

DRAFT- CORPORATE DELIVERY PLAN UPDATE

Introduction

Keeping Hackney as a place for everyone is the Council's shared vision for the borough. This is underpinned by the Mayor's Manifesto and his priorities for building Hackney a Fairer, Safer, More Sustainable borough. It is also reflected in the Community Strategy 2018-2028 which sets out our ten year vision and direction for the borough.

The Corporate Plan, adopted in November 2018, focuses on how the Council would deliver on this ambitious vision over the next four years. It creates the framework for what we do and, just as importantly, how we will work.

The context for this, is and will remain, challenging. A decade of austerity has created an acute financial challenge for local government, with increased strains on our services and in communities as well as continued uncertainty about the future. As a result of this we are seeing growing inequality and vulnerability among our residents. Maintaining strong, cohesive, healthy communities in the face of this, is one of our greatest and most difficult tasks.

We have a history of overcoming challenges, and the Corporate Plan presents a positive and proactive approach that encourages our staff to think differently about how we tackle the challenges we face, whilst we continue to deliver excellent services for our residents and businesses. This means working as one Council, rather than in separate service silos, as well as working with partners and residents, to tackle the cross-cutting challenges facing the borough. It is not for one service alone to grapple with the challenges of, for example, homelessness or sustainability. It also means that we need to find new approaches and ways of working as a Council and this is why the Corporate Plan identified a new Mission, grounded in a new set of values.

Over the last year, the challenges have become more stark. By the time this update is published we will have left the European Union. There is now a greater urgency around climate change, more people are facing homelessness and serious violent crime continues to be a challenge in Hackney and in London.

When we adopted the Plan, we committed to sharing our progress. This is so we could pause, take stock and be transparent about the work, much of which is "behind the scenes" because we are focusing on the long term change that we want to bring about. This is our first update. In line with the Plan, we are sharing progress on the cross cutting challenges and also on the work we are doing to embed our mission. We have also used this review to identify those areas where we need to refocus our activities and resources over the next twelve months.

Building a Fairer, Safer, More Sustainable Hackney: The challenges we face in delivering our vision for the borough

The Corporate Plan outlined how the Council intended to deliver on our shared vision for the borough. This vision was underpinned by the 2018-2022 Manifesto published by the Mayor and his group.

As well as recognising the continued and acute financial challenge facing local government, the Corporate Plan also identified that there were 9 far reaching challenges which we would need to address in order to deliver the Mayor's vision for the borough.

The challenges

- 1. Reducing poverty, inequality and building social cohesion**
- 2. Continuing to deliver lasting solutions to London's housing crisis**
- 3. Tackling homelessness**
- 4. Supporting residents through the implementation of Universal Credit**
- 5. Ensuring that Hackney is a sustainable borough, fit for the future**
- 6. Improving recycling on our estates**
- 7. Tackling gang crime and serious youth violence through working with community groups, other statutory agencies, and directly with young people**
- 8. Responding to increased demand across adult and children's social care**
- 9. Tackling key health inequalities whilst responding to major change in the health sector and integrated commissioning.**

These cross-cutting challenges allow us to consider the Mayor and Cabinet's Manifesto Commitments in the context of the biggest challenges facing the borough. This ensures that we remain focused on tackling the most complex challenges that will allow us to deliver a Fairer, Safer, More Sustainable Hackney for all of our residents. This section will provide an outline update on each of these challenges, our approach to tackling them and an update on the progress that has been made since 2018.

Challenge 1: Reducing poverty, inequality and building social cohesion

The challenge

- Hackney's population has grown by 32% (+70,000 residents) since 2001 and by 14% between 2011 (+30,000) and 2018 and is now just below 280,000¹. Hackney's population is expected to continue to grow but at lower rates
- High rates of child poverty: 48% of households with children live in poverty after housing costs, up from 37% in 2015²
- Higher in-work poverty: In London 60% of all households in poverty are working and this has doubled in the last ten years³
- Destitution: Food Bank usage increased by 40% between 2017 and 2018 - this is in line with national trends and is driven by people coming forward because they are on low incomes often as a result of 'welfare reform'⁴
- Good perception of community cohesion: 9 in 10 residents feel Hackney is a place where everyone gets along⁵
- High relative deprivation: Hackney is the 7th most deprived authority in England and Wales and 2nd most deprived in London⁶

Hackney has seen rapid social and economic growth over the last 15 years as well as population change. However, this wealth and prosperity has not been shared by everyone. In fact, Hackney has the third highest poverty rate of poverty in London. More than one in three households (36%) are estimated to be living in poverty and nearly half (48%) of households with children live in poverty after housing costs are considered. Tackling poverty and inequality is a key concern for many residents, regardless of their own background and circumstances⁷.

This poverty and inequality is putting a huge strain on people affected as well as having knock on effects on the wider community and borough. We also recognise that people can be disadvantaged and discriminated against because of who they are, for example their ethnicity or age, and that disadvantaged groups are also at greater risk of poverty. We need to understand and respond proactively to these inequalities.

Hackney is a diverse borough with a welcoming attitude. We need to protect this strong community spirit, which can be tested when a borough is changing rapidly and inequalities are growing.

Our response and commitments

Tackling poverty and inequality, and doing so in an evidence based way that develops solutions with communities, is a key priority. Getting people into work is not in itself enough because low wages and housing costs are driving poverty in London. We have to work with others to shape a more inclusive economy that creates good quality, well paid work. Finding

¹ Population estimates, ONS, 2019

² Child poverty after housing costs, End Child Poverty Campaign, 2019

³ Poverty Profile 2017, Trust for London, 2018

⁴ Hackney Foodbank data: this figure relates to how the number of foodbank users in Hackney has grown in the period 1st April 2018 to 31st March 2019, compared to the same period the previous year Source available on request.

⁵ Hackney Residents Survey 2018

⁶ according to the IMD 2019 'average rank' measure, which averages the rankings of each LSOA within all 317 Local Authorities.

⁷ Hackney Residents Survey 2015

solutions to the housing crisis is also a key part of our approach and is fully considered in this update under the separate cross cutting challenge. We also need to intervene earlier with families and individuals who are more vulnerable or have complex needs especially as austerity means that they might slip through the safety net. As poverty has worsened, communities and statutory services have tried to help those struggling to make both ends meet. Such grass roots initiatives, like Food Banks and community meals, were set up as a temporary community response to what we thought was a passing crisis, and yet they are becoming part of the support landscape. There is more we can do to work with the community to support and help coordinate this crisis support. The policies that we put in place can either worsen or alleviate poverty. Supporting residents through the full implementation of Universal Credit is a separate cross cutting challenge. We are also looking at the ways we can poverty proof our policies or change policies that have a disproportionate impact on the poorest.

We have committed to:

- Adopting an inclusive economy strategy and proactively using this to do what we can to shape a more balanced economy and create fairer access to high quality jobs and employment and skills support. This is informed by detailed contextual analysis of place and people, which is built into the main body strategy.
- Developing a Poverty Reduction Framework that seeks to embed an approach to poverty reduction into Council plans and policies which supports residents who are living in poverty and seeks to prevent people from falling into poverty. To support this work, an evidence base and a poverty index are being produced and we also have a data dashboard that helps us identify risk factors in individual households. As part of the Poverty Reduction Framework, we will adopt a Food Poverty Action Plan which is to be co-produced with stakeholders through workshops, having formally captured views of stakeholders and people living in food poverty through a survey and interviews.
- Adopting a Single Equality Scheme that sets out structured and systematic approach to tackling key inequalities that are embedded across the Council. This is informed by detailed analysis of inequalities by different groups protected under the Equality Act and by socio-economically deprived groups. As we develop each action, further evidence and insight is gathered.

Our key measure of success will be:

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

Progress so far

In this first year 2019/20:

We recognise the complexity of this challenge, which is a long term commitment which has strong links with many of the other challenges we face as a borough. We are realistic about the extent to which we would expect progress in tackling poverty and inequality in our first year.

- We adopted our first **Inclusive Economy Strategy** in November 2019. This Strategy values Hackney's diversity and promotes a fairer, greener and more inclusive economy. We set out what we will do to intervene when the economy is not working for local people or businesses and when we will lead by example, as a Council, and expect local partners to do so through the jobs and business opportunities we create and the assets we own. We are now working on a full plan for implementation against three priorities.
- We have developed an evidence base for the **Poverty Reduction Framework** which is based on data analysis, resident insight and stakeholder insights. **A Food Poverty action plan** has been developed through stakeholder and resident insight.
- We have been progressing actions prioritised for year 1 in the **Single Equality Scheme** which includes work to make Hackney more inclusive of older people and continuing our work to Improve Outcomes for Young Black Men.
- Alongside these new developments, we continue to progress wider work which supports poverty reduction and tackle key inequalities. For example:
 - We invest in **Employment and Skills programmes** which seek to tackle inequalities in employment through support programmes and working with other employers to develop the scale and quality of Hackney's apprenticeship offer.
 - We invest **£2.6m in the voluntary sector** through grants which have a focus on promoting inclusion and cohesion. This includes investing £800k in independent advice service to help residents who need help with benefits, debt or housing issues.
 - We have been developing the Council's **approach to debt management** so that we take a coordinated approach to debt recovery when residents owe the Council money.

Challenge 2: Continuing to deliver lasting solutions to London's housing crisis

The challenge

- The average house price is £550k, which is 16 times the average salary. This is above the London average and prices have risen more quickly than the London rate⁸
- Median rent is £1,733, above the London average of £1,450.⁹
- A third of our residents live in the private rented sector. The proportion doubled between 2001 and 2011.¹⁰

Hackney is now a much more desirable place to live than it was 15 years ago and the knock-on effect of this has been a huge surge in demand for housing. House prices and private rents are amongst the highest in London and the country. As average incomes in the borough are relatively low, many households on moderate incomes are unable to take a first step on to the housing ladder within the borough. Responding to this housing crisis is a top concern for local residents.¹¹

Over recent years, the Government's social housing and welfare reforms have led to increased rent levels for social housing, at the same time as reduced welfare benefit levels for those who need help with paying rent in both the social and private rented sectors.

While a majority of private renters in Hackney are satisfied with their homes, there are too many properties which are in poor condition and are poorly managed. Renters also face insecurity, often with six-month tenancies and high or unpredictable rent rises. As the population of London increases, and housing affordability worsens, housing needs such as homelessness and overcrowding are also expected to intensify and we consider these challenges further under the next Challenge.

As the Council's housing strategy sets out, we will continue to find ways to increase the number of new genuinely affordable homes being built in Hackney including new homes for rent and we will work together with Housing Associations and the Mayor of London on this. However, we also need to secure more financial freedoms and other flexibilities from Government to help us fund the additional new homes needed.

Our response and commitments

In response to the unprecedented housing crisis Hackney is facing, we are committed to either directly delivering or working with partners to deliver:

- 3,000 new homes across the borough including 800 new council and social rented homes and 700 council shared ownership homes
- 500 homes at London Living Rent (private rental homes let at a third of average household incomes on longer tenancies), including establishing a housing company to deliver them.

Our cross-subsidy, direct-delivery approach will see the Council build around 2,000 of these new homes between 2018 and 2022. More than half of these will be genuinely affordable – whether social rent council homes for those who need the most, low cost home ownership options for those struggling to get on the housing ladder, or new living rent homes that give

⁸ Land Registry, Year to September 2006 – year to September 2018

⁹ GLA London Rent Map to June 2019

¹⁰ Census 2001 and 2011

¹¹ Resident insight from Resident Survey 2015 and Hackney a Place for Everyone insight, reflected in Hackney Community Strategy 2018-2028

private renters a more affordable way to rent a high-quality home while saving money towards a deposit or household bills.

These ambitious targets are also our **measures of success**.

Progress so far

The regeneration of **Woodberry Down** is one of the largest and most complex regeneration projects in the country. Since 2011, almost 1,798 homes have been completed at Woodberry Down – of which 746 are social rent and shared ownership. We estimate another 519 homes will be built there, between 2018 and 2022 and another 584 will be under construction. As well as the physical regeneration of the estate, we have been working closely with partners including Manor House Development Trust and the Woodberry Down Community Organisation (WDCO) to facilitate the social and economic regeneration of the area.

Our **Estate Regeneration Programme** continues to deliver housing regeneration which promotes mixed tenure, sustainable communities with quality new homes in well- designed neighbourhoods. Since 2018, key phases of work have been completed at Colville, Aikin Villas and Kings Edwards Road. Projects are also under construction at Bridge House, St Leonards Court, Frampton and Lyttelton. At Bridge House this year we will see the first homes let at Hackney Living Rent.

Our **Housing Supply Programme** continues to deliver additional new build homes by redeveloping underused Council-owned sites such as offices, depots and other buildings. Since 2018, work has progressed on 16 sites across the borough.

Through **policy development and lobbying** we have also successfully:

- Achieved a major Government policy change, in cooperation with other councils and organisations, with the removal of the Housing Revenue Account borrowing cap- this enables us to build more homes.
- Influenced the indefinite delay of measures in the Housing and Planning Act that would impact detrimentally on our residents and damage the Council's housing policies.
- Successfully campaigned for a range of Government policy initiatives with respect to improving standards, security of tenure and affordability in the private rented sector.

Challenge 3: Tackling Homelessness

The challenge

- 75% of a low earners income is spent on renting a 2-bed property in private rented sector in Hackney¹²
- We have more than 13,000 people on the waiting list for a Council Home and the average wait for a two bedroom home if they are homeless is ten years¹³
- We are seeing an ongoing increase in homeless approaches with the number rising from 2,475 in 17/18 to 3,462 in 18/19- this is nearly 40%¹⁴
- Over 50% of people living in Temporary Accommodation have been there for longer than 12 months, with 25% in for longer than 24 months
- There are 3,300 households in Temporary Accommodation (TA) with more than 1200 households placed outside the borough and nearly half are in work; there are nearly 4,000 children living in TA.
- Hackney's total spend on TA is £54.7 million (£45m net)
- Whilst we are building new homes, we have also lost 600 Council homes to right to buy

Changes and caps to benefits over the last ten years, along with wage stagnation and rising rents has made the private sector a largely unaffordable option for low income households, and this is putting those who are renting in the private sector at greater risk of eviction as they struggle to pay their rent. The number of people looking for a Council Home as an option and the numbers who are being made homeless are therefore on the rise, as are the numbers living in temporary accommodation. With fewer social rented homes available, temporary accommodation is no longer temporary for many of our residents.

After ten years of austerity, we are unfortunately seeing more single people presenting as homeless with support needs, some of whom might have been supported through adult social care in the past, and some of whom are struggling to maintain tenancies because of their support needs. The increase in homelessness approaches is driven by single applicants. The introduction of the Homelessness Reduction Act HRA in 2018 has meant that local authorities have a much more extensive responsibility to homeless households in general and to single people in particular. However this additional duty remains underfunded by central government¹⁵.

Our response and commitment

Under Challenge 2 we set out how we will respond to the housing crisis through a programme of house building. However this will not in itself meet the levels of housing need and scale of homelessness in Hackney. As increasing numbers turn to us for emergency support, we need to continue to **invest in and develop our temporary accommodation provision**, including improving facilities and support. Within this, we need to reduce the

¹² [Trust for London rents and affordability modelling](#) - low income earners are those in the bottom quartile

¹³ Housing Needs data about Housing Register

¹⁴ Internal data from our Housing Needs service

¹⁵ London Councils Commissioned Research 2019 [The Cost of Homelessness Services in London](#)

number of families living in unsuitable and costly bed and breakfast (B&B) temporary accommodation.

We will reduce rough sleeping by improving homelessness prevention, outreach and support services across the borough. This will include opening a No Second Night Out hub with the Mayor of London in Hackney and working with the voluntary sector to support the homeless. We will use data from the CHAIN (Combined Homelessness and Information Network) and from our own reports. This provides us with information regarding numbers and circumstances of identified rough sleepers in the borough. Increased outreach activity also gives us more specific rough sleeper location data and helps identify hotspots.

In response to unprecedented levels of demand and a client group who are more vulnerable, and whose needs are more vulnerable, **we also have to develop our Housing Advice Service** so we can respond effectively and with compassion, discretion and common sense. Homelessness approaches and temporary accommodation placements are recorded through our own software system before being reported to central government. Data collated through this process is used to inform our strategy and how we deliver our services.

We have worked with Policy in Practice to develop a dashboard that can help us predict the households which may be in need before they reach a crisis point, to help us intervene earlier.

We will **measure our progress** in overcoming this challenge based on the following key indicators:

- The number of Households in Temporary Accommodation
- The number of Rough Sleepers in the borough
- The number of families in B&B accommodation for 6 weeks or more
- The number of households on the Council Housing register
- The number of evictions from Council Housing stock

Progress so far

Investing in and developing our temporary accommodation

- We have invested **£1m** in opening a new hostel to provide temporary accommodation for 20 homeless families in the borough and we have already delivered a large purpose built temporary accommodation hostel, comprising of 144 self contained units of accommodation with 24 hour security, CCTV, free wifi, laundry and internal communal space and courtyard gardens.
- In addition to this investment, we are in the process of negotiating the lease on two new or refurbished temporary accommodation hostels in the borough at **Ivy House and Kingsland Road**.
- We have reduced the number of families in Bed and Breakfast accommodation from **138 families in June 2018 to 12 in January 2020**.
- We are refurbishing a new 8 bedroom hostel in Bethnal Green.
- We have delivered a new floating support service with Riverside for Temporary Accommodation residents

Homelessness support

- **We are refreshing the Council's Rough Sleeping Strategy 2020-22.**
- **We are refreshing the Council's Homelessness Strategy 2020-22.**
- We are reviewing **Hackney's Lettings Policy** to ensure that social housing is targeted at those very most in need, including people with significant social and medical issues. We will also make sure all homeless customers receive consistent and genuine messages about access to social housing.

Rough sleeping

- **Our new street outreach team is now in place.** This team consists of a rough sleeper co-ordinator, a mental health practitioner and three outreach workers. The team are able to engage local rough sleepers and build an ongoing relationship. The work of our outreach team is being aided by three navigators. Our navigators provide support to residents that have been identified through the outreach team.
- We have launched our **Rough Sleeper Publicity Campaign - Talk, Tap, Time, Tell.** These four steps give residents simple steps to make a positive difference and help people they see sleeping rough. For more information please visit hackney.gov.uk/rough-sleeping.
- Procuring more emergency bed spaces for rough sleepers in the borough to cope with the high churn due to success of pathways
- We have commissioned a **Housing First project** to go live in March 2020. The service will support entrenched rough sleepers, who have multiple and complex needs that include mental ill health, offending behaviour and substance misuse, supporting people into stable accommodation and enabling them to address their health issues.
- At our annual November 2019 count, rough sleeping had **reduced from 23 in 2018 to 14.** We are not complacent and have also increased our Rough Sleeper counts to now take place on a bi-monthly basis. We are **attending business forums to raise awareness of rough sleeping** and what impact/ offer business in the borough can contribute.

Joining up services

- We are designing a one year pilot for to embed a mental health social worker and generalist social worker in the service to provide a **holistic, rapid response service to homeless approaches** and those in crisis in temporary accommodation. We continue also to convene a multi agency group to review the most complex, multiple need cases and devise a joint solution to need.
- Homelessness Partnership hosted and facilitated a Health and Homelessness event to strengthen the links between homeless practitioners and health partners.
- We have commissioned an **audit of our current provision in Homerton Hospital for homeless people** to report back to the Integrated Discharge Meeting in February 2020 with recommendations
- We ensure that Benefits and Housing Needs is on the Corporate Parenting Board.
- We have a **dedicated embedded specialist employment advisor** working with homeless people at the Greenhouse via Hackney Works.

Developing new housing solutions to tackle homelessness

- As part of an ongoing drive **to bring empty homes into use**, the Council recently approved a new Council Tax Premium. From April, homes left empty for five or more

years will pay a 200% premium - those empty for two years will continue to be charged a 100% premium.

- We have **identified and mailshot residents with empty properties** in the borough and asked them to consider becoming a landlord and provide a home for a homeless family with Council support
- We are negotiating a new contract to release and/or buy **private rented sector properties** which residents cannot afford to rent, to enable us to purchase affordable rent properties.
- We have sought and received funding from MHCLG to pursue an agreement with private landlords on a regular supply of properties in neighbouring boroughs for those who wish to relocate.
- We have negotiated new **15 year leases on 100+ social rent properties**, managed by our partners Nottinghill Hill Genesis on behalf of the Council. This will ensure that these properties are refurbished to a high standard before being they are then ready to be socially rented to residents.
- We are developing new solutions to tackle youth homelessness with charities such as De Paul and New Horizon Youth Centre.
- We have worked with Thamesreach Homelessness Charity **to refurbish two properties to offer under a Peer Landlord Scheme**, an innovative supportive scheme for homeless people, with these expected to be ready in the Summer.
- **We are piloting mediation for familial evictions.**

Developing a corporate homelessness prevention duty

- We have been developing our service to meet the increasing and changing nature of demand. **We are at the early stages and are testing new solutions that will better prevent homelessness and support the most vulnerable.** We are working with Cardboard Citizens to 'mystery shop' housing advice services for continuous improvement. We are also delivering Trauma Informed Care training to front line staff in BHN
- We have recruited apprentices with lived experience of homelessness and 5 of these apprentices have been successful in recruitment to permanent posts within the BHN Service.
- We have used the Policy in Practice dashboard to contact over 700 applicants who are eligible for Pension Credit to advise them to make a claim and encourage over 100 mixed pension age couples to instigate claims for Pension Credit before changes to the entitlement came in.

Challenge 4: Supporting residents through the implementation of Universal Credit

The challenge we face

- 74% of Council Housing tenants on Universal Credit are in rent arrears (1,596 /2,146) - £1.848m arrears¹⁶
- 20% of Food Bank clients primary reason for seeking help is because of benefit delays¹⁷
- 8,548 Universal Credit Claims in Hackney Central Job Centre, up by 908 in three months¹⁸
- Nationally, the benefit freeze has cut an average of £560 per year from the income of the country's poorest 7 million families since 2016. This amounts to a 6% cut in real terms in income¹⁹

Universal Credit is administered by the DWP/JCP (Job Centre Plus) and went live within the borough in March 2016 for job seeking singles only. The full service rolled out for all new claimants in October 2018. Universal Credit places the onus on the claimant to manage their claim and budget, leading to residents getting into debt, rent arrears and facing possible eviction. Claimants can also be sanctioned if they miss appointments which means their benefits are stopped. The system integrates a broad range of benefits and works with a household rather than individuals. This transition can create new risks for some groups, which have to be worked through by central government as claims are no longer processed by Hackney Council.

Ahead of full roll out, we worked with partners to identify all of the risks and challenges. As a centralised system, communication and problem solving can be more difficult. If more residents become more vulnerable because they struggle with budgeting or payments are stopped, this puts pressure on other services in the Council, partners and the community. For example, this is putting more pressure on our independent advice sector, who have seen a year on year rise in demand since 2013. As a landlord, this may make it more difficult for us to collect rents and recover other debts. Although the Council is not the benefit administrator, we do have to work collaboratively with DWP/ JCP to identify risks and mitigate these, to avoid residents becoming more vulnerable. Full migration is now delayed until 2024 which means that even if residents have not made a new claim and are still therefore on a legacy benefit they will be moved onto Universal Credit. We will continue to lobby and campaign for changes to UC.

Our Response and Commitment

Nationally there needs to be enough money in the benefits system to support the needs of our residents and we welcome the end of the current benefit freeze in March 2020. We will continue to challenge the Government on cuts to national benefits and push for a return to an adequate level of national funding for benefits like Council Tax support and Housing Benefit.

¹⁶ Hackney Housing Service data

¹⁷ Trussel Trust Hackney Food Bank data September 2019

¹⁸ Local JCP data reported at Universal Credit Steering Group meetings in September and December 2019. The data is for one of the two Job Centres in Hackney. Hoxton also has reach into Tower Hamlets and so Hackney Central data has been provided as an indication of the increasing number of claimants on Universal Credit.

¹⁹ Institute for Fiscal Studies

Key to managing the risks and impacts arising from Universal Credit is partnership working in Hackney. We have formed close working relationships between Job Centre Plus (who will lead on the UC claim process), Council services and the Hackney Voluntary and Community Sector, especially Advice and Guidance providers. We have developed a shared action plan which we use ensure that residents are supported to manage the claim process and that potential difficulties that have arisen during the roll-out elsewhere are identified and addressed. We continue to fund an independent Advice Sector and to work with them to improve the support they can offer, and more effectively respond to increasing demand.

We will **assess our progress** based on payment timeliness on Universal Credit claims staying above 90%. We will also continue to closely monitor rent arrears levels in the borough.

Progress so far

- Our cross sector Universal Credit Steering Group has maintained oversight of a partnership plan. We have tried to keep payment timeliness above 90% and DWP have attributed this high rate of timeliness to the close and constructive partnership working at a strategic and operational level, underpinned by the work of this group.
- Our Resident Sustainment Team continues to work very closely with vulnerable tenants and those affected by Universal Credit. Universal Credit cases are reviewed on a weekly basis. Contact is made with those not making payments to ensure they have submitted all relevant documents in relation to their claims. In July 2019, all tenants on Universal Credit were contacted to identify their support needs, and referrals were made to our Financial Inclusion Team and external agencies where appropriate. The team was able to bring in just over £1m in unclaimed benefits in 2018/19 and so far this year they have brought in £646k.
- We have invested **£800k in independent advice services**. We are also working closely with the advice sector to improve the advice offer making it more person centred and solution focused.

Challenge 5: Ensuring that Hackney is a sustainable borough, fit for the future

The challenge

- **-45%** Our targeted reduction in carbon emissions from 2010, by 2030
- **Net 0** Our targeted emissions by 2040
- Exposure to particulate matter alone is attributable to 6.3% of mortality in the borough (compared to 4.7% in England)²⁰

The pace and intensity of climate change and associated ecological collapse has become a more urgent issue globally and locally, with a sense that, despite almost 30 years of talks and collective global commitments such as those made at Paris in 2015, action at the national and global level to avert global warming catastrophe remains inadequate. Hackney needs to play its part in reducing carbon emissions.

²⁰ Community Strategy 2018-2028

There are very real risks to the Borough's community, not just from climate change, but also from pollution, ecosystem loss and resource depletion. As the third most densely populated local area in the country (after Islington and Kensington and Chelsea) quality of life and health and wellbeing are already severely impacted and will only become worse without urgent action.

Although traffic levels have fallen in the borough over the last 20 years, and there are low levels of car ownership, Hackney's location means there is a lot of traffic passing through. We experience high levels of congestion and the health impact of poor air quality is significant. We cannot act on air quality on our own - we must work in close partnership with regional and local government to affect real improvements in the quality of London's air.

Recycling rates are at an all-time high of 27.9%, an increase of 7 percentage points in ten years. However this is now plateauing and a step change is needed to improve further.

Our response and commitment

We are committed to doing everything within our power to deliver net zero emissions across Council functions by 2040. That's ten years earlier than the target set by the government. We recognise, however, that it is not enough to just 'declare' a climate emergency. We will take a whole systems approach to improving environmental sustainability across the borough, taking practical steps to reduce the risks to the borough's community from climate change, pollution, ecosystem loss and resource depletion. This will help us reduce the impacts of climate change, improve Hackney's resilience to climate change-induced events such as floods and heatwaves and contribute towards fighting the borough's poor air quality. It will also support us to further reduce waste and to reuse materials, goods and resources. We will look at how we manage our estates and Council business, to how we invest as an organisation and how we work with residents and businesses to change behaviours.

- A key part of our approach will be to develop a strategy for how we decarbonise and we will develop a green energy strategy and a publicly-owned municipal energy company to maximise the use of Hackney's residential roof space, covering it in solar panels.
- Through our local planning policy and our own house building programme we will promote sustainable development and also explore how to improve the energy efficiency of existing Council homes to reduce fuel poverty.
- We will protect the parks and green spaces and develop a green infrastructure plan to link up our green spaces to build Hackney's resilience to climate change, improve local air quality and to create pleasant and safe walking and cycling routes which will also encourage greater physical activity amongst people who live and work in the borough. We will support residents, community groups, other parts of the public sector and businesses working with the Council to plant new trees in the borough.
- We will continue to work with residents to encourage them to take greater responsibility for their waste - to reduce in the first instance, to reuse goods and materials, to increase recycling and to stop littering and fly tipping the streets. This will include reducing the use of single use plastic across the Council, working with partners to do the same and by expanding the number of public water fountains.

- We will improve access to clean, safe and affordable sustainable transport for our residents and businesses as population's work and travel habits change, to reduce car dependency and improve the air quality and general health and wellbeing of our residents; we will work with Transport for London and other boroughs on this. Recognising that the borough cannot improve air quality in Hackney alone, we will focus on campaigning for the highest possible standards in urban design, car free development, emissions related parking approaches and wider transport policy working with Mayor of London and the Greater London Assembly, other London boroughs, central government, businesses and residents.
- We're currently reviewing progress on our Air Quality Action Plan, and will consult on and update the new Plan for 2020 - 2024. The Plan will include actions on emissions from buildings and developments, public health, cleaner transport, including our own fleet, and working with schools and communities on localised solutions.
- As part of his review of the London Local Air Quality Management framework (LLAQM), the Mayor has recently updated the Cleaner Air Borough recognition scheme. Recognition under this scheme is based on the Borough's annual performance in tackling air quality, with a specific focus on the renewed criteria as outlined in the LLAQM consultation. Hackney is currently applying for accreditation under the scheme to not only have our current efforts to address air pollution recognised but promote an ethos of continual improvement in this area.

Ultimately, success will be measured on our ability to decarbonise, improve air quality and reduce waste.

Progress so far

- We have adopted a **Sustainable Procurement Strategy for 2018-22** that addresses plastic use in all our offices, removing single use drinking cups and bottles, encouraging reduced packaging of products and the preferential use of recycled and recyclable packaging over more damaging alternatives, such as polystyrene. The strategy also targets less well-known sources of plastics and microplastic dust, such as those from street cleaning equipment. Internal catering services are now plastic-free, and the cafe uses VegWare and these policies are applied across the Council for all office based, catering functions.
- We have introduced the first of our **reuse and repair (zero waste) hubs**. Delivered with Forest Recycling Project, Hackney Fixers, TRAIID and Hackney Dr Bike team, these hubs give residents the opportunity to donate items that they don't use, take items they do and repair electrical items, textile items and bicycles for free.
- We are replacing our existing fleet with electric vehicles - we have 51 so far (check baseline) and **we have invested £12 million** to bring our fleet up to the latest Euro 6 emissions standards.
- We have introduced our ambitious plan to deliver **5,000 new street trees** increasing the street canopy from 20% to 30% and planting **31,000 park trees** by 2022 (1000 mature trees and 30,000 saplings).
- In Spring 2020 we will launch our new publicly-owned energy company. Called **Hackney Light and Power**, the new company - owned, run, and managed by the Council - will play a key role in delivering our ambitious decarbonisation targets.
- We continue to deliver schemes to provide clean, safe and affordable sustainable transport for our residents and reduce car dependency in line with our Transport Strategy. We've piloted school street zones around 9 primary schools, with 4 made permanent so far, so that only pedestrians and cyclists can use them at school start

and finish times. We have launched 2 ultra low emission zones in the City Fringe that, during peak hours, will be restricted to walking, cycling and low emissions vehicles only.

- We have ambitious plans to reduce waste. Work is underway to install twenty six new fountains by 2022. We ensured that Hackney Half Marathon did not give out water bottles, providing refill sites instead, eliminating 225,000 bottles in just one day.
- We've developed our Reduction & Recycling Plan, which has been approved by the Mayor of London, setting out our actions for reducing and minimising waste, maximising recycling and reducing our environmental impact of waste and maximising our waste sites.
- We launched our consultation on how we might reduce the amount of waste we send to be incinerated or to landfill, by moving to fortnightly collections of residual waste. Reducing waste, specifically by improving recycling on estates is a separate challenge.

Challenge 6: Improving recycling on our estates

The challenge²¹

- **27.9%** Overall recycling rate for Hackney in 2018/19 with challenging targets recently set out in the Reduction & Recycling Plan, and approved by the Mayor of London (245th out of 33 London Boroughs and 8th out of 143 inner London Boroughs)
- Average recycling rate of estate based properties is 8%, in comparison the rate of street level properties is 30%.
- **50%** target recycling rate for North London Waste Authority

Hackney offers comprehensive kerbside collections of food and dry recycling for all street level and estate properties that we have today. Our current recycling rate of 27.9% is at an all time high, but is now plateauing. Hackney is in 8th position of the 13 inner London boroughs, and 25th when compared to all 33 boroughs. We have identified improving recycling on estates as a key challenge in ensuring Hackney is a sustainable borough. We want to support behaviour change so residents increase their use of the recycling and food waste services on estates, with the overall aim of reducing waste and increasing the recycling rate.

Our response and commitments

To respond to this challenge, we have developed a comprehensive, estate focused, recycling programme. This has been informed by earlier phases of proactive work to improve estate recycling rates and by data dashboards that provide an overview of recycling bin requests, as well as waste and recycling tonnages across the borough. Development of a forecasting tool will allow us to plan for future population growth and changes in behaviour. We will measure our progress based on an increase in the percentage of waste recycled on estates.

²¹ All the data in this section is from Environmental Services - Recycling performance is measured as a percentage of all household waste recycled

Progress so far

We are now underway with Phase 4 of our Estates Recycling Programme to close bin chutes and build bespoke bin chambers. We want to make recycling as easy and convenient for residents as possible. We have already taken measures to both encourage and facilitate increased recycling on some of our estates:

- We have introduced larger sized recycling bin lid openings for improved ease of use.
- We have introduced additional recycling bins across Hackney Housing estates.
- We have removed one of the three scheduled waste collections per week, at sites where there is sufficient capacity.
- We have launched our Green Champions scheme to support residents with recycling on housing estates.
- We became the first Council in the UK to introduce a reverse vending machine. Launched on a Hackney estate, the reverse vending machine rewards residents for depositing cans and plastic bottles .

Challenge 7: Adult and children's social care – responding to increased demand

The challenge

- **+18% increase in** number of referrals to Children's Social Care in Hackney (2016 to 2019)²²
- The rate of looked after children has been increasing in Hackney and in 2019 was 64/10,000 children²³
- **£7 billion cut from** adult social care departments in councils across England since 2010
- **3,222** Total no. of adults who used our services in 2018/19²⁴

A decade of austerity has put an acute strain on the most vulnerable in our communities, and made more people vulnerable. This has led to more people needing the support of our social care systems. In the face of this challenge, we are re-imagining how we deliver our services; focusing on how we can be more preventative and proactive as well as providing a personalised offer which places residents at the heart of our approach. Population research suggests that over the coming decades older people will live longer, particularly people over 85 and that this group of 'older old' people may be living with a number of long term health

²² [Local authority interactive tool LAIT](#)

²³ DfE, 2019 data

²⁴ Long Term Service Users - SALT

conditions and be increasingly frail. This kind of growth is likely to put increased demands and cost pressures on our health and social care services, particularly from 2025.

Our response and commitment

In **Adult Social Care**, we want to give residents choice and control over the care and support they receive and work together as professionals to create a support-system which places them at the centre.

We are focused on promoting independence, so people are supported in the most independent setting for them- whether that is at home or in more independent settings such as supported living or in our Hackney Shared Lives accommodation.

We recognise that our biggest asset is our residents. In line with this we are committed to strength-based practice, so people are supported to build on their strengths, assets, networks and community.

Our commitment to working as One Council guides our approach. We are focused on delivering preventative services through Housing Related Support, so that residents at risk of needing more costly services are able to maintain their own tenancies or develop the skills to live in General Needs Housing. This will also ensure that we are effectively supporting young people transitioning from children to adult services, at an earlier age.

We must continue to work effectively with professionals across the borough, to deliver integrated and joined up health and care that supports better experiences and outcomes for residents.

Our focus is on promoting independence, however, we do recognise that there are some residents who can no longer live at home even with support. For these residents, we are looking at solutions for the chronic shortage of nursing home beds.

We will continue to refine and improve our Demand model so we are accurately able to forecast likely demand for adult social care based on our understanding of changing demographic trends.

Hackney **Children's Services** was inspected under the Ofsted ILACS (Inspection of Local Authority Children's Services) framework in November 2019. The service was judged as 'requires improvement' for overall effectiveness (with a judgement of 'good' for the experiences and progress of children in care and care leavers). This service was previously judged as 'good' by Ofsted in 2016.

Whilst we are disappointed by the judgement that our services are not of a consistently good standard, Ofsted found that in most cases, good work is helping to improve children's circumstances, and during the inspection no children were found to be at immediate risk of harm. Ofsted found there has been a positive shift in the practice and management culture so that it is increasingly child-focused. The Ofsted inspection report also highlights areas of good practice, including: services for children in care and those leaving care, early help services, support for foster carers, support for families with no recourse to public funds, and

staff morale. However Ofsted found that for some groups of children, practice is not consistently good. We will build on these strengths to ensure that practice is consistently good across all areas of the service.

We recognise we need to do better and it is our aspiration that services will perform at a level that would be judged 'good' within one year and 'outstanding' within two years. It is an ambitious target but one which the whole Council is committed to. We are clear that this will require every service within the Council to take responsibility and work together to reach this goal. The Council is involving frontline staff, partners, councillors and stakeholders in developing and delivering an improvement plan which it will publish, and has established a Children's Leadership and Development Board, as well as a Children's Member Oversight Board, to oversee and drive progress against the improvement plan. An external challenge partner has been identified to provide external scrutiny and challenge to the service and the improvement plan. The Children and Families Service will regularly report to the Children and Young People Scrutiny Commission, and will also report back to staff, partners and residents on progress against the improvement plan.

We are focused on continuing to deliver an effective early help offer that prevents escalation of need into statutory services. In addition, we must continue to support children in need and their families to help children and young people remain safely with their families and within their communities, thereby reducing the number of young people coming into care. Our data dashboards provide a comprehensive live overview of demand in our system, as well as allowing us to map trends over time.

For young people in care, we will support them to develop independent living skills, offering career advice, training and educational opportunities, support to reach their full potential in all aspects of their life and the range of housing options are available to meet their needs. This can make the difference between achieving independence and requiring long-term help.

We will measure our progress on these Key Performance Indicators:

Adult Services

- Proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population
- Percentage of Long Term Adult Social Care clients receiving an Annual Review
- Delayed Transfers of Care that are caused by Adult Social Care

Children and Families Services

- Rate/number of referrals received
- Percentage of re-referrals
- Rate/ number of assessments completed
- Rate/ number of Child Protection Plans
- Percentage of children becoming the subject of a Child Protection Plan for second or subsequent time
- Rate/ number of looked after children
- Rate/ number of children entering care

Progress so far

In Adult Services we have...

- Launched our **3 conversations programme** which will transform frontline practice. This model co-produces plans with residents in order to ensure our approach is personalised and promotes independence.
- Working with service users, we have developed the Learning Disability Strategy, the Mental Health Strategy and the Autism Strategy.
- Committed investment of **£1.09m** per year over five years in local provision to support 18 people with permanent and multiple learning disabilities to live in their own home in the borough.
- Launched a new carers service, most of which has been brought in-house, that embeds our strengths-based practice approach.
- Launched a new Integrated Learning Disabilities Service with a focus on responding to new demand through transitions of young people to adult services.
- Launched the neighbourhoods programme where we have trialled a new multidisciplinary team working with health partners.
- Supported our Shared Lives Service to move from a "Requires Improvement" CQC rating to a "Good" CQC rating.
- Developed an initial business case for building and running our own nursing home in the borough.
- Developed a psychologically and trauma informed service for single homeless people and rough sleepers.
- Relaunched Hackney lunch clubs as an opportunity for older people to socialise - £226k will be invested per year to support 14 lunch clubs per year, over three years.
- We have opened a new in-house state of the art day centre at **Oswald Street** aimed at supporting those with complex physical and mental health needs to access day opportunities. Spend on this service in 2019/20 will be approximately **£2m**.

In Children Services we have...

- Worked jointly with other boroughs on a residential home procurement to improve the quality of the residential homes offer. The first young people moved in, in November 2019.
- Seen evidence of progress in the effectiveness of our edge of care services. This has been delivered primarily through the Family Learning Intervention Programme.
- Developed our contextual safeguarding approaches to respond to extra-familial harm. This includes the context of young people's peer group relationships, school environments and the community. We are linking this work with our Trusted Relationships project.
- Investment in roll out of the Safe & Together approach to working with families where children are impacted by domestic abuse. The approach aims to reduce the numbers of children separated from their mothers (and entering the care system) as a result of domestic abuse. (finance should be able to provide some information on the costs).

→ Invested

- ◆ **£3.6m** in Early Help and Prevention Service.
- ◆ **£92k** in edge of care workers
- ◆ **£600k** in our Family Learning and Intervention Programme

Challenge 8: Tackling gang crime and serious youth violence through working with community

The challenge²⁵

- We saw crime reduce by 34.7% between 2002/3 and 2014/15. However crime has increased since then by 20% (5,084 additional crimes between 2014/15 and 2017/18 although levels did stabilise in FY18/19). Hackney is following a similar pattern (and levels of offending) to other similar London boroughs
- Compared to the baseline year of 2013/14, serious youth violence reduced by 3%, but all types of crime rose between then and 2017/18: knife injuries (under 25 years old) up 17%, gun crime (up 43%), and violence with injury (up 30%)

We are concerned about the increase in the rate of crime in recent years, including violent crimes. Serious violence is the outcome of a complex set of interacting factors that negatively affect young people and the communities they are raised in. These factors include social structures and systems that influence the home, school and community lives of young people.

The role of tackling violence and preventing it in the first place therefore involves services and partners beyond those involved in policing and community safety. Multiple services within the Council and organisations across the partnership have roles to play from early years, education, youth work, healthcare, support for parents and employment. Although Hackney has protected provision for children and families, continued to support an Integrated Gangs Unit and to grant fund the voluntary and community sector. However 50% cuts to Council budgets have impacted on our own capacity to work preventatively. We have also seen other local agencies affected by national budget cuts leading to more limited capacity for outreach and partnership working.

Our Response and Commitment

We are committed to continuing to take a proactive public health approach and to support our Hackney Integrated Gangs Unit, tackling knife crime and serious youth violence as part of Hackney's Community Safety Partnership. We are also committed to ensuring we are providing early intervention for those at risk, using data to identify children who may benefit from early intervention, which we hope will address the root causes of youth violence. Our primary goal is to reduce serious violence in Hackney, with a particular focus on reducing gang and serious youth violence including knife crime. We will draw on annual rolling crime data to measure our progress in tackling this challenge. These are the key indicators we will use to measure our progress:

²⁵ Data is from Hackney's Community Safety Assessment 2018

- Reduction in serious youth violence aged 1-19.
- Reduction in serious violence.

Reduction in knife injuries for under 25 years non domestic violence.

- Reduction in serious youth violence.
- Reduction in gun crime
- Reduction in gun discharges.

Progress so far

Early Intervention and Youth Justice

- Our **Trusted Relationships** outreach project is working to create an innovative and effective offer that supports some of our most vulnerable young people to access support and engage with mental health services. The detached outreach team became operational in January 2019 and includes youth workers and a clinical psychologist. The team also aims to generate further insight into young people's lived experiences, through the removal of perceived barriers to access services.
- Our **Youth Justice Plan 2019-22** sets out our vision to support children and young people in Hackney at risk of, or involved in, offending behaviour to reach their full potential through engagement in a range of activities that nurture talent, promote positive experiences in learning and strengthen family and community relationships. We have seen a reduction in First Time Entrants to the Youth Justice System from 114 in 16/17 to 81 in 18/19 and 82% of children receiving Triage were successfully diverted. We were awarded SEND quality mark for our work embedding Speech & Language Therapy within our Youth Offending Team (60% of young people we support through the YOT experience difficulties in communicating). We also carried training in trauma informed approaches delivered to all Youth Offending Team, Prevention & Diversion Team and YOT Police.
- Our **Young Hackney Prevention and Diversion Team** continues to work with young people who have come into contact with the youth justice system to help them understand the consequences of their actions and develop their moral reasoning and resilience so they will refrain from criminal or anti-social behaviour.
- Our **Community Resilience Partnership**, which brings together the Community Safety Partnership and a wider range of statutory and community partners is developing a community reassurance and engagement plan, to ensure that a broad partnership, including the community is systematically engaged in preventative work, including work to improve trust and confidence in policing and to engage with parents.
- We are working with schools to **reduce exclusions**.

Serious violence

- We have successfully implemented a partnership Knife Crime Action Plan. This plan outlines our approach to intervention under three main categories of **Prevention, Enforcement and Diversion**. We have also implemented a Partnership Gangs and Serious Violence Action Plan.
- We have are the first local authority along with Waltham Forest **to introduce the Safe and Together model for tackling domestic violence**

Gang intervention

- We have recruited **2 Community Gang Coordinators** working to enhance our relationship with key community networks.

- Our partners at Mentivation Services have undertaken extensive outreach work in communities requiring our support to tackle gang violence.
- We have implemented an effective process to identify and safeguard those young people at risk of gang exploitation. This includes the introduction of the Extra Familial Risk Panel which brings together key stakeholders from across the borough, with the intention of coordinating our safeguarding response to exploited young people and peer groups.
- Our Integrated Gangs Unit is providing support to a cohort of **150** gang nominals to prevent and divert them away from gang criminality.
- We are recruiting an embedded mental health worker within the unit

Challenge 9: Tackling key health inequalities whilst responding to major change in the health sector and integrated commissioning

The challenge²⁶

- Our under 75 mortality rate and suicide rate is higher than the London average
- 47,000 adults in Hackney smoke which is a comparably high proportion of people compared to London and England
- Most children and young people in Hackney are failing to exercise at levels recommended by government guidelines. Childhood obesity is also above the national average.
- In addition, over 50,000 adults across Hackney are doing less than 30 minutes of moderate exercise a week.
- Compared to England, Hackney has lower levels of GP recorded depression. However, we know that depression tends to be under-diagnosed in deprived areas, and that Hackney has seen higher levels of residents using local psychological services for depression and anxiety (IAPT services) than other local areas. The recorded levels of severe mental illness in Hackney are amongst the highest in London.
- Local surveys would suggest a quarter of Hackney residents are considered to be 'high risk' drinkers.

Although life expectancy in Hackney has been increasing steadily over the past decade for both males and females, Hackney faces key challenges with regards to health inequalities. Poverty has a major impact on people's health and wellbeing, so tackling poverty is key to us tackling health inequalities. Making sure that everyone is able to secure a decent standard of living and that people can access good quality and stable employment has significant health and wellbeing benefits and is a major contributor to reducing health inequality. We also know good housing and housing conditions play a key role in improving the health and wellbeing of residents and prevent ill-health. Evidence shows our health is also significantly affected by the lifestyle choices we make. However, these behaviours are often not free choices, but shaped by the local environment in which we live and work for example, access to affordable healthy food options or streets which are conducive to walking and cycling.

²⁶ [Public Health England](#)

Our response and commitment

As a joint health and care system, we are working towards our Integrated Commissioning strategic objectives- these are to:

- Deliver a shift in resource and focus to prevention to improve the long term health and wellbeing of local people and address health inequalities.
- Deliver proactive community based care closer to home and outside of institutional settings where appropriate.
- Maintain financial balance as a system and achieve financial plans.
- Deliver integrated care which meets the physical, mental health and social needs of our diverse communities.
- Empower patients and residents.

The Public Health grant is £32.23m, and all services have a broad aim of tackling health inequality. The services with a specific focus on narrowing the gap or targeting key communities with poorer health outcomes are valued at £16.2m.

As a Council, we also have key levers we can use to influence the wider, social determinants of health, for example, through education, decent housing services, and through shaping the built environment and local transport networks.

We ensure that our local plans and strategies are informed at their outset by intelligence, insight and best evidence, which we keep updated through our interactive Joint Strategic Needs Assessment <https://hackneyjsna.org.uk/>

Our Key Performance indicators for this challenge are:

- Child excess weight in 10-11 year olds
- Smoking prevalence in adults
- Admission episodes for alcohol-related conditions - narrow definition,
- Vaccination coverage
- HIV late diagnosis
- Mortality from causes considered preventable
- Infant mortality
- Suicide rate

Progress so far

It is hard to accurately claim credit for any boroughwide reductions in health inequality, as there are a number of factors beyond our control that are likely to have an impact- such as austerity and other national government policies, employment opportunities and new technologies. The performance of our services and networks matters though, and we have measures in place to indicate whether they are having an impact on narrowing the gap.

- We have transformed relationships between health visitors and GPs, strengthening the support vulnerable mothers receive.
- Our stop smoking continues to perform at a high standard compared to comparable boroughs in London.

- The new Tobacco Control Alliance for Hackney brings healthcare and council services together to improve how we reduce smoking rates collaboratively. In the past 12 months over a thousand smokers have quit from the borough's Turkish, Black Caribbean and low income communities.

Delivering Our Mission: the progress we've made in year one towards the Council we want to be

As well as outlining our vision for the borough, the Corporate Plan also set out a clear but ambitious mission for the Council we want to be.

This mission recognised the importance of exploring new approaches in order to tackle the challenges we face as a borough. It is not possible to cover all the work of the organisation in delivering the ambitious mission we set ourselves in 2018. Instead, this update looks to provide a view of some of the highlights of our work since the Corporate Plan was launched as well as signposting key areas of focus over the next 12 months.

What we said

“We will continue to be an inclusive Council, and to actively celebrate the culture and diversity of our staff and communities.”

Highlights

Promoting diversity at senior levels- focus on Black and Minority Ethnic (BME) staff:

Over 300 BME staff have been directly involved in focus groups and working groups to help shape this work. This insight from recent conversations between Directors and BME staff is now informing divisional plans and Council wide actions, which staff are helping to shape. For example we are in the process of introducing name blind recruitment: recruiting managers will not get the name of the candidates who have applied at shortlisting stage. Instead they will get a unique number for each candidate.

Inclusive Leadership Programme: Inclusion remains one of our core staff values. The Inclusive Leadership programme was launched in 2019 and we have now trained 35 Inclusive Leadership champions across the organisation. Champions have begun training for over 100 senior managers and will help embed inclusive principles into culture and process.

Our **Supported Internship Programme** is designed to give young people, aged 16-25 with special educational needs and disabilities, exposure to the world of work, whilst equipping them with the skills and experience to secure a paid job at the end of the year long programme. Our aims are to ensure that we are leading by example to deliver on the corporate equality agenda; to employ more disabled residents at all levels of the workforce and give an opportunity to trial and learn from different approaches to recruiting residents with learning disabilities. After successfully piloting the scheme with 10 young people at Homerton Hospital, we have committed to offering more young people the opportunity to gain meaningful work skills

What next?

In November 2019, the Council was shortlisted for the Diversity and Inclusion award at the 2020 LGC. We are incredibly proud to be recognised for the work we have done so far in promoting a more diverse and inclusive workforce however we recognise that there is still work to be done.

We are close to adopting recommendations that consider how we can make the whole employee journey more inclusive - from job design through to progression, with a particular focus on black and minority ethnic staff progressing into senior roles and with increasing the proportion of disabled staff in the Council.

Our new Workforce Strategy commits us to a clear action plan for how we can continue to engage with staff to overcome these barriers.

Our Inclusive Economy Strategy sets out a role for the Council and other statutory sector partners as “anchor institutions-” as employers and holders of land and property, with significant purchasing power and strong ties to a locality. We will lead by example, as a Council, and expect local partners to do so, testing out practical ways we can use the jobs, assets, spending power and influence that we have to meet respond to the key challenges in the corporate plan.

What we said

“We will trust, and listen to our residents, and to each other.”

Highlights

Listening to our residents and engaging with our communities is central to the decisions we make. Since 2018 we have focused on the following large scale engagement plans to ensure that the views of our residents shape how we deliver our services.

Hackney Young Futures Commission



The Hackney Young Futures Commission is an independent and youth-led commission, organised by, and accountable to, the Council. Between March and September 2019, the Commission consulted with over 3,500 young people in the borough. The findings from this consultation will inform recommendations for the Council that improve the life experiences and life chances of Hackney's young people.

Place-based conversations

Change is happening across the whole borough. We can't control all of this change but we will use our powers to protect and improve the things that residents value most. This means

improving public spaces and town centres, better jobs and access to employment, and better facilities for local residents and businesses. We are engaging with residents about change across Hackney through place-based conversations.

We'll use resident's input and feedback to shape the way the we approach change in the borough – whether that's what we prioritise in our projects, what we demand from private developers or the Government, or how we support the things already happening that residents value.



We have engaged with over 4,000 residents through online surveying and face-to-face for our [Dalston Conversation](#).



We have engaged with over 3,500 residents for our [Hackney Central Conversation](#).

What next?

We will be:

- Using place based conversations to inform local plans and wider strategy
- Engaging with residents on our new Parks Strategy
- Continuing to work with Young Futures to develop their recommendations

What we said

“We want to be the best place to work in local government. An innovative and forward thinking organisation, combining our strong public service ethos and values with the creativity, flexibility

and efficiency that will help us to meet the challenges of the future.”

Highlights

Staff satisfaction is generally positive in Hackney and is improving. Most staff (67%) are advocates of the Council as an employer, and this continues on a positive upwards trajectory. Three-fifths (60%) now rate the Council as ‘above average’ or ‘one of the best’ as an employer, significantly more than in 2016²⁷.

Through our ***Change for Everyone*** programme, we improved our offer to employees and enabled us to take a fresh look at the experience of working at Hackney. We involved staff in working groups to help us:

- improve how we communicate with each other internally- with ‘Show and Tells’ and *Google+ Communities* now established as part of how we work across the organisation.
- establish our ‘Hackney Values’, that were developed by employees and are now widely understood.
- established ‘check ins’ to improve how we manage performance.
- established a set of employee benefits which help to ensure Hackney is a great place to work.

We are increasingly placing **data at the heart of decision making**. Making better use of the data we hold allows us to combine our strong public ethos with innovative and efficient design of services. It allows us to ask intelligent questions, make efficient decisions and deliver the most appropriate services, leading to better outcomes for residents and businesses. Here are some highlights of how we have been improving the way we use data across the organisation since 2018:

- We have provided senior managers across the Council with access to a wide range of workforce and sickness data to help them understand the profile of their workforce and how they can support more diversity across their teams and to provide earlier insight into trends in sickness. In particular, we are encouraging managers to consider the impact of organisational change on employee wellbeing and sickness absence and offer earlier support to staff experiencing sickness in the workplace.
- We have employed data science techniques to build and test a predictive model combining multiple datasets to identify properties that are likely to require a Household of Multiple Occupancy licence. This work will help the Private Sector Housing team target their enforcement activity and will help protect residents living in shared accommodation across the borough.

What next?

²⁷ Staff Survey 2018

Our new Workforce Strategy sets out our approach to retain and develop talented and committed employees in order to provide the best services for residents, over the next 5 years. Our workforce strategy will be informed by our workforce profile which we will be refreshing this so that it provides a more granular understanding of workforce dynamics. We will continue to run detailed staff surveys every other year so that we can assess and update our workforce strategy based on staff insights.

We need to ensure we remain an employer of choice in an increasingly competitive recruitment market. We are an innovative, ambitious council, but that is not always reflected in our current recruitment practice. We need to modernise our approach to ensure we are keeping pace with the current job market, and candidate expectations.

We need to continue to build our organisational profile in order to continue to attract great candidates. The Mayor of London will shortly launch the “Good work” standard, recognising the Capital’s best employers, and we will be an early adopter of this, aiming for Excellence, the highest level, by 2021. We also need to shout more about our achievements in our recruitment strategy, recruitment website and on social media such as LinkedIn.

Our ambition is to be evidence-led in everything we do – this includes ensuring that our strategies, services plans and key decisions are informed by what we know about the borough and the people who live and work here. We’re building a Hackney Poverty Index using up-to-date local and public data to build a better shared understanding of poverty in Hackney to enable better decision-making and service design. This will allow us to provide a more up to date view of poverty in Hackney in small areas than the Index of Multiple Deprivation allows and will be regularly updated so the Council and other agencies working in the borough can best understand where need is greatest.

The Next 12 months: where are we focusing next?

We are incredibly proud of the work we have already done towards the vision that was set out in the Corporate Plan. In the face of significant challenges, we have stayed firmly committed to our organisational values: being open, ambitious, pioneering, inclusive, proactive and proud. We have continued to deliver excellent services for our residents whilst making progress in tackling the wide reaching challenges facing the borough.

We are however honest about areas where more still needs to be done. The Corporate Delivery Plan allows us to recognise these areas and respond to them, so that we stay on

track to deliver the vision set out in the Corporate Plan. It is important we are open with residents about these challenges and how we are responding.

Based on our progress in tackling our cross cutting challenges, we have been able to identify those areas which need more focused activity and investment. Despite continued financial pressure, we recognise the importance of identifying some funding to enable us to proactively invest.

The gap

We will continue to tackle all the challenges we face with an equal focus. We have, however, identified areas in the Corporate Plan which would see a lasting benefit from a one off investment over the next 12 months.

Our primary focus is on **Reducing poverty, inequality and building social cohesion**. Some of the recommendations proposed will however compliment our approach to tackling the other challenges we face, with particularly strong and direct links to tackling homelessness. In prioritising this area for investment, we are recognising that poverty in Hackney is increasing and that there are growing inequalities.

Poverty reduction

We recognise that in London, poverty is largely driven by markets and austerity- unaffordable housing, the cost of living, the hollowing out of the labour market and national changes to the welfare system and support for the most vulnerable. As we have set out above, we seek to take a systematic approach that identifies what we can do to tackle these wider structural issues, through work to shape a more inclusive economy and our housing strategy, alongside better coordination of existing support and preventative work. However given the level of poverty in Hackney, where one in three households are in poverty after housing costs and nearly half of children live in poverty, we cannot wait for longer term structural solutions. We have to put more focus on the issues facing communities today and the supportive actions which are needed for individuals, families and communities - both those which are preventative and those which alleviate or avert a crisis or worsening situation. These include specific proposals which respond to the growing numbers of people who are vulnerable and have complex needs who are also in housing need. There is a growing body of evidence that any approach to poverty reduction, needs to include a joined up approach to those with most complex needs, underpinned by a commitment to "Housing First."

Reducing inequality and building social cohesion

The single equality scheme adopted by Cabinet in November 2018, includes an objective focused on tackling discrimination and disadvantage. The Scheme identifies the priorities for tackling key inequalities. Both the Scheme and the detailed analysis of inequalities which supports it can be found on the Council's [equality webpages](#). There are broad areas of work which have progressed to a point where some investment could be impactful and where there is an opportunity to invest in the way we work with communities to co-design solutions.

- Helping people to age well in Hackney

- Engaging and improving services for young people - upskilling young people to co-design of test and learn experiments which influence public service design - support the Improving Outcomes for Young Black Men Programme and Young Futures

This additional investment should also support: responding to increased demand in social care, tackling gang crime and serious youth violence supporting residents through the implementation of Universal Credit and tackling key health inequalities.

The plan

This paper proposes investment under broad areas:

Reducing Poverty

Objective 1: improve the offer for families in food poverty to improve children's access to affordable fresh food

Objective 2: Strengthening support for those with the most complex needs (including a specific focus on those in housing need)

Objective 3: Strengthening support for families

Objective 4: Poverty proofing policies

The groups we are focusing on will be:

- Families - children and parents - in poverty and in need
- Individuals with complex needs

Tackling key inequalities

Objective 3: Helping people to age well in Hackney -achieving some quick wins

Objective 4 Engaging and improving services for young people - upskilling young people to co-design of test and learn experiments which influence public service design - support the Improving Outcomes for Young Black Men Programme and Young Futures