

Chair	Cllr Margaret Gordon
Councillors in Attendance	Cllr Clare Potter, Cllr Sharon Patrick, Cllr Peter Snell, Cllr Nick Sharman, Cllr Mete Coban, Cllr Soraya Adejare, Cllr Polly Billington, Cllr Ben Hayhurst
Officers in Attendance	Aled Richards, Strategic Director, Sustainability and Public Realm; Sam Kirk, Head of Sustainability and Environment; Bruce Devile, Head of Business Intelligence, Elections and Member Services; Ian Williams, Group Director Finance and Corporate Resources; Matthew Carrington, Strategic Delivery Manager; Steve Waddington, Strategic Director of Housing; Mark Carroll, Chief Executive.
Other People in Attendance	Kate Hand, Head of Climate Change, London Councils; Jon Gregg, Sustainability Engineer, Buro Happold; Martha Dillon, Sustainability Consultant, Buro Happold.
Members of the Public	None
YouTube link	The meeting can be viewed at https://www.youtube.com/watch?v=H44OImEzACA43y2trGmk
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Councillor Margaret Gordon in the Chair

1 Apologies for Absence

- 1.1 Cllr Conway and Mayor Philip Glanville sent apologies.

2 Urgent Items / Order of Business

2.1 There were no urgent items.

3 Declarations of Interest

3.1 There were no declarations of interest.

4 Net Zero Carbon

4.1 The chair introduced the item stating that the statutory target set by the Climate Change Act is at least 100% reductions in greenhouse gasses by 2050 compared with 1990 levels. Hackney Council announced a climate emergency in 2019, and net zero will form a key part of scrutiny work in the coming years.

4.2 The chair invited the Head of Climate Change from London Councils to present.

4.3 Head of Climate Change advised that they would be presenting on the climate action plans published in April 2020 and emphasised that this is London Councils' outline of the various action plans across boroughs, and that the presentation hasn't been signed off by individual boroughs.

4.4 It was advised that every borough is producing a Climate Action Plan (CAP), but that they vary considerably. Most address council and borough wide emissions but approaches to scopes and data vary.

4.5 It was noted that London Council's climate programmes are unevenly reflected, and that there is limited information available on financing, but costs are significantly higher than available resources.

4.6 It was advised that engagement and collaboration is widespread but isn't reaching all the audiences that it needs to, and that there's much innovation happening alongside the many challenges.

4.7 It was advised in terms of Governance and Data, target dates will vary. Governance arrangements, definitions and metrics vary, but most councils have a target of net-zero by 2030. It was noted that individual boroughs have different definitions of net-zero, and this should be remembered, but most councils are looking at 'scope 1 and 2 emissions.

4.8 It was advised that there are seven climate workstreams across Enfield,

Waltham Forest, Hackney, Kingston, Westminster, Islington, Harrow, Hounslow and Southwark.

- 4.9 It was noted that many of these plans feature 'low carbon transport' as a priority, which isn't surprising considering the work of councils, but it was noted that only 5% of actions within these plans are concerned with the green economy. It was noted that a balanced approach will be needed to meet net zero needs.
- 4.10 London Councils looked at all 2,000 possible actions when analyzing council's CAPs, and noted that among those actions there needs to be a greater balance in terms of their representation in CAPs.
- 4.11 The Head of Climate Change advised on the findings of London Council's Finance and Resourcing survey. It was noted that there were 20 responses in total, and all responses include significant caveats around figures and early stage of costings.
- 4.12 The costs will be in the 10's of billions and identified funding sources lean heavily on government grants. Even so, costs are significantly higher than available resources.
- 4.13 Among the costs, retrofit is considered the most expensive, but retrofit costs are currently better understood in comparison to the rest.
- 4.14 In terms of engagement, the Head of Climate Change noted there have been citizen assemblies, summits, environment networks, consultations – all of which have been hampered by COVID-19.
- 4.15 It was observed that businesses, council staff, schools, private landlords, VCS organisations, and residents are all well engaged groups; conversely, NHS, PHE, Further Education and other boroughs are less so. It was stressed that collaboration is very important.
- 4.16 The Head of Climate Change outlined serious challenges in the future. The diversity of CAPs may hamper collaboration and peer learning. Climate programmes are not evenly reflected or supported, and do not reflect some CAP priorities.
- 4.17 It was noted that stakeholder engagement is missing key sectors, residents may be unclear on priorities for action, and the challenge of securing long term financial investment, particularly from central government, is the greatest challenge.

- 4.18 The following recommendations were given:
- 4.19 CAPs should include genesis, design, purpose, audience, data, governance and review, focused and measurable actions, policy gaps, enabling actions, and collaboration.
- 4.20 CAPs should encourage greater collaboration across boroughs.
- 4.21 CAPs should engage and communicate better with the full range of stakeholders.
- 4.22 London Councils, Environment and Finance Directors, WDAs and ReLondon should support CAPs.
- 4.23 There were also specific recommendations given for Hackney specifically:
- To consider the findings of the CAPs review
 - To engage with lead boroughs for the climate programmes around collaboration
 - To discuss best practice with other boroughs, including:
 - Merton: annual action plan with clear steps, and RAG rating for each workstream to support understanding of overall delivery
 - Wandsworth: carbon impact scores for action
 - Hammersmith and Fulham: actions assigned to a dept and service area
 - Sutton: stakeholder engagement, including e.g. PHE
 - Southwark: actions for councils, borough and others
 - Ealing: co-benefits, health through to financial savings
 - Lewisham: lobbying and advocacy.
- 4.24 The chair thanked the Head of Climate Change for their presentation and invited the next speakers, the Sustainability Engineer and the Sustainability Consultant from Buro Happold to present.
- 4.25 It was advised that the purpose of Buro Happold's (BH) plan is to provide and overview of other climate emergency action plan strategies by other boroughs and local authorities; to scope and baseline key emission types for Hackney to monitor in future years; to model policy interventions and decarbonization interventions needed to achieve net-zero; and to provide Hackney with a clear and concise evidence base that can be used to engage with a range of relevant stakeholders on this issue.
- 4.26 In terms of where Hackney is now, BH advised that Hackney has committed to achieving a 45% reduction in emissions against 2010 levels

by 2030, and net zero carbon emissions across functions by 2040.

- 4.27 Scope 1 and 2 are within this plan, as well as some scope 3 for council activities.
- 4.28 In terms of current performance, Hackney Council has reduced its own emissions by 29% since 2010, and these account for <5% of total borough emissions.
- 4.29 Borough wide, there has been a 27% reduction since 2010.
- 4.30 It was advised that in February, a draft emissions scoping document was issued by BH to Hackney.
- 4.31 In March, a workshop was held between BH members and members of the council from across various teams. In the workshop, scoping was discussed along with the approach taken by other councils.
- 4.32 It was advised that feedback from the workshop was incorporated into proposed scoping and has informed the emissions pathways.
- 4.33 A 2018 breakdown of emissions was made available. It was noted that Hackney emissions amounted to 2,900 ktCO₂e; of this, approximately one third relate to territorial emissions that Hackney report to BEIS every year and F-gasses. Other consumption emissions account for 71% of the total scoped baseline. Notable emissions in this category include embodied emissions of food, aviation, and textiles.
- 4.34 It was advised that, in terms of scoping, a monitoring process should be put in place. That data should be reviewed, as well as supporting actions to help people reduce those emissions from these areas too.
- 4.35 It was advised that so far, three scenarios have been modeled by BH.
- 4.36 In the first scenario, BH looked at a no action case. They wanted to understand what would happen if there were no interventions going forward to reduce emissions, what are the impacts on what would be the impact of growth projections for the area, and on new build rates in the local plan. The scenario also asked what would happen if the grid wasn't decarbonized if trees were planted, and that gives a useful reference point to compare the other scenarios against. Under that scenario, there is a fair amount of emissions reductions, but by 2040, you're only seeing about 46%.

- 4.37 In the second scenario, BH looked at current policies, current projections for decarbonisation in the UK, and it's changed a lot even in the last six months. Some gas phase out was included, as well as some level of building retrofit, and a shift in transport based on local planning. Under that current policy scenario, there's a much bigger drop in emissions
- 4.38 The third model scenario was trying to consider what a more radical and ambitious policy landscape would need to look like to reach a full reduction in emissions. This was looking at a really aggressive gas phase out at a much higher rate of building retrofits, a big shift in vehicle electrification, and then lots of renewable energy and tree planting as well.
- 4.39 It was advised that current policy data is tracking fairly well against that narrowed Net Zero target to about 2030 - 2035, at which point the impacts of grid decarbonisation are fulfilled. The lack of additional policy to decarbonize means that the pathways are tapering off and not reaching that full drop in emissions.
- 4.40 The no action scenario is really seeing stagnation very rapidly and not reaching net zero carbon anywhere on by any timescale. That radical scenario is showing a steady decrease in emissions till around the 2040 mark, at which point, there are some residual emissions.
- 4.41 The next step is about setting and developing the action plan, which the Head of Climate Change talked about for a lot of the other authorities out there. This is going to be looking at underpinning actions and implementing strategies across those. That needs to go across all functions.
- 4.42 The chair thanked BH for their contribution and invited the next presentation, a joint presentation between Cllr Coban, the Strategic Director of Sustainability and Public Realm, the Strategic Delivery Manager, the Head of Sustainability and Environment, the Group Director of Finance and Corporate Resources.
- 4.43 Council has significant work to do in relation to Climate Emergency, the pandemic has created significant challenges for the authority.
- 4.44 Corporate Plan: Climate emergency an ongoing and increasing priority but achieving wider benefits will be key.
- 4.45 Cross-cutting theme: Sustainability is an organisation wide agenda encompassing economic, environmental and social objectives and will

need a diverse range of contributors and leadership at all levels.

- 4.46 Timeframes: We need to deliver carbon reduction at pace within a narrowing window (major progress needed by 2030).
- 4.47 There have been a number of changes to our organisational structure over the last 24 months to better prepare us for the more systematic response required to the climate crisis. Key ones are:
- Public Realm division: Elements have been restructured to provide a greater focus on sustainability through a Strategic Director role, supported by a Head of service for Sustainability and Environment and a Sustainability Manager;
 - Energy and Carbon Management Service: The Energy Management Services team has been restructured and a Head of service post created to oversee our Net Zero Energy Strategy;
 - Corporate centre: There is staff resource within the Policy and Strategic Delivery team providing broad expertise across the climate crisis piece.
- 4.48 We are directly responsible for about 5% of our local area emissions excluding our own social housing (32,000 homes). However, we have many levers that can be used to deliver wider local action to reduce emissions and prepare local areas for a changing climate particularly through leadership and placemaking.
- 4.49 Only about a further 25% in total we have strong influence over, much of the remainder is associated with consumption emissions where our leverage may be more variable - waste much higher but probably less in some cases (such as taking personal flights).
- 4.50 The balance between our own emissions and influencing the reduction of borough wide emissions is a key consideration in the Climate Action Plan being developed.
- 4.51 It was noted that some of the services that have roles at all levels of influence are separated out by category in the presentation, and are as follows:
- Direct Control: Housing, corporate property, fleet, energy purchase
 - Procurement and commissioning: Generally all services have some role in this with key responsibilities in finance
 - Place shaping: Planning, Area Regeneration, Our New Homes programme, Transport, Parks and open spaces, enforcement,

- Streetscene, markets, parking
 - Showcasing: Public realm (urban tree canopy, SUDs), fleet services (HVO fuels), New homes, employment and adult skills.
- 4.52 It was noted that we do need to engage stakeholders through the whole process. Working with others will be key, the Council can't do everything alone. For example, LBH have increased participation generally particularly with other LAs and London Councils and are collaborating better with our communities.
- 4.53 To date, there has been a significant focus on delivery, future actions must not only continue at pace but in an increasingly systematic fashion. LBH is moving beyond 'start up'.
- 4.54 Hackney's existing decarbonisation plans (e.g. Net Zero Energy Strategy) will be integrated under the larger umbrella of the Hackney Climate Action Plan, to be formally published in 2022. Work is underway.
- 4.55 Adopting London Councils themes to develop our climate action plan so as to help London speak more with one voice and promote consistency.
- 4.56 Financing is a key challenge and will require us to look creatively and robustly at opportunities to plug the gap, commercial green finance is likely having a more significant role to play in the future.
- 4.57 Key tasks for the short-term were then outlined:
- Develop Draft Hackney Climate Action Plan: Working groups established and draft action plans for each theme to be developed by January 2022.
 - Deliver Pilot Carbon Literacy Programme: Climate, energy, sustainability and carbon understanding needs to be embedded in the whole authority, across staff and systems. Proposal approved and scheduled to be delivered from October 2021.
 - Further develop External Communications and Engagement Strategy: We need to develop a stronger narrative telling the story of what needs to be done better to get wider buy-in to the vision for change, building on the Roadmap to COP26 and Rebuilding a Greener Hackney.
 - Develop a robust Monitoring and Review Framework: There is an increasing need to demonstrate our progress against measurable targets. To be developed as part of CAP process by March 2022.
- 4.58 In addition to those short-term objectives, information was given about

key organisation tasks including: Harnessing the enthusiasm of the wider range of staff members with environmental sustainability skills outside of the usual service areas; Addressing wider and more complex organisational emissions arising from our procurement activities; Ensuring the workforce strategy proactively responds to our likely future skills needs; Strengthening all our processes, procedures and decision making to embed the key considerations needed to address the climate crisis; and using annual service planning amongst others to embed organisationally.

- 4.59 In terms of community engagement, it was noted that it needs to be further shaped by the outcomes from the Green Recovery community engagement event in October 21 and proposed Climate Summit for Spring 22; Build on the outline engagement framework mapped out in the report to Full Council in July 20 and further updated in July 21; Use the opportunities created by the development of the Climate Action Plan to develop a comprehensive forward plan of our engagement activities; and to Reflect existing climate emergency motion commitments for more engagement and scrutiny, ensuring that it be shaped by what is considered most effective.
- 4.60 In terms of finance, stretching carbon reduction targets that have been set requires funding beyond that which would ordinarily be available to the Council, we must be proactive and creative as a Council in seeking out new funding and financing mechanisms.
- 4.61 The Council has currently allocated a total of £26.1m to green initiatives in the period 2021/22 - 2023/24 although likely to increase over time.
- 4.62 Established an internal Finance and Resources Group to provide the oversight of the financial requirements identified through our Climate Action Plan (CAP) and prepare a Climate Emergency Financial Strategy.
- 4.63 LBH also completed an initial external funding assessment for building retrofit before the Summer that was presented to the Environmental Sustainability Board.
- 4.64 4 main areas of funding approaches were identified:
- Securing additional grant funding: successful applications to the government's LAD scheme for buildings retrofit and Public Sector Decarbonisation Fund, OLEV and GULCS funding to subsidise EV point installation;
 - Investing as a result of positive business cases and/or added

- income potential: fleet, residual waste collection changes.
- Blending funding schemes: Our £1 million Green Homes programme using carbon offset funding and ECO amongst others.
- Creating commercial opportunities where risks are significant: currently market testing to commission a commercial operator to install and operate EV charging points across the borough to 2030.

- 4.65 It was noted that the finance element wouldn't be without its challenges. They include: Sheer size of investment and pace of delivery needed to deliver net zero; coupled with a lack of long term funding from government to underpin the drive for change; Speed of technological improvement, optimally timing investments can be an issue (PVs became 80% cheaper over 10 years); Many business investment cases are still marginal - however this may be more fluid for example if energy prices were maintained in the long term or more levies imposed; The lack of supportive policy and regulatory levers to drive market development and create investment certainty; A need to mitigate principal agent issues such as within the private rented and social housing sector.
- 4.66 A list of opportunities was also provided, including: Rapidly developing capability to bid for funding across a wider range of net zero project activities such as building retrofit; Potential to use our Energy Service Company: Hackney Light and Power as a vehicle for investments and transformative change; Organisational experience of commercial propositions through our housing regeneration programmes; Asset managers are looking for investments which reduce exposure to stranded future assets and increase their sustainability rating; Working with neighbouring boroughs and regionally to maximise efficiencies and learn from others.
- 4.67 The chair thanked the speakers for their presentations and opened the floor to questions.
- 4.68 The chair asked, in relation to the varied stakeholders, how much information has been gathered in relation towards our journey about how much of a centre the work is, and what that means for the near future, and resident's input and awareness of the work.
- 4.69 Cllr Coban responded by saying it's important for the borough to shift toward green policies, but also to maintain the conversation with residents. It was also advised that it's always important that we have our

senior leaders who see this as a centre and not as an additional piece of work.

- 4.70 The Head of Climate Change added that London Council's will be putting together an internal communications plan.
- 4.71 Cllr Potter observed that she is impressed with the thoroughness and the approach of this work. Cllr Potter also expressed interest in looking at specific work streams.
- 4.72 Cllr Snell asked about the London Councils' climate trade programme initiatives, and in particular, the one addressing low carbon developments. Cllr Snell wished to understand exactly what that covers, does it not just look at new developments that we manage, does it look across all 10 years and all sectors? Does it include a review of our planning controls and our building controls? could perhaps some expand on exactly what that what that involves?
- 4.73 The Strategic Director of Sustainability and Public Realm responded around the Low Carbon work stream noting that Hackney is leading it. This workstream is looking at the entire planning process in the building but building control process looking at new development planning guidance on the green buildings, but also spatial planning, policy planning, and strong mitigation and measures in order to get much improved sustainable buildings and sustainable land use planning.
- 4.74 The Chief Executive observed that it is important to be mindful of pace and to avoid implementing changes faster than people can adapt to, but also not too slowly.
- 4.75 Cllr Gordon thanked all the speakers for their input and opened the next item.

5 Annual Complaints and Members Enquiries Report

- 5.1 The chair introduced the item and advised that this is in relation to our annual complaints and members inquiries report. This report is the panel's view of its accounts and complaints from members inquiries process pertains to the agenda package January 2021.
- 5.2 The Head of Business Intelligence was welcomed to the meeting and asked to present.

- 5.3 The Head of Business Intelligence advised that complaints rose slightly up about 7% in the year, but they're still below the three previous years. Inquiries were up about 10%.
- 5.4 The number of Stage two's that went onto the ombudsman reduced from 34%, down to or less than 22%. LBH is resolving more complaints in house. There's been an increase in the length of time taken to answer complaints owing to the effects of the cyber-attack, and a lack of quick data available for the same reason.
- 5.5 In previous years, members have asked about the learning from case worker complaints, and there's a number of case studies.
- 5.6 LBH has also introduced a new casework system which also offers more granular data on complaints, which is useful for managers to get greater insight into what's behind people's upset.
- 5.7 Chair asked whether there are going to be delays in seeing increased complaints and members complaints due to COVID and the cyberattack. It was also asked whether it's likely that there will be an increase in the volume of activity in the space in the ongoing months when things go into recovery.
- 5.8 The Head of Business Intelligence responded, saying that there is an uptick in the volume of complaint activity, and that the stated reasons will have contributed to that.
- 5.9 Chair asked whether the Head of Business Intelligence has any further thoughts in terms on what is producing the volumes of complaints in relation to specific service areas.
- 5.10 The Head of Business Intelligence responded by saying that the more granular data that is coming but presently missing will help to draw a clear picture of how complaints are being driven from specific service areas.
- 5.11 The Strategic Director of Housing added that one of the things for housing repair complaints is that Housing is always the service that residents value the most and is always the service that residents complain about the most, because it's where we have the greatest interaction. It's not unusual to be doing upwards of 90,000 - 100,000 repairs a year, on average, when you factor in

gas servicing, as well.

- 5.12 Cllr Snell asked whether members can rely on members' inquiries going through quickly, and on our officers being able to answer any questions we raised with them.
- 5.13 Cllr Potter observed that communication between departments also can sometimes be an issue with a large organisation such as ours and asked what work is being done in this area. Cllr Potter would encourage the council to be more transparent around complaints and timescales when dealing with residents.
- 5.14 Cllr Patrick asked whether there's some nuances that could be implemented in responses to inquiries as opposed to standardized responses and asked why the mayor and cabinet can seem to get better responses to inquiries than members.
- 5.15 The Head of Business Intelligence responded by saying that the responses are a very one size fits all approach at the moment. We know that there's things that will be dealt with differently quicker and cheaper because of that, and a written response doesn't solve the problem in every case.
- 5.16 The Head of Business Intelligence advised that in terms of inquiries and response rates, as the current system carries on, you will probably see a worsening before an improvement because of the nature of longer complaints.
- 5.17 Chair thanked all speakers and brought the item to a close.

6 Quarterly Finance Update

- 6.1 Chair invited the Group Director of Finance and Corporate to speak.
- 6.2 The Group Director of Finance and Corporate advised that his presentation would begin with where we are with the 2021/2022 budget for the General Fund. Last month, he agreed with the corporate management team to bring in some expenditure control measures to tighten down on what is called 'non-essential spend quick update' on where the council is with adult social care funding, then a review of the latest position on 22/23 budget update.
- 6.3 It was advised that his team are forecasting across the council and expects an overspend of just over six and a half million pounds. He would

caution that that is after applying significant provisions built into the budget for 2022.

- 6.4 It was noted the council has also made provision in the budget for some resources to support the work being carried out from a revenue perspective on the cyber-attack. The pressure will significantly affect all directorates, particularly in financial resources, continuing as cost pressures emerge.
- 6.5 It was advised that The Group Director of Finance and Corporate's team has been doing a lot of work with neighbouring boroughs to just make sure that we're all learning from each other, and also making sure that any measures that we can bring into control expenditure are being brought in.
- 6.6 It was noted that Neighbourhoods and Housing are also forecasting a an overspend that predominantly relates to some issues in planning services where they've seen a reduction in the number of significant major applications, but also challenges in terms of section 106 monies, as well as some of their income services being down on what would have been normally expected.
- 6.7 The Group Director of Finance and Corporate advised that what we're looking to do is to see where budgets have been at this point forecast to be spent but not committed and look to see whether we can call back some of that to mitigate their expense.
- 6.8 A lot of work with colleagues has been carried out with HR to make sure that departments and redirects in particular have access to all the agency details that exist within their respective portfolios. We have seen a number of agency workers work more than the standard 36 hours per week. Such departments have been asked to minimise the existence of people being paid for more than 36 hours a week, but also to ensure that people who are agency also take the leave that actually is built into the ongoing day rate.
- 6.9 The Group Director of Finance and Corporate advised that Scrutiny Panel will be aware of the ongoing issue that's affecting all the numbers in relation to Thames Water, and that the agency arrangement has been in place for many years.
- 6.10 The Group Director of Finance and Corporate resources gave an update then on the capital programme reports, stating that the budget for the current year of just shy of £200 million; that encompasses a range of

investment across all service areas, with £46 million on housing stock, £14 million on leisure and green spaces, £15 million on Streetscene, and about £32 million on state regeneration and the housing supply programme.

- 6.11 Some of the highlights that were not September report to cabinet were significant investment in the tree planting work, which was already been extensively rolled out, as well as significant investments to facilitate the insourcing of our fleet maintenance service.
- 6.12 Cllr Patrick asked a question around the passing revenue account. Cllr Patrick had noticed that several residents have paid nothing towards rents but asked whether this is actual arrears or just a delay caused by the cyberattack.
- 6.13 The Group Director of Finance and Corporate advised that effectively, what we did was to rerun the previous month's payment runs after her cyberattack, so whilst we haven't been able to until fairly recently adjust them for inflationary uplifts, we were able to effectively maintain the degree of payment.
- 6.14 The Group Director of Finance and Corporate noted that he is aware of some instances of people who do actually pay their rent through non-digital methods, whether it's paper cash with a direct debit, who, on the outbreak of pandemic and cyber-attack, and are not having the powers to either sue people to the extents we've done before, obscured the picture of the rates of arrears.
- 6.15 The Group Director of Finance and Corporate advised that in relation to council tax recovery, all the financial transactions will be loaded into council's tax system soon, and then will be worked through with issue bills for 21/22. The Group Director of Finance and Corporate advised that the council can also engage closely with various local support advice agencies as well to make sure that we are assisting residents as much as we can in understanding what it is we're doing.
- 6.16 Finally, The Group Director of Finance and Corporate advised his team will expect Scrutiny Panel to look at housekeeping and all the various other mechanisms that needs to be brought through for council tax to recover. Once the transfer of online forms has been completed, work will commence then to make sure that we've cleared off all final backlogs of contact in a controlled manner, and, where possible, was making sure residents receive the one bill which effectively changes what they've been advised.

7 Minutes of the Previous Meeting

7.1 The minutes from the previous meeting were approved.

8 Scrutiny Panel Work Programme

8.1 The work programme was noted.

9 Any of Businesses

9.1 There was no other business, and the meeting was drawn to a close.

Meeting closed at 9:55pm.