.4 The Head of Parking and Markets commenced the presentation and made the main points below.

- 6.4.1 The Markets Service was restructured in 2016 following the approval of a new Market's Strategy for Hackney.
- 6.4.2 Previously the Markets Service operated primarily as a licensing and regulatory function of the council, and they struggled to break even financially which resulted in income shortfalls. The income shortfalls were funded by the Council's general fund. The largest deficit was £1.1 million.
- 6.4.3 To commence the service transformation, they rebuilt the team to have the right skills, knowledge and experience to deliver exceptional customer service; build meaningful relationships with stakeholders; simplify internal processes and implement sound financial management practices.
- 6.4.4 This transformation led to a successful service delivering the objectives set out in the 2016-2021 Markets Strategy.
- 6.4.5 The performance of the service achieved the financial objectives and they have won numerous industry awards. The Markets Service now operates and identifies as a business and following up in growth opportunities.
- 6.4.6 This service transformation has benefited market traders with increased customer footfall and sales; in addition to protecting Hackney's much-loved markets as community assets.
- 6.4.7 The Markets Service navigated the pandemic by maintaining great relationships with traders to help keep them afloat. Having the agility within the team to keep abreast of the changes in government restrictions and finding solutions to help keep the market open has been an achievement.
- 6.4.8 This allowed Hackney to rapidly recover and continue growing. This put the Markets Service in a very strong position to deliver the new Market Strategy that is scheduled for public consultation.
- 6.4.9 The Service Area Manager Markets, Shop Fronts & Street Trading from LBH continued the presentation and made the following main points.
- 6.4.10 The service employs 51 officers and operatives. The officers manage 10 outdoor markets, 1 indoor market, 32 street trading sites across the borough and 507 shop front trading sites.
- 6.4.11 In relation to performance Pre pandemic the service had a consistent incline for growth from 2017/18 of approximately 3%. In 2018/19 this increased to 15%. However, the pandemic had a significant impact resulting in a -72% across 2020 -and 2021.
- 6.4.12 During this period the team was able to analyse legislation and prioritised community needs across the borough and focused efforts across key sites.
- 6.4.13 Open air markets were able to open and maintain safe social distancing. At that time this provided opportunities for local people to purchase products that were in short supply in the supermarkets and provided a place to shop where they felt safer.

- 6.4.14 The service entered into the recovery phase 2021-2022 with a 176% growth. This was followed up in 2022/23 with another double-digit growth of 21%.
- 6.4.15 Overall Hackney has had one of the strongest post pandemic recovery compared to colleagues in other London Boroughs.
- 6.4.16 The Markets Service is assessing the opportunities for business growth through the types of licenses (permanent and temporary).
- 6.4.17 In 2019/2020 69% of license holders were temporary of which 31% were permanent licenses. At the end of 2022/2023 this had shifted to 51% temporary and 49% permanent licenses. This year that trend has continued. There are over 50% permanent licenses in the borough now.
- 6.4.18 An indication that businesses are confident that Hackney is a place for their business to thrive and prosper is the number of permanent licenses. Being over 50% is a positive trend.
- 6.4.19 A study of footfall for Ridley Road market in 2019 they recorded 2.1 million visitors and Saturdays was identified as 70-90% busier than any another day of the week. This also highlighted that within Dalston over 60% of all footfall and economic spend was located in that street. During covid the footfall dropped to approximately 236k in that same location.
- 6.4.20 Hackney was the only London borough to keep a 6 day a week market open during that period.
- 6.4.21 When considering the strength of the economy during covid it showed that 45% of the 236k that attended the market spent £10 or more with every visit. This demonstrated that while footfall was impacted, the volume of spend was not.
- 6.4.22 Post Covid the indicative footfall at the end of 2022/2023 showed 2.15 million visitors in Ridley Road. This is an increase of 2.31% compared to 2019/20 and an increase of 810% compared to 2020/2021. In comparison to other London Boroughs this is bucking the trend. Other London markets are not seeing a growth in footfall for their pre pandemic levels.
- 6.4.23 In relation to annual turnover for the Markets Service this was a consistent incline pre pandemic. During the pandemic the income fell. Post pandemic the annual income increased and has continued on that trend. The service area has attributed their income resilience to their innovative practices.
- 6.4.24 Since the pandemic they have supported 201 businesses. The officer showcased pictures of local residents who had grown their business and started out in Ridley Road.
- 6.4.25 The Markets Service has made a commitment to young people through their trading places programme where they are taught business skills, brand management, customer service and soft sales skills. The young people were taught core business skills and then given a free place at one of the markets across the borough to be able to execute the skills learnt and derive an income.

- 6.4.26 In 2019 the teenage market group of young people (*pictured in the presentation*) won the National Market Traders Federation Young Trader of the Year award.
- 6.4.27 Over the last few years, the service has won a number of awards outlined on slide 21. From 2019 with the Market award, scheme of the year, service of the year and for specific contributions in the pandemic.
- 6.4.28 The Markets Service works with a number of local authorities and other organisations. Leading in policy change at a national level with government and at a regional level through the GLA and Mayor of London.
- 6.4.29 During the pandemic the Markets Service provided support to the local community and families with a £10,000 charity vouchers via Alexandra Rose.
- 6.4.30 Hackney Borough has been the first to make it mandatory through their licencing scheme for traders to accept the vouchers if they wanted to trade in the borough. Traders who accepted these vouchers received wide recognition from the charity and other support services for meeting the need of low income and vulnerable families.
- 6.4.31 At the request of the Mayor of London the Service Area Manager Markets, Shop Fronts & Street Trading from LBH sits on the London Markets Board. This is following the Markets Service work in the pandemic. At the request of Government, the Markets Service is advising on how the licensing framework can continue nationally to support local authorities and other organisations to improve service delivery.
- 6.4.32 During the pandemic the Markets Service promoted several frameworks via social media. These were brand identity and growing their brand digitally. The Markets Service also hosted several events and social media activities.
- 6.4.33 During the pandemic the Markets Service moved traders who could trade to online to online platforms. This enabled them to continue selling their goods and services. In addition, they celebrated cultural awareness and held events online that they would normally be held on site.
- 6.4.34 The Markets Service uses videos to promote shopping at markets as a better alternative to shopping in bricks and mortar supermarkets. By highlighting the benefits of being able to shop and socialise in the open air whilst supporting the small and local businesses.
- 6.4.35 The Market Service also runs several digital campaigns to attract more traders. Utilising the different social media platforms to support micro businesses to build awareness of their business and identity within the community and beyond.
- 6.4.36 During the pandemic there were different support services and grant mechanisms available through the Council and the Markets Services Team. (*Full details of the different grants and support is outlined in slides 39-43*).

- 6.4.37 Being aware of inflationary increase, to support small micro businesses they offer a day rate for a pitch in Ridley Road Market for £10. This offer is not available in any other market in London.
- 6.4.38 The Markets Strategy for 2023-2028 was out for consultation.
- 6.4.39 The Markets Team offer low costs, low risk with high value opportunities for small micro businesses. Supporting them to continue to grow and operate their business in the borough.
- 6.4.40 Later this year the Markets Service will be launching the Ridley Road indoor market. This has taken a dilapidated building and turn it into a thriving indoor market.
- 6.4.41 In relation to sustainability and packaging the Markets Service introduced no single use plastics condition on their licenses as well as a smoke free shop front licenses. This work continues with small businesses to move away from single use and adopt more sustainable packaging and merchandising.
- 6.4.42 The Markets Service also created a digital application and this is attracting a different type of trader and trader profile. This trader is more nimble, brand aware, younger and more diverse in the use of their approach to commodity. They are more aware of sustainable products and how to run their business.
- 6.4.43 The Markets Services hold data about how they are reaching those traders ahead of other boroughs in London. Demonstrating the success in Hackney by setting up incubation hubs for small businesses pre, post and during the pandemic.

6.5 Questions answers and discussions

- (i) **Members referenced the innovative marketing, number of micro businesses involved in market trading and the previous fame of Well Street Market (the start of the Tesco's empire). Members asked what has happened to Well Street Market and how this market fits into the future plans for Markets?**
- (ii) **Members referred to the local view that traders in some markets are not local residents and local residents do not shop in markets like Broadway and Chatsworth Road Market. Members asked about the residential status of market traders and visitors to the market. Members also asked if this data was not available if the council had plans to collate the data in respect of the accessibility of the borough's markets across the communities?**
- (iii) **Members referred to the offer to enter markets being a low-risk way of residents starting a business. Members asked if the council was monitoring the number of residents who held pitches in the various markets across the borough and if there was diversity?**

In response to the question about Well Street market the Head of Parking and Markets informed the Commission that the council had tried to generate a successful market in Well Street. The Council assumed that if it put enough

backing into the market it would be successful and turn into a thriving market. The Council tried to make this market successful, but they experience some barriers to making this happen. This was largely attributed to costs.

One of the cost barriers was the bus route change. Initially TfL agreed to waive the charge (for a period of time) but when the council wanted to make it permanent they insisted on charging approximately £200,000 for a permanent bus diversion. However, the main barrier to the markets success was the lack of support from the local bricks and mortar business in Well Street. There were many businesses in Well Street that valued parking in preference to traders.

Despite all the work the council did with traders, young people and startup businesses the other businesses were not interested in having a street market. The council used the promotion of free pitches for the first 2 months but this did not work either. This was a significant cost to the council in addition to not being able to get traders to stick with the market. The officer also pointed out that the footfall did not support market trading on a Saturday too.

Well Street has been identified as not viable for a stand-alone market, but it is still recognised as a dedicated market street. The council does and will run events in that location (e.g., black history, international women's day etc.) with support from the local community. The council will continue with these type events but currently there is no indication that they will be able to have a regular full time market in that location.

The lesson learnt from the lack of success from Well Street market regeneration were applied to Chatsworth Road market before making any commitments. The Council spent a long-time consulting informally and building relationships with the bricks and mortar businesses to understand their needs and to identify if they would be supportive of a street market in Chatsworth Road. After working through their anxieties and overcoming them the council was able to regenerate Chatsworth Road Market which was successful and there are future plans for this market.

The officer recapped that the lack of success for Well Street market was largely due to the lack of support from businesses in the location. Therefore, despite spending money on promotions, local advertising and having events such as the Mayor of London and the Speaker of Hackney - in attempts to drive footfall to the street. The Council found that on event days it worked but as soon as there was no event the footfall died, and businesses were not happy because they wanted the parking space and not market stalls.

In response to the question about Broadway Market the Service Area Manager Markets, Shop Fronts & Street Trading referred to the engagement report in the presentation. Advising that this was carried out on Broadway Market before implementing the additional trading day. This report is a myth buster that local residents do not shop at Broadway and that its only young people with pets. The study revealed that over 80% were local residents and the core customer base that shops at Broadway Market was primarily 25-34 at approximately 50%, then 35-44 were approximately 23% and 45-54 were approximately 10%. The shoppers do tend to have higher disposable income.

Monday 19 June 2023

Over the last three years the council has worked to ensure that for every type of commodity sold in the market covers a price range (clothing, food or other non food products) having low, medium and high. For example you can still buy a £1 bowl of fruit and the fully organic fruits too with focus on sustainability so costs a little more.

The Markets Service prides itself on having market sites across the borough to suit everyone. The officer encouraged Members to read the report because it dispels preconceptions about the market.

The Council is proud of Broadway Market and the officer highlighted that during the pandemic they launched a second trading day. The additional trading day has enabled the market to become one of the standout premier markets. Broadway and Borough Markets are considered to be the top 2 markets in London.

The officer informed that Broadway Market will be hosting the National Market Traders Federation for Young Traders regional finals for London.

In response to the question about diversity. The Service Area Manager Markets, Shop Fronts & Street Trading from LBH pointed to the data they have collated about residents since April 2020/21 showing how they have been supported them to start their own business within the borough.

In total approximately 59% of the license holders reside in the borough of Hackney. This is a significant proportion compared to other London boroughs.

Through the licensing process the Markets Service meticulously identify the commodity needs and commodity mixes. This is based on what the community tells them they need, want and desire. The Markets Service regular engage using this insight their own commercial experience.

The Markets Service proactively goes out with the metrics to attract the desired businesses into the borough if they are not already trading into the borough.

Hackney borough has the most diverse mix of markets and offer across the portfolio of London local authorities. On average the Markets Service meets with 5-7 businesses per day to test products. This can include testing the sustainability of the product. The aim is to ensure the offer in markets represents value for money for the business and the communities.

The Cabinet Members for Community Safety and Regulatory from LBH empathised with the loss of Well Street Market and commented that she would be speaking to the team further about Well Street.

In response to the question about diversity the Cabinet Member added when walking through Ridley Road Market you can see the diversity of the market traders.

The Cabinet Member emphasized that another important point was the creation of jobs for local people. The Cabinet Member pointed out that Broadway Market has 107 permanent businesses on Saturdays and employs

approximately 115 people. On Sundays they have another 41 traders and 53 micro businesses employing approximately 64 people.

It was highlighted that 66% of the businesses are local to Hackney and over 70% of employees that work in Broadway Market on Saturday and Sundays are Hackney residents.

- (iv) Members commended the report and all the awards and achievements by the Markets Service. Members referred to the data on the percentage of traders staying or leaving various markets across the borough. Members asked if the movement represented moving from one market to the other or transitioning into a shop?**
- (v) Members noticed that in the Ridley Road market there were less shops on the streets and asked if there was an explanation for this?**
- (vi) Members queried if there was a growing issue related to card payments. Members has noticed some business owners were going into another shop to get the help of a card reader. Members asked if there was support for businesses in the Ridley Road Market in relation to card readers because some shops do not take card payments. This could result in the loss of business if a person was in a hurry and could not wait.**
- (vii) Members commented they welcomed the new market in Clissold Town Hall on a Sunday. Members acknowledged there are different types of markets catering for different residents across the borough. Members recognised the importance of local jobs and the low income offer Ridley Road market provides.**
- (viii) Members welcomed the trend toward permanent licenses. Members asked if this the same for Ridley Road Market? Members also highlighted that there is some concern about the increase in rent over the next three years related to affordability.**
- (ix) Members asked about the support for digital. Members referred to the cash welcome here campaign and that it was important to insist that market traders take both payment methods to ensure they were accessible.**

In response the Service Area Manager Markets, Shop Fronts & Street Trading from LBH advised in regard to the data on traders moving from site to site and from street trading into bricks and mortar. The officer informed he did not have that data at the meeting but would be happy to provide this after the meeting. The officer confirmed they do monitor this and work closely with businesses.

In response to the question about the card payments, the officer pointed out during the pandemic the council subsidised the move from taking cash and utilising card payments. They worked with a number of different operators and secured the best market rate for the traders. In regard to payments for card readers in the deal with Barclays and Barclaycard they provided traders with a free card reader and agreed to a number of free business training courses. The courses were open to all their licensed traders in the pandemic with a

focus on Ridley Road in Dalston and Hoxton. These primarily have a high cash turnover.

As a licensing framework what they will not do is mandate that they have to provide that electronic source. There is a balance between the regulatory and licensing framework being attractive and mandating what a business can and cannot do. Therefore, they would not mandate that every business has to provide that platform. Similarly, there are advantages for businesses to take cash.

The council is actively encouraging businesses and approximately 60% of all their licensed businesses in Ridley Road do take electronic payments. There is a core of around 40% who are quite resistant. The council will continue to work with them, offer and support them to be able to access a number of different operators within the field. The officer informed the Council has very good relationships with different operators that provide electronic sources of payment. The council is willing to make introductions and support traders with training in how to use the mobile app.

The officer pointed out in Broadway and Chatworth Road 100% of the traders take electronic payments.

During the pandemic the Council introduced free Wi-Fi so traders could use it to access the electronic payment methods. Although they are not 100% on all sites this is a slow process for certain parts of the borough. The officer pointed out this is a process that will take time to change. Every year more and more are transitioning.

In response to the question about Ridley Road traders raising concerns about the rent increases the Head of Parking and Markets reiterated that the service is proud of the fact that their license fee increases have been below inflation.

The officer explained that the cost-of-living had been a bit of a sliver lining for market traders particularly those in Ridley Road. With inflation at the pace, it is having an effect on customers choosing not to go into supermarkets. This is driving people into markets because of the perception that they will get more for their money. More and more people are visiting markets looking for value for money.

The council keeps a very close eye on their costs, but this is challenging. As the Markets Service has grown it has focused on an inclusive economy and is looking for opportunities to launch new markets, expand existing one and understand customers and traders needs. To curate each market in a way that meets needs. Markets Service want businesses to be successful in making money to give them a good livelihood and the opportunity to develop into bricks and mortar businesses (the indoor street market).

The Head of Markets and Parking acknowledged that it is an expensive service that requires some careful management to breakeven each year so, they are not reliant on the council's general fund to subsidise the service. Notwithstanding they will always seek to ensure (where possible) their license fees are very competitive. But traders will always look for ways to keep costs at a minimum.

The officer informed the Commission they benchmark Hackney's fees and charges against other London boroughs. At the last check was in 2019 Hackney was in the bottom quartile for license fee charges. The officer reiterated that the cost of trading in Ridley Road Market was £10. This gives traders access to market support services on how to trade. There is no additional fee to access support services. The council also routinely promotes this benefit to traders. The officer reiterated that traders will benefit from access to a 2.1 million footfall.

The officer also pointed out that investment from the Good Growth Fund enabled access to free Wi-Fi, a redesign of the whole street (Ridley Road) and the purchase of new market stalls. The officer pointed out the Markets Service worked with the traders to transform the look and feel of the market. It was redesigned to be more attractive and draw more people into the market.

The Head of Markets and Parking from LBH highlighted that an important indicator was the split between permanent and temporary trader license holders. Reiterating that previously the Markets Service was set up purely as a licensing and regulatory function. After a restructure of the service, they started promoting to traders the benefits of adopting a permanent license. The officer explained that there are benefits to having a permanent license such as: not needing to queue to get in, having a set location (so people know where to find you) or not needing to make a payment to the council before setting up.

The traders do, go to the office first thing in the morning and do payments with the councils. This also guarantees them a specific location in the market too. This is beneficial for a business because they get repeat trade because people know their location.

The Markets Service lead by the Service Area Manager Markets, Shop Fronts & Street Trading from LBH spent a long time promoting this. This has led to more permanent licenses and they have traders that are committed to a year.

The Service Area Manager Markets, Shop Fronts & Street Trading from LBH added out of the 136 licenses traders in Ridley Road, 80% hold a permanent license. The aim is to have 100% by the end of the next financial year. If they achieve this that would be the first time in decades.

In response to the question about the Market Services ability to react to issues. The officer referred to the recent supply issues for fresh produce and pointed out that in the pandemic when it became difficult to find fresh produce like tomatoes, cucumbers etc in the supermarkets and the whole sale prices increased significantly. The Markets Service was monitoring this and implemented a rent relief of 25% off their daily licensing fees with those produce. This help businesses to purchase the products and keep their profits margin. Ensuring that there was high quality low cost fruit and veg available in all the street markets and street site when it was not available in the local / regional supermarkets.

The officer pointed out that it's the council's ability to work with businesses, react and be nimble that enables them to make these types of decisions and

implement pace to stay ahead of their competitors (other markets or bricks and mortar premises).

- (x) **Members referred to the ambition to achieve 100% permanent licenses and asked if it would create a risk if Ridley Road Market was full. Members queried where new market traders, innovators, entrepreneurs etc. (new types of traders) would fit in.**

In response the Service Area Manager Markets, Shop Fronts & Street Trading from LBH pointed out every business has natural attrition every year. Some businesses grow and move out of street trading into bricks and mortar, other change the operation of their business model and come out of street trading or move to a different location. So every year there will always be that overall churn and change.

Equally the Markets Service need to be aware of the current trends, changes or needs of the communities. Creating and updating the commodity mix. This relies on regular engagement and sharing data to enable everyone to make data driven decisions. For example, Monday – Saturday Ridley Road operates from 6.30-6pm. The officer pointed out that this area has a roaring nighttime trade but no trade after 6pm and currently the footfall from the market on a Sunday goes untapped. As mentioned previously approximately 60% of economic spend goes through Ridley Road but on a Sunday there is no operation apart from a few bricks and mortar premises. This presents an opportunity for new licenses. The officer explained this would start as temporary licenses (as per the licensing framework) but after 6 months this can be established, and they can apply for a license through the licensing panel for approval before going for a permanent license. This would create the opportunity for fresh ideas and to trail different and innovative commodities. This would allow the businesses operating on that day to access other opportunities to trade between Monday - Saturday especially if there is a gap for that commodity or operation.

The Markets Service monitors this monthly, reviewing sites, current trends, spaces etc. This enables them to make decisions based on evidence and data.

The Head of Markets and Parking from LBH added he wanted to emphasize that the commodity mix is important. For example, they will not just fill the market with a lot of mobile phone accessories stalls so may have a long list of mobile phone traders wanting a stall. Whereas there are some high demand commodities where it is difficult to find traders to trade in certain locations such as a florist / Horticulturalist. If they have traders that want to trade at Ridley Road market, and they are full. They would offer a different site and work them through the temporary trading process. Once they have been through this due diligence process and if an opening came up at Ridley Road market then they can bring that commodity in to fill the gap.

- (xi) **Members referred to the Alexander Rose Voucher scheme, commended the work of the Markets Service and commented that this has supported families with children below the age of 5 years. Members enquired if there were any other voucher schemes for other low-income groups that could be consider and if the voucher scheme was a cost to traders.**

- (xii) **Members referred to Markets Service's work marketing licenses and banning single use plastics. Members asked if this was a complete ban?**
- (xiii) **Members asked if there was any learning for the Nighttime Economy Team from the challenges the Markets Service has faced with this area of work and if they have collated any feedback from businesses etc.**
- (xiv) **Members referred to the new night market opening on Kingsland Road. Members asked about the engagement undertaken with local residents who will be impacted by the opening of the night market. Members also asked about the mitigations being put in place to guard against issues such as ASB etc.**
- (xv) **Members asked if the Markets Service had engaged with the Nighttime Economy Team around how to manage night markets with the assumption that they are likely to attract people from the night time economy who will be coming from or going to the bars and clubs in the area.**

In response the Service Area Manager Markets, Shop Fronts & Street Trading from LBH explained that in relation to other voucher schemes there are not many charitable organisation that work with street trading local authorities. The officer pointed out there is a Sure Start Scheme that works with some local authorities across London. The officer informed the Commission that they are open to working with other charities.

The officer informed that the street traders at the Clifton Street site give any left-over food to a local food bank. This gets picked up and redistributed. The officer also advised that other charities work with a few of the fruit and veg traders to take away their waste at the end of the day and use it for composting. The officer highlighted that they are proactive with this work and open to working with other schemes, organisations and partnerships.

In relation to the question about single use plastic the officer confirmed they have been working over the last 2 years with their traders towards zero single use plastics. Many of the sites do not have any but there are still some at sites like Hoxton and Ridley Road that have plastic bags. However, this is because there are still millions in supply.

As mentioned previously in earlier discussions there are some loopholes in the new legislation for plastic bags and the use of them. This will require a review of the legislation to manage it. However, the Markets Service is working with organisations and other business to supply paper bags to test with traders. Although it is recognised that this will come at a cost. The Council is working with suppliers to buy in bulk to see how low they can get the purchase process compared to cheap plastic bags. The ambition is for all sites to be plastic free by the end of this financial year. This is mandated within the terms and conditions of the license and supported by stringent enforcement action.

In response to the questions about the night market the Markets Service have been working with the Nighttime Economy Team identifying potential locations. In relation to the Kingsland Road site this grew organically out of the pandemic. A designated market trades there on a Saturday and is a licensed

market street under the legislation. Therefore, it has the ability to trade 7 days a week.

During the pandemic some traders wanted to trade food there. The trading started with 1 trader and increased to 2. Over time this has gradually increased to 4. Earlier this year they identified a demand to trade in this location because the 4 traders were doing very well. However under the under the legislation traders of 4 or less is considered street trading and has a different license process. Once this increases to 5 or more it is considered to a market. This has a different license, terms and conditions and is managed differently too. The officer pointed out the proposals for Kingsland Road market developed organically and has been meeting demand.

It was pointed out that any new site for the daytime or nighttime economy will have a lengthy and ongoing engagement process, that enables residents, businesses, elected Members and visitors to feed in their views. In tandem a business survey is conducted to understand the impact on bricks and mortar businesses and to assess how successful the street businesses have been. All this data is collated to produce an engagement report. Following engagement, the best options are reviewed and a decision is made based on the data. Then this information is made publicly available.

In relation to mitigation they have identified that food night markets (in other boroughs) tend to bring a reduction in ASB behaviour because it helps to soak up the alcohol that people are consuming from venue to venue. It also breaks up their traveling from one licensed premises to the other. They are also a key lever in driving the night time economy.

The officer explained that historically Hackney has not had night markets so there is no historic data to draw on. The Markets Service is collating this new data, and they will use it to identify the most appropriate locations.

In relation to the Kingsland Road street trading there have been zero complaints from residents to the current evening street trading. The evening trade has been operational for the last 18 months.

The Cabinet Members for Community Safety and Regulatory services added in response to the licensing regime for premises selling alcohol, this is different to the market license regime. It was pointed out that the premises licensing regime is quite restrictive. At the start before they get to the four licensing objectives, they consider crime and disorder, tourism, entertainment or preventing alcohol misuse. This is why they have the option of TENs.

The Cabinet Member also added that the new legislation is about plastic bags, it does not cover other issues such as single use plastic tableware. Pointing out they are 2 different issues.

- (xvi) Members acknowledged the work with traders to take card payments and its success. Members queried if some markets had tipped too far with all the traders in Chatsworth Road and Bradway Market taking card payment. Members asked if they all take cash too; highlighting that it was important to have both payment options available.**

In response the Service Area Manager Markets, Shop Fronts & Street Trading from LBH confirmed they all take cash that cash will always be their preferred choice of payment.

The Chair closed the item and thanked the officers for their attendance, presentation and responses.

7 Minutes of Previous Meeting (20:50 - 20:55)

- 7.1 The Chair referred to the minutes in the agenda for the previous meeting on 8th March 2023 and asked Members to agree the minutes.

Members agreed the minutes.

RESOLVED	The minutes for on 8 th March 2023 were approved.
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8 Skills, Economy and Growth Scrutiny Commission Work Programme 2023/24 (20:55 - 21:05)

- 8.1 The Chair referred to the work programme documents on pages 133-138 of the agenda. The Chair informed the Commission that the remit report in the agenda had incorrect information about:
- a) The work the commission had carried out last year
 - b) The cabinet question time session topics.
 - c) The remit areas of the Commission.
- 8.2 The Chair reminded Members that an amended report was circulated to the Commission on 16th June 2023 and that the updated version would be published in the next agenda under matters arising.
- 8.3 The Chair informed the Commission that the discussion items for the next 2 meetings were already scheduled. These would be:
- 1. Voluntary and Community Sector, in July
 - 2. Climate Action Plan – the engagement with local businesses, in July.
- 8.4 The Chair pointed out that from September onward the Commission needed to added discussion items to the work programme. These would be in addition to their standing items such as Cabinet Question Time. The Chair recapped on the remit areas of the Cabinet Members relevant to SEG.
- 8.5 The Chair referred to the list in the report of the work they covered last year and read it out. (*This is on pages 135-137 of the agenda*). The Chair explained to the Commission that they may make suggestions that builds on their previous work or choose to suggest a new topic area.

- 8.6 The Chair also informed the Commission that there has been a slight amendment to the remit of the commission. The Commission had acquired the remit of energy and sustainability.
- 8.7 The Chair also informed the Commission that there was an open public consultation survey with residents. To date 88 responses had been received. The Chair informed the Commission that they would take the public suggestions into consideration before finalising the work program at their next meeting.
- 8.8 In the discussions with the commission Members and previous discussion held by the Chair and Vice Chair with stakeholders the following suggestions was noted.
- 1) AI and the accompanying regulation. To look at how AI might impact on businesses and how they can upskill to respond to AI in the future.
 - 2) Levelling up Fund linked to Hackney Central. A look at the council's plans for spend and the plans to acquire match funding.
 - 3) UK Shared Prosperity Fund. A look at how this links to skills and employability. A look at the GLA's funding pot and how the council would maximise access to this funding pot for local businesses or the council.
 - 4) Hackney Wick Fish Island. A look at this creative enterprise zone and its future.
 - 5) The Re-London report on the circular economy and jobs. A presentation about their work.
 - 6) Planning policy, Climate Action Plan (CAP) and heritage buildings. A look at the planning levers and controls of the council in relation what they can and should do taking into consideration the Council's commitments in the CAP and Executive's manifesto.
 - 7) Hackney Light and Power. A review of how it is working, structure, model and success. Members also suggested inviting Stokey Energy to talk about the work that they are doing with the council.
 - 8) Update on LTNs by the Cabinet Member as previously agreed at the last cabinet question time session.
 - 9) Corporate property services. A look at the development of community assets in the borough through the pending school closures. Also, how the council was renovating its own assets in relation to meeting the council's CAP targets.
 - 10) Library of Things. A report on how that service is working.
 - 11) Update on Library Service restructure and new staffing levels implemented.
 - 12) Update on the London Living Wage campaign and the fire, rehire initiative in the borough. Information about the response from businesses to find out if employers had adhered to this or not.
 - 13) Electric bike hire, affordability and storage. Looking at electric bike hire contract and the council making Lime Bikes free of charge to young people in the summer.
- 8.9 In response to bullet point 9 the Chair referred to the Overview and Scrutiny Officer to confirm if this was within their remit.

The Overview and Scrutiny Officer informed she would check if school properties came under school estates (education services) or the Council's Corporate Property services.

ACTION	The Overview and Scrutiny Officer to check if closed school buildings are managed by corporate property services.
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- 8.10 The Chair talked about the work programme having themed discussions which could link topic areas e.g., topics like libraries and the circular economy being integrated so the council could see how the private sector could be supported to achieve net zero.
- 8.11 The Chair referred to bullet point 13 and commented this might be a joint session with Living in Hackney Scrutiny Commission because this covers issues about accessibility and the use of public space by people. The reason for raising the issue of public space is that the currently the bikes are parked anywhere on public footpaths in the borough.
- 8.12 The Chair highlighted that the work programme was light on the topic area of employment and skills. Given their concern about the ongoing skills gap in the workforce the Chair asked if they wished to consider including this in the cabinet question time session.
- 8.13 In relation to the next SEG meeting Members asked who was invited for the VCS items in July 2023.

The Overview and Scrutiny Officer confirmed the umbrella organisation HCVS was invited, and one other VCS organisation would be invited to talk about how they work differently with the council.

9 Any Other Business

- 9.1 None.

Duration of the meeting: 7.00 - 9.10 pm

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London Borough of Hackney
Skills, Economy and Growth Scrutiny Commission
Municipal Year 2022/23
Date of Meeting Tuesday 25 April 2023

Minutes of the proceedings of
the Skills, Economy and
Growth Scrutiny Commission
held at Hackney Town Hall,
Mare Street, London E8 1EA

Chair	Councillor Polly Billington
Councillors in Attendance	Cllr Gilbert Smyth, Cllr Jon Narcross, Cllr Fliiss Premru and Cllr Joe Walker
Apologies:	Cllr Clare Potter, Cllr Jessica Webb and Cllr Claudia Turbet-Delof
Officers In Attendance	Stephen Haynes (Strategic Director- Economy, Regeneration and New Homes) and Dujon Harvey (Head of Employment, Skills & Adult Learning)
Other People in Attendance	Councillor Carole Williams (Cabinet Member for Employment, Human Resources and Equalities)
Members of the Public	
Officer Contact:	Tracey Anderson ☎ 020 8356 3312 ✉ tracey.anderson@hackney.gov.uk

Councillor Polly Billington in the Chair

1 Apologies for Absence

- 1.1 Apologies for absence from Cllr Potter, Cllr Webb and Cllr Turbet-Delof.
- 1.2 No apologies for lateness.
- 1.3 No officer apologies for absence.

2 Urgent Items / Order of Business

- 2.1 No urgent items.
- 2.2 Order of business is as laid out in the agenda.

3 Declarations of Interest

3.1 No declarations of interest.

4 Cabinet Question Time (7:05 - 8:30pm)

4.1 The Chair introduced the item and explained that a key element of the scrutiny function is to hold the Mayor and Cabinet to account in public as part of a cabinet question time session.

4.1.1 In the municipal year the Commission holds a question time session with the Cabinet and Senior Officers to ask questions about performance and decisions taken within the Council related to their portfolio area and the remit of the Skills, Economy and Growth Scrutiny Commission.

4.1.2 The Cabinet Member for Employment, Human Resources and Equalities was asked to provide information to the scrutiny commission about the work the Council was doing in relation to the following topic areas.

- Employment and Skills for the green and circular economy
- Adult Learning - a look at the redevelopment and changes to adult learning courses and support to refugees and migrants entering the UK.

4.2 The discussion commenced with a verbal update from the Cabinet Member in response to the topic areas outlined above.

4.3 The Chair welcomed to the meeting Cllr Carole Williams Cabinet Member for Employment, Human Resources and Equalities, Stephen Haynes, Strategic Director Economy, Regeneration and New Homes and Dujon Harvey, Head of Employment, Skills and Adult Learning.

4.4 The Cabinet Members commenced her presentation by outlining the points in relation to employment and skills and the green and circular economy.

4.4.1 The Cabinet Member informed that to shape the plan and deliver on the commitment to a) double the size of the green economy and b) help local businesses to transition to become a low carbon business. The council was mapping the green skills gaps and identifying the newer opportunities in Hackney's economy.

4.4.2 The Green Skills and Circular Economy Commission was being set up. There had been a hiatus following a change in officer for the employment, skills and adult learning the head of service. The new head of service was now in post and would be developing the Green Skills and Circular Economy Commission. A draft work plan and terms of reference for the Commission was being drafted.

4.4.3 The Cabinet Member highlighted that the work by the Diversity Tech Commission will be used to inform this work as well as drawing on the expertise from across the council. A timetable for this work is currently being drafted.

4.4.4 The Council would also be drawing on the learning from other boroughs and public sector bodies including Central London Forward (CLF) and ReLondon.

- 4.4.5 The Cabinet Member pointed out this has been the largest number of crises that she has witnessed the council needing to respond too at one time throughout all her years in local government. The Cabinet Member commended the work of all the officers who have been provided a response to all the migrants and refugees moving into the borough for the previous Syrian and Afghanistan crisis to the most recent Homes for Ukraine Scheme.
- 4.4.6 The work was initial support work was carried out by the Policy and Partnerships Team and they worked with adult social services. Employment and skills have been working across the council to deliver ESOL and adult learning classes. Following this the Employment, Skills and Adult Learning Team have delivered several drop-in events, employment and job training workshops and job fairs in the borough and around Central London. Attending job fairs in partnership with CLF and Ingeus.
- 4.4.7 Due to the level of support required for the refugees and migrants work the support service is being centralised. The Council has set up a new refugee; migrant and asylum seeker support service. This service now sits under adult social care.
- 4.4.8 The service will bring together their responses to the various Government programmes such as Homes for Ukraine Scheme; Afghan Citizen Settlement Scheme; Afghan Relocation and Assistance Policy and Asylum Seekers in the Home Office funded hotels under a single service.
- 4.4.9 The employment and skills service will continue to work with the service to deliver employment and skills support for migrants and refugees. This will build on the service that has been delivered over the last few months.
- 4.4.10 In relation to ESOL and employment a one-off funding amount was agreed to support refugees with ESOL and employment provision. It has been agreed that the usage of this fund will be flexible to respond to changing needs as they emerge. This will be carried over into additional financial years.
- 4.4.11 The Cabinet Member explained that she and the Mayor of Hackney had met with refugees (Ukraine scheme) on the first anniversary of the attacks in Ukraine. They met with the refugee, migrants and their hosts. It was a very challenging meeting listening to their experiences of fleeing their homes, and country and the impact this has had on them. Although there is support it is recognised that the provision of support by the council goes a little way to helping them overcome the trauma and hurt that they have all experienced.
- 4.4.12 The Cabinet Member informed the scrutiny commission that she was proud of the work by officers. Notwithstanding this work would never be enough because the support from the central Government did not cover half of the work that the council needs to do. This is the rationale for bringing all the services together. The Cabinet Member was of the view this was an important area of work, and she was pleased that scrutiny reviewing the work carried out.
- 4.4.13 In relations to green skills the Head of Employment, Skills and Adult Learning from LBH added that the research referenced had enable the council to link into the WPI report which outlined the green industries in London that are growing. The council is focusing on the key sectors for Hackney which are: home

building, power, reduce, recycle and reuse. These are critical to the local circular economy.

4.4.14 It was pointed out that the research reports published on this topic had quoted a high number of jobs (half a billion between now and 2050) however the net figure for growth in relation to these jobs is significantly lower and this is where the council would be focusing their work to make sure they are impactful.

4.4.15 The officer highlighted that several jobs will be lost to green jobs. Therefore, it will become about the work that they do across employment, skills and adult learning for skills training.

4.4.16 Although the knowledge about green jobs is still abstract, they are doing specific work around work and skills and welcome the scrutiny to help them develop the way forward.

4.4.17 The Strategic Director Economy, Regeneration and New Homes added in terms of further research the Economic Development Manager previously reported that they had commissioned Oxford Economics to do a study of their data. This had revealed some interesting information and projected that Hackney would have approximately 200 green jobs by 2030, raising to nearly 4000 in 2050.

4.4.18 It has been noted that currently there is a skills gap in those sectors and areas and the council is working with the services to fill them. This is relevant to the adult learning provision because they match the courses to the gaps and demand.

4.5 The Chair informed the Commission they would split the Q&A for each topic to ensure they were both covered.

4.6 **Questions, Answers and Discussion for Employment and Skills**

(i) **Members referred to the council's work to identify the skills required across all service areas within its own workforce to support the council's net zero work program plan. Members asked for more information about this. However if the information was not collected Members asked for more information about the Council's plan to develop the knowledge to support the council's net zero work program.**

(ii) **Members referred to the skills gap and ambitious target to double the size of the local green economy by 2030. Member asked how the council will ensure it is tackling that skills gap and who it will be partnering with locally to ensure the target was met.**

(iii) **Members referred to the South London Partnership doing a labour forecast around skills for retrofitting. Members asked how the council is using this information and if it fits within the Council's budget for training.**

(iv) **Member also asked if the training in colleges aligns with Hackney's direct labour.**

In response to the question about council's workforce the Head of Employment, Skills and Adult Learning explained they have a minimal baseline in terms of the

council's need. It was highlighted that the council has a very small cohort of officers that are delivering net zero specific roles (less than 50) and many of those roles were quite senior management positions.

The position of these roles highlighted the area of challenge in relation to diversity and access. This will be an area of work for the Green Skills and Circular Economy Commission. The level of these roles is similar to the digital and tech and the creative industries in the past. The council is seeing an emergence of the research and work to establish the wider context of the jobs (including the council). The current research is showing a disproportionate diversity metric around building green skills. It is showing a representation of 74% for the white ethnicity group for green skills.

The other area in the green economy with a large volume of roles that are not senior roles is in recycling and this is in the circular economy. Through the Green Skills and Circular Economy Commission the council will be exploring how to approach the green skills and circular economy. This will consider whether they have one commission that will explore both together and if they need to develop semi separate work streams. They will be working through the ideas to decide the most effective way to address the need.

Currently they are developing the terms of reference and allocating resources (a dedicated officer within the council) to start working on the Green Skills and Circular Economy Commission, membership, identifying the council departments and the supply chain (procurement). Homes, building and power are the areas they expect the jobs to emerge in.

In relation to retrofitting the employment and skills service had support the council a retrofit bid which was successful. This will be used to identify the roles they can develop apprenticeships in, and the apprenticeship levy spend to upskill roles in the council to address the diversity disproportionality.

In developing the Green Skills and Circular Economy Commission the council recognises the need to establish the drivers in the baseline research before moving forward. The council is also aware that they have a lack of jobs and want to look at their apprenticeship program and levy to develop skills for people at entry level to be able to move into the senior roles. The Green Skills and Circular Economy Commission's initial piece of work once staffed will be to understand the future skills needs and how to address that with the apprenticeship levy.

- (v) **In relation to the above response Members asked if the Green Skills and Circular Economy Commission would be focused on the Council's workforce?**

In response the Head of Employment, Skills and Adult Learning confirmed it would have a wider remit. Currently the council has access to data about roles in the economy and industries.

The officer explained that the reason for the initial focus for the Green Skills and Circular Economy Commission being on the council was due to the baseline research. The Council wanted to develop their understanding of their own

internal economy first before aligning with the wider borough to take the actions forward.

- (vi) **Members referred to the definition of green jobs and asked about the working definition the council was using or if it was using the definition known to the jobs and if it would facilitate meeting the net zero environmental goals.**

In response the Head of Employment, Skills and Adult Learning confirmed they are using the mission-based definition which is looking at roles that either directly contribute or support. These are linked to the 3 industries identified for Hackney (homes, building and power) that have a direct contribution to net zero. They have identified that in Hackney there is enough opportunity in terms economic growth for the businesses that will be moving to the borough within the green and circular economy. Therefore, they are working towards a mission-based definition. The report reference by the Strategic Director has made a recommendation to use the mission-based definition following the research into the wider economy.

In relation to the question about the skills gap in the green economy the Head of Employment, Skills and Adult Learning explained that the aim is to work with partners. The officer pointed out the council has connected with consultancies like Oxford Economics and ReLondon to understand the research and work with colleges. It was noted that New City College (NCC) is on their base level employment and skills board. They have started to review NCC's plans and the Mayor of London's Green Skills Academy to understand their skills base.

The officer pointed out that in relation to resource colleges have a larger budget to develop and deliver skills. Whereas this is more challenging for the council. The aim is for the council to understand the skills gaps and what is not being delivering to then use council resources to fill the gap.

The officer informed the scrutiny commission that NCC will be launching a green skills incubator hub and the council is involved in this work. The challenge area in relation to this is for existing employees. For example, for people currently in the plumbing trade they will need reskilling. This presents both an opportunity and a challenge because it does not address the entry level element.

The officer informed that the council is working with organisations like Generations (a charity) who are running a pilot and courses about retrofitting education at entry level. Essentially covering language so that the people entering can understand and access the courses. The council has started to roll out some of the training courses at the council for staff and it has been embedded into the adult learning curriculum. This is to help people to understand what green skills are and how it will impact them. The aim is to work with colleges to understand how to develop levels 2, 3,4 and 5 courses in green skills to bridge the entry level gap.

The officer explained the vagueness in the industry meant that jobs are filtering through quite slowly. But the Council is satisfied with the level of skills being delivered and that it is giving people access to entry level jobs and knowledge about where to access roles. However, the council recognises the need to work with NCC and the Mayor of London's Green Skills Academy to understand how

they can work together over the next 6-7 years to develop level 2 and level 3 courses in green.

In response to the question about the forecast for trainees and skilled people needed to complete retrofitting. The Head of Employment, Skills and Adult Learning explained this would be incumbent on the research available by WPI and the GLA outlining the number of roles that will be available. For the council they were still developing the workstream across the wider division to identify the number of homes that will need retrofitting and the period. A key challenge for retrofitting related to costs which is not currently aligned to the available funding. This is causing a delay to the council being able to establish the specific number.

The officer informed the Commission that the employment and skills service has supported other areas of the council to submit bids related to decarbonisation. Within that bid they built in the potential opportunity to develop 20 apprenticeships for trade skills like electricians and built in the green element. Upon completion the individuals on the 20 apprenticeships will have a green qualification directly contributing to the retrofit pilots at the council. The funding was approved so its in development and the council could come back with more information when the metrics and outcomes were confirmed.

The Strategic Director Economy, Regeneration and New Homes added in relation the question about the council's internal work the employment, skills and adult learning service is doing a 12-month audit of skills within the directorate. This is not just about future roles but also carbon intensive roles that require transition. In essence they are looking ahead but also considering what they need to do now to shift.

In relation to the skills gap the Strategic Director Economy, Regeneration and New Homes added the future opportunities for Hackney focus in 3 specific areas. One is low carbon services – advisory IT stuff. Another area is low carbon heat which is heat pumps and the third area is energy efficiency. The challenge is when it comes to low carbon services this is NVQ 4 and over. Therefore, they need to be considering what the 2030 low carbon services world will look like to ensure that their provision and learning is able to meet that need.

The Director reiterated that the council is aware that there are barriers for certain groups which prevents them from accessing this qualification in the first place so there is a myriad of factors that they are trying to address.

In relation to the question about retrofit and the partners they can work with; the Strategic Director Economy, Regeneration and New Homes added there is a big role for registered providers too not just the council and their construction partners. Highlighting that it is not only important to think about the future but also transition because there will be a lot of roles that will require transition.

The Cabinet Member for Employment, Human Resources and Equalities added the internal work is not just about the work of the employment, skills and adult learning service or housing. This will include services like HR. The new Director of HR has clear ideas about the support to staff, development and the skills they will need for the future work force. The Cabinet Member informed the

HR Director is developing plans for organisational development and the apprenticeship levy; in addition to job fairs they have done with other partners.

In terms of partnerships, it is not just with colleges but also with the Mayor of London Skills board, Central London Forward (which the Cabinet Member Chairs) and the Skills for Leaders Board. Strategically the Council is also taking into consideration the London wide picture not just Hackney.

- (vii) **The Chair pointed out that it was important to recognise that Hackney was part of a large city economy in an advanced industrial country (Brexit notwithstanding) and therefore it needs to be attracting global talent whilst also ensuring our Hackney residents get the best opportunity to thrive in the borough.**
- (viii) **Members commented this is a London wide issue and some of the jobs listed in the GLA report will be for organisations that work across London. A lot of their figures in relation to green jobs puts other boroughs ahead of Hackney. In terms of partnership working Members asked if the Council was working with other London boroughs and if so they are learning and sharing between boroughs.**

In response the Cabinet Member for Employment, Human Resources and Equalities referred to Central London Forward and their work with the 12 boroughs to collaborate and understand the challenges across all the boroughs. There are the sub regional partnerships called the Live Partnership looking at knowledge economies and the growth.

The Head of Employment, Skills and Adult Learning explained the final year of this study will be looking at the soft boundaries in accessing the jobs, so the program is developed together. This will provide opportunities to share funding for skills in areas. Where possible they are bidding for funding together to deliver opportunities across borders. Some of the challenges experienced in the past (particularly in the built environment and for section 106 funding) were for time limited interventions that operated within their borders only. This means they were unable to access jobs outside their borough. The council is working with CLF and their sub regional partners to look at building in soft boundaries so they can share opportunities.

- (ix) **The Chair asked if the council could use its procurement powers to add conditions to businesses procurement contracts the council commissions; to ensure that they are not only delivering to specific standards but also have a skills program for their staff. So the council can be confident that they deliver to the right standards for Hackney's businesses/residents. Members also asked if this was being considered strategically at a London level or just borough level?**

In response the Cabinet Member for Employment, Human Resources and Equalities informed they can learn from their past work linked to the procurement strategy. Some ambitions have been implemented using the procurement strategy through their supply chains on the London Living Wage (LLW) and they have also had discussions on how to use procurement for employment and union relationships. This highlighted the council did have learning they could draw on from the past and that this can be added to the terms of

reference for the Green Skills and Circular Economy Commission if it was not added already.

It was confirmed that the draft terms of reference for the Green Skills and Circular Economy Commission was in the sign off process. However they were still having internal discussions about the areas to include in the Commission's work.

The Cabinet Member welcomed the involvement of the Chair and scrutiny in the process.

- (x) **Members referred to the discussion about the definition and commented that this was important because when considering jobs, they needed a clear definition. The Member also commented that there needed to be a shared understanding about the meaning of net zero in Hackney and in London. Pointing out the only clear definition was the UN's.**

The Cabinet Member for Employment, Human Resources and Equalities confirmed they have been looking at a definition and that this could be shared after the meeting.

ACTION	The Head of Employment, Skills and Adult Learning to share the definition the council is using for net zero and jobs.
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- (xi) **Members referred to the construction industry and pointed out there is a need to develop skills within the council's own and retrofitting. Members asked if the intention with apprenticeships was to skill people for retrofitting for a green building so that their skills would feed into the direct labour organisation for the council to enable some control over the standards, jobs, security, unions etc.**
- (xii) **Members referenced the discussion about partnerships and training in Hackney and the waste recycle, reduce, and reuse circular economy. Noting the report made reference to a 2% growth per year in that area. Members asked about the Council's relationship with the North London Waste Authority because Hackney needs to be recycling more of their waste than burning it.**
- (xiii) **Members also referred to horticulture and the need to up skill in biodiversity etc. Members asked if there was training in Hackney's local colleges or if residents needed to go to Capel Manor College. Members wanted to know if there were opportunities inside as well as outside the borough.**

In response the Head of Employment, Skills and Adult Learning explained predominantly the training for horticulture was based at colleges like Capel Manor. However, some colleges locally did deliver some courses. They also have community learning and non-college learning around horticulture / gardening, physical space in the adult learning curriculum and will improve the offer.

In terms of work and skills for gardening the council has a good track record for developing and agreeing apprenticeships across council departments such as parks, libraries and garden services. They want to continue this and use their existing relationships with those departments to grow and diversify the types of apprenticeships that are delivered. Although they do not want to repeat the same apprenticeships but be cognisant of the fact that those roles are going to need to change.

In relation to the green definition, there is reference being made to different types of green. For example, if a person is working in a gardening job, the assumption is that this is a green job. But being a green job is more about how the job is delivered, the logistics and whether it is sustainable. They are also looking at the additional jobs and all the transport roles in logistics and the maintenance of vehicles and machinery.

In relation to procurement and their supply chain and how they use their powers and the existing relationships. They do have some leverage. The officer explained that the employment and skills service was involved in the procurement process for supply chains of the council. The officer informed for tenders that come in from suppliers they evaluate the quality of the job, type of jobs, the pay and they also try to influence who they employ.

Their aim is to make sure the roles are diverse and that the entry points are accessible and do not exclude individuals who are not generational exposed to jobs in horticulture and would have access to Capel Manor College.

- (xiv) **In relation to the skills gap and the discussion on re skilling, the green skills incubator hub and the process of decarbonising our economy. Members asked about the plans for engagement for businesses in the sectors that are carbon intensive to ensure their workers have access to training / education to enable the borough to meet the green economy targets.**

In response the Head of Employment, Skills and Adult Learning informed that they have always had good engagement (last 3-4 years) with businesses in relation to skills and the future needs of the workforce. The officer pointed out that the majority of their employment and skills delivery and particularly their skills curriculum is developed following consultation with businesses.

From the work CLF commissioned (Business London) all the CLF boroughs are working with Business London. Business London are consulting with businesses to comprehend how boroughs can deliver the skills interventions in line with what businesses need. They have done consultations and councils will be getting their draft findings from the initial consultation. The council has found that the initial research from Business London is in line with the approaches the council has been taking. For example, Businesses are telling them what they should be teaching their service users / residents to get into the job. In the Digital and Tech Commission they reviewed access points for jobs and considered the soft skills that were needed to complement the actual accredited skills.

The officer pointed out that they challenge businesses to not just say there is not enough people with the skills but to work with them to change the entry point (where possible) for the job to align with people who essentially can do the job. Where the current skill or qualification is exclusive, they look at how this is communicated by reviewing the types of jobs or job title. Explaining that where diversity factor is a very key factor, they have found things like the wage communicated could be an excluding factor preventing people from accessing or applying for the job. This is an area of work by the council in collaboration with the CLF boroughs and Business London. The council will be incorporating the consultation response to their adult education budget and delivery of skills (including their employability programs) so that the learning and engagement they do with businesses is fed back into their delivery program.

It was noted that the employment and skills service in Hackney is not just for the unemployed but the under employed too.

- (xv) **The Chair asked for the council's view on the appetite amongst the private and public sector businesses to provide these skills because there was a confidence in demand.**

In response the Head of Employment, Skills and Adult Learning informed accessing global talent had changed demand and how they interact. Since the change it has become harder to recruit. So, businesses are more open to working with employment and skills. The officer confirmed there was appetite to provide the skills. Although there is a challenge in terms of identifying the skills need. Businesses were communicating their wider skills needs but did not necessarily know how to recruit beyond the tradition methods of recruitment e.g., from Russell Group Universities that they and their alumni attended. The officer cited as an example an organisation that they worked with that had a track record of only taking interns from the Russel Group Universities. The employment and skills service found the organisation was very open about this and worked with the service area to develop a program to give access to individuals from the borough. They worked with them to identify the skills need and reverse engineered that back into their program of delivery and work placements to give them the opportunity to recruit locally.

This demonstrates the appetite is improving because of their approach and working with businesses. The officer explained that the council did not expect businesses to do all the work to get residents into their jobs. The breath of the team has enabled them to work with businesses and to take away the burden of developing training and skills delivery; so, it's easier for Hackney residents to acquire the necessary skills without the businesses having to do all the work themselves.

The officer confirmed there is demand and a skills shortage and; although businesses thought it would improve, they have realised they cannot continue to advertise the jobs and that economic growth would reestablish itself. Businesses are work with employment and skills, colleges and local universities to access the right type of talent.

- (xvi) **In a follow up question in relation to green skills and colleges Members asked if the Council was confident in their assessment of colleges and**

their ability to provide the skills training required in order to meet the demand.

In response the Head of Employment, Skills and Adult Learning advised the college are well placed to deliver against the skills demand. However, there was less confidence in their ability to do this in a cost-effective way that would be applicable to Hackney residents. Particularly in the cost-of-living crisis for those who may not have access to finances to fund the course. At present there does not seem to be a lot of free provision available for any green skills. But there is the appetite particularly from the Mayor’s Green Academy (funded to deliver these skills) but there is some development that the academy needs to go through. The Council is trying to work with the Academy and the council is waiting for information about their prospectus and a list of the skills and different levels. The council will review this to see if it is applicable to what local businesses have communicated as their needs now and in the future.

The officer informed that the report on circular economy by Oxford Economics identified that most businesses (although small in the borough) intent to grow and stay in the borough and want to recruit local staff. But that businesses are still unsure of the skills they need because they are small to medium businesses. The officer explained that what is likely to happen is that the skills required will be identified quickly but the finances required might not be in place. The council is trying to encourage the Mayor’s Skills Academy to move quite quickly – at least to get people to level 3 skills – because as referenced earlier by the Director a lot of the jobs will be at level 4 and level 5. Notwithstanding there is still a deficit of skills at level 3 and this needs to be addressed first. Once identified they can use apprenticeships to upskill the level 3 workforce through the apprenticeship levy.

The Cabinet Member for Employment, Human Resources and Equalities added on a London wide level she had more confidence that colleges are ready to deliver on the skills. Pointing out there are London wide discussions about this at CLF as well as the Mayor of London Skills board.

The Strategic Director for Climate, Homes and Economy highlighted this does not stop at further education. There are professional bodies linked to the green economy e.g., architecture, planning etc. The council is working with the London School of Architecture (this comes after FE provision) to look at how to support individuals into those professions; whilst reducing the barriers that already exist. Although they are discussing colleges it also involves Universities too. Therefore, they need to think about how to leverage that too. The council’s partnership with the London School of Architecture will be another commission. This is not just ideas, but this demonstrates that there is work with the sector to move this forward. The Director said they would be happy to bring this back for an update.

ACTION	Overview and Scrutiny Officer to note for SEG Work programme.
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- (xvii) **Members referred to the climate action plan target of doubling the green economy by 2030. Members acknowledge there are plans for skills development with universities, colleges and business growth. Members**

asked if the council was confident about the business growth and Hackney's ability to attract new businesses into the borough to enable the council to reach the 2030 target.

In response the Head of Employment, Skills and Adult Learning advised the initial research has showed that they can be quite confident. The last survey with businesses in the borough and the wider revealed that 60-70% of those businesses want to come to Hackney because of Hackney's reputation around sustainability and it being a borough that is ecofriendly and having an impact. This report advises the council that as a borough they should brand themselves better. This is because they are one of few boroughs that has a very good outlook when it comes to green skills and the green economy. If the council does more in this sphere it could have a direct impact on economic growth and their ability to attract businesses into the borough.

The officer referred to Hackney Wick and pointed out it has a concentration of green businesses, green infrastructure, and community. The officer explained this is an area they will explore with the Green Skills and Circular Economy Commission as a potential piece of work looking at Hackney Wick and incorporate HereEast.

Initially the growth of SME business in the borough was viewed cautiously because they assumed if they grew, they would leave the borough. The indication is they are not looking at a green economy that requires a lot of land e.g., production and that type of work. The survey has revealed that businesses are staying in the borough and that they do not need to move out of the borough to grow to the scale they want. The council is encouraged because the latest survey findings put Hackney in a good place, and they are attracting and retaining businesses.

4.7 Questions, Answers and Discussion for Adult Learning

- (i) **Members reference to the Cabinet Members previous attendance at scrutiny in June 2022 and the event for the Ukraine refugees. Members asked if the council needed to put on additional English and ESOL classes because of the increased demand from the Ukraine crisis or if it was an expansion of the existing service provision? Members were querying if additional resources were needed to meet the demand or if there was an unmet need.**

In response the Cabinet Member for Employment, Human Resources and Equalities confirmed they did put on additional ESOL classes for Ukraine Families Scheme and the Homes for Ukraine Scheme. The additional classes were added last summer. The was funded from the Home Office funding for the Homes for Ukraine Scheme.

- (ii) **Members asked if it this funding was time limited?**

In response the Cabinet Member for Employment, Human Resources and Equalities confirmed the council was still in receipt of the Homes for Ukraine Scheme funding, but it has been reduced.

The Cabinet Member explained that the language skill level for Ukraine refugees varied considerably. Pointing out some were very proficient in English and therefore independently travelling in London and applying for jobs. Then there are some who need a bit of specialist language support and others that need a lot of support. It is a mixed cohort of abilities.

It was pointed out that the ESOL classes did not meet everyone need or requirements. Considering the Government's announcement on funding for the Homes for Ukraine scheme the Cabinet Member was unable to confirm if the provision could continue in its current form.

- (iii) **Members asked if the Council has always provided ESOL classes regardless of their first language? Querying if it was open to all?**

In response the Cabinet Member for Employment, Human Resources and Equalities confirmed they have always provided ESOL classes.

- (iv) **Members asked for more information about the additional pressures the council is facing (that is unprecedented in the Cabinet Member's 20 years of local government) in relation to the service provision for migrants, asylum seekers and refugees.**

In response the Cabinet Member for Employment, Human Resources and Equalities explained that she has not seen this number international situations and the volume of local delivery responses they are witnessing now.

The Cabinet Member pointed out that Afghanistan happened quite quickly last summer and quick on the heels of this was the Ukraine crisis followed by the earthquakes in Turkey. As several residents had family members in Turkey; in response to the population in the borough the Mayor of Hackney and the Cabinet Member also make a call to the Home Office to respond to the need in Turkey.

The Cabinet Member advised in relation to migrants and refugees they are developing a level of expertise in the borough and learning from their response to previous crises. The Cabinet Member highlighted the council has an exceptional team of officers coordinating the service specifically to respond to the growing demand.

The Cabinet Member highlighted they have consolidated the support. The service being delivered will be more cost effective to cater to the migrants and refugees needs. The provision for refugees and migrants is not taking resources away from services. If more support is required, they can draw on resources from across the Council similar to how they operated in the pandemic. Seconding officers to respond to the crisis.

In addition to the international crisis the council has responded to, it has also managed the pandemic, Brexit and the cyber-attack on the council.

The Cabinet Member commended the expertise and capabilities of officers to respond to the crisis and expressed admiration for their work. The Cabinet Member acknowledged the demand on officer time as well as the strain on their

mental wellbeing. Acknowledging that it is important for the Council to have strong policies in place to support officers.

- (v) **Members commented that local authorities are becoming front line providers to support refugees, asylum seekers and migrant communities in the absence of ongoing support from government and an increasing hostile environment. Members also referred to the council centralising the support for refugees and migrants in adult social care.**
- (vi) **Members asked for more information about how this will work in practice going forward and if there was cross sector collaboration for this work? Pointing out in addition to schools the third sector in Hackney actively supports refugees, migrants, and asylum seeker communities. Therefore, having a key front-line role is important. Members wanted to understand how all the different sectors were working together and the future plans.**

In response the Cabinet Member for Employment, Human Resources and Equalities confirmed it will still be a small team. An officer had been appointed but had not started in the role. The Council was establishing a refugee, migrant and asylum seeker service. One post will be working with the people living in Home Office funded hotels. The Program Manager for Asylum Seekers was due to commence next week.

The Cabinet Member explained the council has been working across the voluntary sector and across the council. They have hosted events in person to support people to apply for jobs, sign up to libraries, get a doctor, access transport and to connect with one another. The council is hosting online events to move away from face to face and in person events. This is aimed at providing a drop in rather than everyone being in a room with all the services.

The Cabinet Member pointed out the officers' work closely with the voluntary and community sector to deliver the support. Residents in the borough have volunteered their time and sometimes their homes particularly the Homes for Ukraine Scheme. The Cabinet Member also highlighted that that if residents did not have the space to open their home some partnered together and rented a home for Ukraine families in the borough.

The Strategic Director for Climate, Homes and Economy informed the GLA opened applications for the London share of the local authority housing fund (pot of £126 million). This is aimed at providing councils with a range of different delivery models to respond to the local context. Hackney is currently considering putting in a bid, but this is related to housing.

- (vii) **Members asked how the impact of the effectiveness of English language support is measured when the needs are so acute?**
- (viii) **Members recognized that this cohort may have trauma and other acute human challenges but from a brutal economic perspective this was untapped talent. Members asked how the council is ensuring that this cohort not only has purpose to help manage their trauma but can contribute to the economy in addition to assessing the effectiveness of its investment.**

Tuesday 25 April 2023

In response the Head of Employment, Skills and Adult Learning explained the first way they started is to do this is by identifying the number of refugees and migrants in the borough compared to the number accessing their ESOL provision. The officer reiterated the different levels of need for the language provision is vast among the cohort.

The officer added that ESOL is linked to their employment provision, and they work with the third sector. In particular Ukraine migrants are accessing these programs and then looking to apply for jobs. Another metric identified is in relation to young Ukraine migrants accessing higher education. The Council has found that young Ukraine migrants want access to higher education as opposed to jobs.

At this stage the officer could not confirm if the metrics identified were right but that they do know/understand the impacts. Thus, the Council does have metrics and statistical data. The Council is looking at working with a third sector provider that will dovetail the provision between ESOL and employment support. This is aimed at addressing some of the learning from initial iterations and the CLF report findings around the diversity of need for those moving into work.

The officer reminded Members that there has been a lot of job fairs and partnership working to ensure there is activity and they had committed a lot of officer time to attending these job fairs. not only to give people information but to understand the need to identify the breath of the issues.

The Cabinet Member for Employment, Human Resources and Equalities pointed out not everyone on a family Visa or the Homes for Ukraine Scheme were looking for jobs. Some were doing the job in Ukraine from the UK and working remotely.

The Head of Employment, Skills and Adult Learning added in relation to the metrics, a couple of specific metrics they will start to record was in relation to the number of people who are able to apply for jobs using their existing qualifications from abroad. The council was putting in place access to resources that allowed people to transfer their qualifications or a short course to make their qualification applicable to the UK. Building this in with the information about access to their services. A number of people were signing up to their services because of the qualification issue. The officer gave an example of an engineer that was working at a high level abroad but was unable to get a job in the UK because his qualifications were not recognised in the UK. As a result, the person was considering moving into the food and drink industry even though the person did not want to. The council is looking at how to get that person's qualification applicable in the UK.

Most of the delivery for ESOL and employment support was linked into the existing Hackney Works service which has enable them to record the information.

Moving forward there will be a specific focus working with a partner who will be able to deliver the ESOL and employment support. As part of this work, they will have an understanding of the targeted impact and record the metrics.

The Strategic Director for Climate, Homes and Economy added this links to the point made by Members about the untapped skills and agreed it was about going beyond the output of measuring the number of people supported through the visa scheme and the impact to access untapped skills.

- (ix) **The Chair acknowledged the discussion had centred around Ukraine because this was the most acute but wanted it recognised that this was applicable to Afghanistan, the exodus from Kabul and the Syrian crisis. Commenting there are several people coming from other parts of the world to Hackney for good reasons and the council needs to not only support them but also ensure they can become contributors to the local economy.**
- (x) **Members referred to the ability of ESOL to increase its reach into the communities needing the services. Members commented as councillors out in the community speaking to residents, they find that often parents use their children to translate because they are in school. Members pointed out they are aware that some adults have not been able to access language skills through ESOL or other services. Members were of the view it needs a cross sector partnership to be developed to ensure that vital services like ESOL are getting to the right people and into communities to expand their reach.**

In response the Head of Employment, Skills and Adult Learning explained they are developing an ESOL forum specifically in response to this type of challenge. There are few organisations, and the Council has recognised the need to develop a forum.

To respond to the community, community learning is delivered in places where people are already located. The council can be flexible year on year and adapt throughout the year to change its delivery location. Adult learning work with partners who have caseloads to deliver the provision in collaboration through co-location.

The Cabinet Member for Employment, Human Resources and Equalities added a previous scrutiny commission made reference to ESOL delivery identifying the need to go to residents. The Cabinet Member also pointed out in relation to accessing ESOL there was a difference between women and men. The Cabinet Member suggested the scrutiny commission could look at if access by men and women has changed.

The Strategic Director for Climate, Homes and Economy pointed out this was why the integration between adult learning and employment and skills was so vital.

- (xi) **Members referred to the example of the engineer and language skills and asked if colleges provide technical English language skill. Recognising that even if they have English as a first language it can still be a steep learning curve.**

In response the Head of Employment, Skills and Adult Learning explained it would be the development of functional skills of English and Maths that is embedded into skills delivery. The diversity of need for this group is quite niche.

The officer also pointed out that several highly skilled Ukrainian refugees have a high proficiency in English. Therefore, the issue is about the qualification. But where the issue is related to language that is being built into ESOL. This specifically looks at language in a vocational context and how it applies to work.

The council is also exploring if it is a viable option to develop the resource to potentially deliver it themselves or work with partners to deliver that type of qualification.

- (xii) **Members referred to adult learning and the new adult learning curriculum evidence base that underpins the new curriculum. Members asked for more information about this and the decision making when refreshing it.**

In response the Head of Employment, Skills and Adult Learning explained this is linked to the engagement with businesses, understanding the labour market and their analysis of the labour market.

The officer pointed out the changes to the curriculum were subtle and it is designed in a way so that year on year it will not change much. The officer pointed out it is focused on growth economies like construction, health, and social care. The other element of the portfolio is green skills at entry level and community led green skills. The other areas of focus are finance and business. The curriculum has been developed to dovetail with their employment and skills provision and offer courses on entrepreneurship and self-employment for sole traders. These changes have come from the sub regional work which identified this gap in provision.

Following the pandemic, the council has identified that for people who have a disability, virtual working has reduced the inequality gap in terms of access to jobs. However, it has also emerged that self-employment is a key desire of the younger generation and single parents in the borough. The council has therefore increased this provision in the curriculum so the council can support them to be sole traders and start their own business. The Council deliberately added these elements into the curriculum this year.

The officer pointed out that they have also looked at courses with a lower uptake and looked at gender uptake. Recognising that historically there has been a lower percentage of male uptake in their adult learning courses. The service has been looking at the jobs that are in London, the type of roles etc. More finance and business courses have been added to the curriculum because they have understood that those that identify as male would like to do those types of courses.

The Commission was informed that areas for improvement are picked up through the learner's survey which they are required to carry out.

For the employment and skills service, they do a lot of work to understand why people enter the employment and skills service and use this information to monitor the types of jobs people are apply for. If they are not successful for the job employment and skills will look at what skills were missing and reverse engineer that into their curriculum planning. This is done in collaboration with colleges and higher education to make sure they are building a pathway into

higher education courses. The officer also informed they have a partnership with Metropolitan University (for a couple of years), and they contribute to the Council's knowledge base about skills and what is needed to access undergraduate courses. Also, the community learning is about how people access courses and post graduate courses.

The council is looking to do some work around digital and creative roles because of its growth in the economy and a lack of diversity. Coupled with the fact that some graduates are disproportionately not accessing roles in the creative sector. The council has identified that graduates want the skills but do not have the funds to pay for them. Historically the council did not run as many creative and digital skills courses as they do now. An example of this is the Council's boot camp swap delivery program to give people that short sharp access and qualification like Adobe to access jobs like a digital marketer. Research shows that this type of role is predominantly dominated by one demographic.

The Cabinet Member for Employment, Human Resources and Equalities added in relation to entrepreneurship this was a recommendation from the Young Futures Commission. This is one of the reasons why it was included in the adult learning offer. The Cabinet Member informed there has been a lot of work to consider the opportunities that young people want in the borough and entrepreneurship was one.

The Chair agreed it was important to implement the recommendation from the Young Futures Commission and integrate it into the council's understanding.

The Chair pointing out that Hackney has always been an entrepreneurial borough and that the Hackney work experience is not like other parts of the UK; where people are used to working in one industry and part of big workforces in one workplace. The council needs to understand how to build on that Hackney tradition and meet the aspirations of the new generation in Hackney.

- (xiii) **Members referred to the cultural barriers in relation to adult learning. Members referred to the orthodox Jewish community where some of the barriers mentioned are very real for this community; in terms of accessing some of the services that are often very inclusive but for various reasons cannot be accessed. Members asked how the council will address this taking into consideration the complexities of cultural inclusion.**

In response the Head of Employment, Skills and Adult Learning explained they make a specific allowance in the curriculum for courses that are ring fenced. There are courses for women in the Charedi community and the women in the Islamic community too. This has always been provided and year on year. This is reviewed and adjust as required if performance levels show they are not reaching enough people in the community. The service meets regularly with providers from within these communities.

The officer pointed out that the Charedi community is an active community that develops their own skills provision. The council aims to liaise with them to understand where the council can be involved in their curriculum process.

However, procurement constraints mean they have a limited time in which to engage. The Council's curriculum team meets with providers regularly to establish and understand the framework they need to meet the DfE and Ofsted framework so they can be a legitimate provider of education.

The officer explained that Council's education model is split where a large proportion of their adult learning is commissioned. Where experts are needed, they commission them to engage with their own communities instead of providing the council's teacher.

The Strategic Director for Climate, Homes and Economy added in relation to male learners and equality groups like the over 50s, people with disabilities and the minority ethnic groups they have always had targets. The Director pointed out they have also shifted the provision to ensure those gaps are being addressed.

The Director pointed out that the flexibility in the curriculum provides the council with the ability to look at the future skills gaps and match the provision. Further emphasising the importance of the integration of the adult learning and the employment and skills services.

The Chair thanked the Cabinet Member and officers for an extremely interesting, productive and thoughtful conversation which has given the Commission a good sense of the work being carried out and the range of areas.

The Chair suggested they return when the Green Skills Commission had reported its findings. The Chair also confirmed she would be happy to do some co-production on the membership of the commission as well as the terms of reference.

5 Minutes of Previous Meeting (8:30 - 8:35pm)

- 5.1 The Chair referred to the draft minutes from 9th January 2023 on pages 89-117 of the agenda and asked Members to agree the minutes.

Members agreed the minutes.

RESOLVED	The minutes for January 2023 were approved.
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6 Skills, Economy and Growth Scrutiny Commission Work Programme 2022/23 (8:35 - 8:50pm)

- 6.1 The Chair proposed the items outlined below for the new municipal year.

- 6.1.1 SEG June 2023

Tuesday 25 April 2023

1. Sustainability and licensing – an update on the council's exploration in relation to finding an alternative to glass that is not single use plastic and is reusable. This would also look at the potential for boroughs to use licensing powers to drive behaviour of local businesses.
2. An item on about how the markets in Hackney are managing post pandemic and the interventions for support. A review of the council's work to support markets, check if they are sustainable or if they will need further support. Review the learning and best practice.

6.1.2 SEG July 2023

1. Climate action plan – A review of the Council's engagement and consultation with businesses during the climate action plan consultation period.
2. HCVS – work and role of HCVS discussion with them about their future strategy as the key institution that oversees the voluntary sector in the borough.

- 6.1.3 The Chair also informed the Commission that she was keen for them to probe further in relation to the effectiveness of the Planning department to meet its manifesto commitment on the Conservation Area Planning Policy. To ensure it is aligned with net zero and enabling conservation areas to contribute to net zero.

Members agreed.

7 Any Other Business

- 7.1 None.

Duration of the meeting: 7.00 - 8.40 pm

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<p>Skills Economy & Growth Scrutiny Commission</p> <p>20th November 2023</p> <p>Item 8 - Skills Economy and Growth Scrutiny Work Programme 2023/24</p>	<p>Item No</p> <p>8</p>
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OUTLINE

Attached is the work programme for the Skills Economy & Growth commission for 2023-24. Please note that this is a working document and regularly updated.

ACTION

The commission members are asked for any comments, amendments or suggestions for the work programme.

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Overview & Scrutiny

Skills, Economy and Growth Scrutiny Commission: Work Plan May 2023 – April 2024

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

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
<p>19th June 2023</p> <p>Papers deadline: Thurs 8th June 2023</p>	<p>Sustainability and Licensing</p>	<p>Climate, Homes and Economy</p> <p>Cllr Fajana-Thomas, Cabinet Member for Community Safety and Regulatory Services</p> <p>Group Director Climate, Homes and Economy, Rickardo Hyatt</p> <p>Head of Community Safety, Enforcement and Business Regulation, Gerry McCarthy</p>	<p>Exploration of the potential for the Council to use licensing to prepare and drive behaviour change for local businesses to support the climate action plan objectives and reduce the use of single use plastic.</p>

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
	Hackney Markets	Climate, Homes and Economy Directorate Cllr Fajana-Thomas, Cabinet Member for Community Safety and Regulatory Services Group Director Climate, Homes and Economy, Rickardo Hyatt Head of Parking and Markets, Kevin Keady	Update on the performance of Hackney's markets and the Council work to sustain and maintain the borough's Markets during the pandemic and post pandemic.
19th July 2023 Papers deadline: Fri 7 th July 2023	Climate Action Plan - Update on Engagement with Businesses	Climate, Homes and Economy Directorate Cllr Mete Coban, Cabinet Member	A look at the Council's engagement and consultation with local businesses. <ol style="list-style-type: none"> 1. Information about the Council's engagement and consultation with businesses during the climate action plan consultation period. 2. Information about the economic implications of the Climate Action Plan on local businesses and economic growth in Hackney.

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
		for Environment and Transport Cllr Guy Nicholson Deputy Mayor for Housing Supply, planning, Culture and Inclusive Economy	
	Working with the Voluntary Sector in Hackney	Chief Executive's Directorate Cllr Kennedy, Cabinet member for Health, Adult Social Care, Voluntary Sector, and Culture. HCVS and other VCS Community Partners	A look at the new ways the Council works with the voluntary sector to build on the learning from the pandemic and how this supports delivery of the Council's Strategic Plan.
18th October 2023	Planning Policy and Heritage Buildings	Climate, Homes and Economy	A look at planning policy and how this supports the council's commitments in the climate action plan. Exploring how local planning policy can support architects to design and retrofit heritage buildings for better energy efficiency e.g. the fabric of buildings and conditions that planning policy could implement.

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
Papers deadline: Fri 6 th Oct 2023		Assistant Director Planning & Building Control	
	Bike Hire Affordability and Cycle Storage Facilities	Climate, Homes and Economy Assistant Director Streetscene Assistant Director Parking and Markets Cllr Mete Coban, Cabinet Member for Climate Change, Environment and Transport	A review of the Council's cycle hire scheme and cycle storage facilities in the borough.
	Consultation Process for Low Traffic Neighbourhood scheme implementation	Climate, Homes and Economy Assistant Director Streetscene Assistant Director Parking and Markets Head of Insight and Engagement Cllr Mete Coban, Cabinet Member for Climate	A look at the Council's consultation process in relation to the implementation of LTNs.

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
		Change, Environment and Transport	
<p>20th November 2023</p> <p>Papers deadline: Wed 8th Nov 2023</p>	<p>Cabinet Question Time - Cabinet Member for Employment, Human Resources and Equalities.</p>	<p>Cllr Carole Williams, Cabinet member for Employment, Human Resources and Equalities</p> <p>Climate, Homes and Economy Directorate</p> <p>Stephen Haynes, Strategic Director Inclusive Economy, Corporate Policy & New Homes</p> <p>Assistant Director Employment, Skills & Adult Learning</p>	<p>Cabinet Question Time session for the Cabinet Member for Employment, Human Resources and Equalities. Verbal presentation covering:</p> <ul style="list-style-type: none"> • Council's Green Skills and Circular Economy Commission - Update • National / regional challenges impacting the delivery of apprenticeships. • The Council's role in delivering technology training to older residents to build their confidence and ability to access and use the internet. • Work by the Diversity in Tech Commission – Written Update

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
	Sustainable Insourcing and Procurement Strategy	Head of Procurement and Energy Cllr Rob Chapman Cabinet Member	Consultation with the Skills, Economy and Growth Scrutiny Commission about the new Sustainable Insourcing and Procurement Strategy.
13th December 2023 Papers deadline: Fri 1 st Dec 2023	Levelling up Fund	Climate, Homes and Economy Directorate Assistant Director Regeneration and Economic Development Economic Development manager Area Regeneration Manager (Hackney Central) Cllr Guy Nicholson, Cabinet Member Cllr Chris Kennedy, Cabinet Member	Levelling Up Funding - A look at the proposals for the £19 million funding / investment and spend for Hackney Central (HC).

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
	UK Shared Prosperity Fund	Climate, Homes and Economy Directorate Assistant Director Regeneration and Economic Development Economic Development manager Cllr Guy Nicholson, Cabinet Member	UK Shared Prosperity Fund - A look at how the Council will optimise the UK Shared Prosperity Fund to support businesses in the borough.
17th January 2024 Papers deadline: Fri 5 th Jan 2024	Planning Policy and Heritage Buildings	Climate, Homes and Economy Assistant Director Planning & Building Control Cllr Guy Nicholson Cabinet Member	A look at planning policy and how this supports the council's commitments in the climate action plan. Exploring how local planning policy can support architects to design and retrofit heritage buildings for better energy efficiency e.g., the fabric of buildings and conditions that planning policy could implement.

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
	Update on Library Restructure and Library of Things	Climate, Homes and Economy Assistant Director Culture, Libraries and Heritage Cllr Chris Kennedy Cabinet Member	1 year on update on the implementation of the new Library Service staffing restructure. A review of the 'Library of Things' service to consider the long term sustainability of this service.
21st February 2024 Papers deadline: Fri 9 th Feb 2024	Hackney Light and Power	Head of Procurement and Energy	TBC
20th March 2024 Papers deadline: Fri 8 th Mar 2024	Council's Corporate Properties	Director Strategic Property	TBC