

## Corporate Plan Update February 2022

In July 2020, the Council refreshed its corporate priorities to take account of the impact of the first wave of the pandemic and of the uncertainty about subsequent waves. Since then, the pandemic has continued to have a very negative impact on communities and services in Hackney and the Council was also hit by a cyber attack in October 2020. Despite this, the Council has made significant progress against the corporate plan priorities, the 2018-2022 commitments which were made by the current administration and also a number of new commitments which have been adopted in response to events locally and globally. Where appropriate, we have sought to align or integrate what we had planned to deliver with the pandemic response. This report, which forms an appendix to the 2022/23 Budget, provides a high level account of what has been delivered and achieved over the last four years.

## Corporate Plan Priorities adopted in 2020

[Crosscutting: Keep in focus the most vulnerable and and key inequalities, and specifically racial inequality](#)

### Fairer

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## Updates

**Crosscutting Priority: Keep in focus the most vulnerable and tackling key inequalities, and specifically racial inequality**

Before the pandemic, the Council was focused on tackling key inequalities by making this front and centre of the way services were delivered, as well as through work that focused on specific groups facing inequality. The [Single Equality Scheme 2018-2022](#) was developed to identify the proactive work needed, informed by a [detailed analysis of demographics and of inequality](#). The pandemic revealed the stark racial inequality faced by some groups and, in response, the Council adopted a further commitment to anti-racism in July 2020.

The scheme articulated how poverty was a key driver of inequality. A significant part of progressing the scheme, and of tackling inequality, is therefore through the commitment to poverty reduction and to shaping a more inclusive economy. These form separate priorities, reported below. The scheme also prioritises tackling disadvantage and discrimination and the actions needed to build tolerance and understanding of diversity. This is underpinned by the final priority to build a cohesive and inclusive borough. The scheme adopted two enabling objectives to embed prevention into service delivery and promote a culture of inclusive leadership. The focus on both of these enabling objectives has sharpened during the pandemic. The pandemic has highlighted the extent of poverty and vulnerability in communities, and has necessitated the development of more extensive and inclusive ways to reach and support communities. This is outlined below in the section about poverty reduction. This work gives us a much better understanding of the preventative work needed.

The pandemic has had a differential impact on communities, nationally and locally, and groups whose outcomes were more likely to be worse have been hit hardest. It is too early to reliably look at data and assess the full impact that the pandemic might have had on outcomes, and whether the actions taken, have, in any way, mitigated against this. In March 2020, a [Community Impact Assessment](#) was established, so that the likely direct and indirect impacts of the pandemic in the short, medium and long term could at least be understood, in advance of the official data. This has been informed by national, regional and local intelligence, both quantitative and qualitative and has helped us understand likely impacts and actions needed.

The commitment to anti-racism, adopted in July 2020 at Full Council, was an important public statement that responded to the impacts of the pandemic, the death of George Floyd and the growing Black Lives Matter movement. It was built on the foundation of Hackney's Improving Outcomes for Young Black Men Programme. Being an anti-racist organisation is about tackling much more than conscious hatred and grappling with racism that is far more embedded in society. By structural racial inequality, we mean the inequality that is created by the social structures that disadvantage some groups more than others, now and historically. We need to continue to work with partners proactively to redress this balance. This does not mean always treating everyone equally, it means that sometimes people need more support or focus because they are more disadvantaged. By systemic racism, we mean the ways that systems can discriminate through often covert and unchecked prejudice, assumptions, ignorance, thoughtlessness and stereotyping about people from different ethnic minority backgrounds.

Over the last four years the Council has worked with partners and residents to progress the following to tackle key inequalities:

*We have identified a wide range of solutions to make life better for younger and older people and are progressing the actions needed. These have been co-designed with residents.*

The Council has looked at how life in the borough could be improved for younger

and older residents, working with residents to identify issues and design solutions. The commitments have proven to be very timely, given the impacts that the pandemic has had on both age groups. Many of the solutions are about improving voice and influence. Both reviews identified opportunities for more intergenerational activity so all ages learn from each other, helping people connect socially and build positive community relations.

There are 45,000 young people aged 10-25. The Council established an independent commission, Hackney Young Futures Commission, which launched its [report](#) in November 2020. The report reflects the ideas and hopes about life in the borough of more than 2,500 residents aged between 10-25 and reflective of Hackney's diverse communities. A local management trainee has joined a team who are progressing actions highlighted in the report, and young people continue to steer the work. Alongside this, Hackney Youth Parliament (HYP) has been relaunched with a new structure with six elected leaders forming three young people's groups who will consider key issues including Life after Covid, Policing and Mental Health in Schools.

There are 42,000 people over 55. Older residents were employed as community facilitators to engage with a diverse range of 400 older residents. This informed the [Ageing Well Strategy](#) adopted in December 2020, along with a commitment to work to the [World Health Organisation Age Friendly City framework](#). A 40 strong group of older people are now steering delivery of the strategy and ensuring there is a focus on older people in wider strategy and service planning, including health and wellbeing, parks, and housing. This has already led to the piloting of link workers in Customer Services to identify vulnerable older people, the development of more accessible seating in parks and open spaces, including around the new Britannia leisure centre, the development of intergenerational projects and the development of the arts and culture offer. This has also helped ensure that the Child Friendly Planning Guidance which has been adopted, takes account of access needs for a wider range of residents, including older people.

Building trust and confidence in local policing remains a priority for young people. The disadvantages faced by older people seeking to get back into the labour market have only become greater. Overall, embedding approaches that consider the needs of younger and older people, including those living with dementia, will need a consistent, sustained focus.

*We are progressing solutions to tackle racial inequality, based on a much more mature and confident understanding of what is driving inequality and of the solutions needed*

Black and mixed heritage residents make up over a quarter of Hackney's population and young black men under 24 make up over 30% of the young male population. The [Improving Outcomes for Young Black Men](#) programme identifies ways to tackle the systemic and structural inequality faced by young black men, working closely with communities to build trust and design solutions together. Much of this work leads to benefits for all groups. As a result of this sustained focus, there have been notable shifts in our approach especially in Childrens, Education and Health and

Wellbeing. The focus has now been strengthened by the Council's anti-racist motion adopted in July 2020.

**Education:** Schools are taking action to eliminate racism and bias in their systems, following extensive training delivered by the Council's education service. Schools have looked at how they may not be treating all children, parents and carers the same and how this might contribute to exclusions, how the curriculum could be excluding and how not all students felt the same sense of belonging. To support improving achievement and tackling exclusions, the Council has now recruited a lead to work with schools on parental and carer engagement, provided guidance and tools to Hackney's schools to create a diverse and anti-racist curriculum (which is being taken up by hundreds of schools across the country) and we are focusing on the importance of belonging in schools.

**Health and wellbeing:** The Young Black Men Programme emphasised the importance of trauma informed approaches and of understanding racism as a form of individual and community trauma. This is now being embedded into safeguarding and youth offending. The programme challenged the idea that the low take-up of preventative mental health support was down to cultural stigma or to boys or young men not wanting therapy. This helped create the case for Wellbeing and Mental Health in Schools work which is providing more consistent advice for teachers in schools. Bespoke support for African, Caribbean and Mixed Heritage children and young people's emotional health and wellbeing is also now in place through Growing Minds. This approach is informing wider work to tackle racial inequality in the health system for all ages, as detailed later in this report.

Children and Families Services have launched a three year programme of anti-racist conversations and learning, supported by a dedicated lead. The recent focused [thematic inspection of youth offending teams](#) acknowledged Hackney's effective use of data to assess the quality and impact of service delivery, although identifying the need for this to be applied more consistently into case work.

The [Review, Rename, Reclaim](#), is a collaboration between the Council and community leaders, cultural experts, historians, teachers and young people, looking at how we commemorate those who campaigned for equality and anti-racism, rather those who profited from the transatlantic trafficking of enslaved Africans. This is complemented by the work of the Museum and Archives who have, for many years, taken a proactive anti-racist approach, celebrating black history. So far Cassland Road Gardens and Tyssen School have been renamed. The garden is now named after a local community stalwart, Kit Crowley. A new public square at the entrance to the new Britannia Leisure Centre has been named Brafa Square after Hackney's grassroots response to the 1984 Live Aid - the British Reggae Artists' Famine Appeal (BRAFA). We have commissioned two permanent Windrush art commissions in Hackney Central.

There has been a sustained focus on institutional culture and workforce diversity over the last four years and the Council is working with local partners, across the system, to encourage a consistent approach across Hackney. This is considered more fully in the next section.

A more collaborative approach to early help and a cohesive Children's Partnership Plan will help embed and sustain this work in services supporting Children's and Families. We are seeking to embed an anti-racist approach into planning, economic and housing strategy and poverty reduction work. We will apply the learning and methods from the Improving Outcomes for Young Black Men Programme to identify solutions to structural and systemic inequality with the Turkish Kurdish community.

*Our workforce is becoming more diverse at senior levels and staff views are generally becoming more positive*

The Council has taken a dual approach, seeking to build an inclusive leadership culture and also identifying ways to develop a more diverse leadership that reflects Hackney's communities. Local partners are working through shared tools and frameworks.

Since 2019, a 70 strong network of inclusive leadership champions have driven improvements in their own divisions and worked across the organisation, with a focus on developing how the 120 senior leaders, and the 500+ services managers who report to them can adopt a more inclusive, open and humble leadership style. We also developed an [inclusive language guide](#) which encourages staff to be more thoughtful and conscious of the impact of their language, and regularly share podcasts and short videos unpacking what inclusivity means. There has been a positive increase from 39% to 50% of staff saying that senior managers are committed to inclusivity, although there is clearly more work to do.

We took account of extensive staff engagement, as well as good practice, to identify how the Council could become more diverse at senior levels. Solutions are now being embedded across all stages of the employee journey in an [inclusive management toolkit](#). These solutions include a move to anonymous recruitment and the involvement of staff and stakeholders in all top tier recruitment. The Council workforce profile is now showing some modest but positive improvements - the proportion of ethnically and culturally diverse backgrounds has risen from 21 - 26% from 2019 - 2020 (or 48-66 in absolute numbers).

We will continue to embed inclusive leadership and inclusive management practice corporately and at divisional levels so we have a greater impact on inclusivity and diversity. Ultimately this is about residents experiencing better, more inclusive services. We are also working with public sector partners, through the Community Strategy Board, across the borough to build a greater consensus about inclusive leadership and the importance of being anti-racist organisations and collectively an anti-racist borough.

*We have worked with partners and broadband providers to develop a more comprehensive response to tackling digital exclusion*

The pandemic has exposed the extent of the digital divide in Hackney and how this is more than ever, driving inequality and isolation.

6,500 laptops, provided by central government, were distributed to local children, topped up with 200 more devices from the Council's own fundraising drive and refurbishment scheme. The adult education team also had their own device programme and are now running regular IT training sessions out of the Council's service centre, libraries and children's centres and have trained 10 digital buddies. The Better Broadband programme was launched earlier this year, with two partners signed up to bring faster and more reliable internet services and investment in communities such as free connectivity in community halls, the first being Wenlock Barn Community Hall which opened last year, temporary accommodation and housing with care schemes. Public access computers in Hackney's libraries have been upgraded, which combined with the 'WiFi-4-All' service will provide a much more modern and accessible IT platform for library users.

A network of local partners are now in place to identify actions across the whole system, including health partners, exploring the potential for a device repository, opportunities to fundraise together and mapping of digital support services.

Whilst we want to support residents to get online, we have flexed approaches to make sure that residents who are struggling or unable to use digital platforms can still engage with Council services and with consultation. We have also broadened our hardship grants to include support around the cost of access and data.

*We have improved our understanding and support of groups who are less likely to have a voice in civil society:*

### **Vulnerable migrants**

Drawing on [research](#) undertaken in 2017 and funding from central government, the Council has progressed ways to offer early advice and employment support to vulnerable migrants. As a result of this:

- a cross council approach to supporting people with no recourse to public funds (NRPF) is in place, which includes distributing over £80k of hardship support during the pandemic. The Children and Families and Homelessness service have now funded embedded advice for people with NRPF.
- the level of independent specialist immigration provision has been increased.
- coordinated approaches are in place to respond to an increased level of asylum seekers, the current Afghan refugee crisis and Hong Kong Settlement Schemes. This includes support for the bridging hotels in the borough, especially around Covid-19.
- We have committed to hosting five Afghan Refugee families, with the first family already moving into the borough.

The campaign for a fairer immigration system and for justice for those impacted by the Windrush Scandal and to help those impacted to access the Windrush Justice funds continues.

### **Trans and non binary residents**

We are developing a better understanding of the lived experience of trans and non binary residents and staff so that this can inform a wider LGBTQIA+ plan to make services more inclusive of gender and sexual diversity.



*We have developed a more robust approach to access and inclusion to the public realm, drawing on the lived experience of residents*

Just before the pandemic, a pool of staff, residents and Members had come together to be trained in improving access and mobility in the public realm and built environment. They were then due to undertake site visits to identify opportunities to improve access. Although it has not been possible to conduct site visits during much of the last two years, residents have been involved in making the design of Britannia Leisure Centre as inclusive as possible from the earliest stage and have contributed to improvements to parks. The work has informed the child-friendly Supplementary Planning Document to take full account of access needs. The Council has also applied the same principles to planning the return to the workplace and “hybrid” working (a combination of working from home and from the office). Hundreds of staff from different equality groups have participated in focus groups to share perspectives and lived experience.

*We have maintained activity that values diversity and promotes communities coming together*

The Council is committed to ensuring the Libraries Service remains at the heart of communities, enabling, supporting and informing residents. A comprehensive review of Libraries was launched in April 2022. Co-designed with residents and library employees, the review is seeking to design a service that is sustainable, fit for the modern digital world and provides key touch points for residents. Cultural services including libraries, museum, archives and the arts have kept over 100,000 people connected and uplifted by delivering a wide ranging programme of cultural engagement throughout the pandemic including the Community Library Service. Hackney Museum is collecting personal objects and first-hand experiences from local people which reflect their lives during the pandemic. “Collecting Covid” will give future generations an insight into what it was like to live in Hackney during this unprecedented time.

Before the pandemic, the Council was funding the local volunteer brokerage organisation, Volunteer Centre Hackney (VCH), to run regular campaigns and volunteer brokerage fairs as well as continuing to support grassroots groups to expand their volunteer base. This was accelerated during the pandemic and volunteers were seen as key to the response. As a result of these coherent plans and partnerships, 1400 volunteers were recruited, 3 times the number coming forward before 2020. 40% had never volunteered before. 84% felt more connected to their community. It is important that this work encompasses people who might not see themselves as volunteers, who just wanted to be good neighbours or to make sure people got culturally specific support if needed. The Council and VCH therefore worked closely with grassroots and culturally specific groups to develop their volunteer base.

### **Priority 1: Poverty Reduction**

Before the pandemic, the Council was concerned about the ways that the benefits system, housing costs and low wages had driven up levels of poverty and

specifically in-work poverty. At the time, just over a third of residents and nearly half of households with children were living in poverty after housing costs.

This was why the Council was committed to poverty reduction and shaping an inclusive economy and was looking at what was needed, beyond creating routes to good quality jobs, training and enterprise. The Council had worked with Hackney's Food Justice Alliance to adopt a [Food Poverty Action Plan](#), acknowledging that a more coordinated approach was needed to those in immediate financial difficulty. This formed a part of the Council's 2020 budget and in total £840k of investment has gone into developing the way we support residents in poverty and a further £160k has been committed to tackling key inequality.

There will be a time lag before official statistics show how the pandemic has pushed more people into poverty, but we can be sure that this is the case. In September 2021 there were just under 34,250 people claiming Universal Credit in Hackney, an increase from 13,700 at the start of the pandemic in March 2020<sup>1</sup>. This represents just under 17% of the population aged 16-64 years old<sup>2</sup>. The unemployment rate has risen from 4.9% at the start of the pandemic to 7.6%.<sup>3</sup> In 2020 the number of clients served by Hackney Food Bank alone increased to just over 19,000 from just under 8,400 in 2019<sup>4</sup>.

*We have embedded a poverty reduction framework which is strengthening our focus on poverty across the work of the Council and partners*

Last year, the Council drew on all the work done before the pandemic and on learning from the pandemic to develop a poverty reduction framework. This acknowledged the need to balance support for those in immediate need with a long term approach that addresses structural inequality (the way some communities are more disadvantaged in society) and also the drivers of poverty, such as low pay, childcare and housing costs. We also introduced more of a focus on the underlying causes of poverty, such as trauma and abuse histories or being disabled, as well as life events. Given the complex needs for some people in poverty, and the stigma involved in seeking help, how we work is equally important to our approach. For example, we need to support frontline workers to be able to take a more holistic and compassionate approach to meeting a person's needs, so we offer more effective help.

Poverty is also interrelated with all other local priorities. The framework identifies these priorities and what that relationship will mean in practice.

*We now have a much more coordinated approach to meeting material needs across a system that has been too disjointed and fragmented in the past:*

### **Improving advice:**

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<sup>1</sup> Stat-Xplore, DWP, November 2021

<sup>2</sup> Ibid

<sup>3</sup> Annual Population Survey, NOMIS, October 2021

<sup>4</sup> Through grants reporting (private source)



Since 2019, the Council and advice providers have worked closely to make sure their support is more connected, and focuses on resolving people's issues (not counting appointments given) and this has made for much more effective working during the pandemic, although demand is growing. This is about long term culture change across funders, advice providers and the statutory sector. Based on self assessment and case studies we can demonstrate that:

- There is now a much stronger working relationship between Council departments and advice providers
- Advice providers are thinking beyond the presenting issue to tackle the root problem and take a person centred approach
- Providers are mapping customer journeys to form a stronger picture of impact

The Council's Housing teams have recently re-started home visiting and tenancy audits, focusing on vulnerable residents, especially those on the arrears list. They are offering help, including referrals to advice providers. From 2022/23, a greater share of the existing Community Grants budget will be spent on advice in recognition of the impacts of the pandemic that has increased demand, beyond a point that can be addressed through the new ways of working.

#### **Tackling food poverty:**

The Council, health and community partners have worked together to maintain support for people in food poverty, as well as those directly and indirectly affected by the pandemic. By working together, to maximise our collective impact, we have sought to make the best use of all funding coming into the borough and to cater to diverse cultural and dietary needs. Thanks to the hard work of these groups and their volunteers, several thousand hot meals and parcels have been delivered to residents in poverty, despite organisations also opening up their usual services again. We have funded local community groups to support over 2000 people directly to shield or self isolate.

The Council joined other local authorities in successfully campaigning for poverty related funding from central government and this has brought £5.7m into Hackney over the last 15 months. We have made sure that this support (initially called "Winter Grant") has reached groups most affected by poverty during all holiday periods, including over 20,000 children, people struggling to pay fuel bills and people who are in temporary accommodation or are homeless. Children in Hackney's Orthodox Jewish (Charedi) community are less likely to be in receipt of free school meals and under 5s are most likely to be in poverty, so we made sure that there was support designed for these groups, working closely with community organisations.

#### **The Council has also progressed work to:**

- improve the way food surplus is distributed, maximising take up by diverse organisations.
- develop local food networks that can start to work together independently from the Council, joining up with other support in local areas.
- enable Alexandra Rose to develop their fresh food voucher scheme that distributed £40,000 of vouchers a year over the last two years to 260 families. The scheme works with affordable and independent retailers like Ridley Road

Market, Hoxton Street Market and two independent retailers in Stamford Hill to maximise investment in the local economy.

### **Early help for families and children:**

Children and Families are developing a directorate wide approach to early help. Funding to support poverty reduction was invested in the early development of this work, recognising the connection between early intervention in early years and improving life chances. This included putting early help routes in place as part of Hackney's First Access and Screening Team and improving links with partners, including schools.

### **Place based work:**

The Pembury Children's Community is a partnership led by the Council and Peabody housing association, residents, statutory partners and community groups. 4000 people live on the Pembury Estate and this work is focused on improving the 1,000 children and young people and their families. The work has been independently [evaluated](#) and found that the Children's Community is having an impact on:

- Children being better prepared for school with a really strong connection being forged between the local primary school, Children's Community and Children's Centre
- Young people's education and careers - this includes accredited learning for 36 young people and one to one support for the most vulnerable
- Parents managing their debt and finances - 37 have had detailed help to reduce debt or increase income
- Creating supportive networks of residents: over 20 residents have led activities that have engaged over 600 (15%) of the estate and there are three constituted community groups supporting community based work
- Through the work, the need for an increased focus on mental well-being was identified and Cool Down Café was set up - a space for young people to seek early help for their mental health.

Out of 400 young people engaged (40% of the age group on the estate) the majority agree that the estate is becoming a better place to live.

Supporting Council services and partners to improve the way we engage with residents in poverty:

Given the complex needs for many people in poverty, and the stigma involved in seeking help, how we work is equally important to our approach. We are supporting over 100 frontline workers across the system to work differently, so we offer more effective help. We have invested in digital tools (like Here to Help, Better Conversations and Find Support Services), staff development and support so staff can offer good help that respects and empowers residents. The work has been evaluated by the University College of London who found that staff have increased knowledge and are working more closely and collaboratively with other services and partner organisations. There is greater trust and empathy between colleagues and with residents. The work culture had also developed positively.

## Priority 2: Rebuilding an Inclusive Economy

The Inclusive Economy Strategy 2019-2025 was agreed in late 2019. The Strategy takes a broad approach to how residents, businesses and local organisations can participate in, benefit from and influence the local economy. It goes beyond traditional approaches to economic development to address wider issues such as reducing economic inequality, creating a more environmentally sustainable economy, and increasing ways for residents and businesses to help shape the local economy.

*We have supported local neighbourhoods and town centres to thrive*

The Inclusive Economy Strategy sets out the Council's approach to delivering coordinated physical, social and economic improvements in town centres and priority neighbourhoods. Through area regeneration and economic development work, we have led work to enhance and support town centres, high streets, and neighbourhoods. Partnerships across borough boundaries with Islington, Tower Hamlets and Newham ensure plans are strategic and maximise opportunities for residents, and businesses.

In July 2020, the new borough-wide [Local Plan 2033](#) was adopted. Known as LP33, this is the key strategic planning document used to direct and guide development in the borough up to 2033. This helps ensure development is framed by and supports the long term vision for the borough set out in the community strategy. LP33 sets out objectives to deliver, via the planning policy framework, 26,250 additional homes, increasing the supply of genuinely affordable homes, to support a diverse and mixed economy providing at least 23,000 new jobs, and to maximise the supply of affordable workspace and low cost industrial space.

The impacts of the pandemic have been very different across the borough. Through a localised approach, we work closely with local businesses, residents and partners, to respond to the specific impacts and continue to shape places and economies for the benefit of communities.

Keeping street markets open during lockdowns has offered safe, affordable shopping to residents, especially those struggling financially or not able to shop online. Ridley Road Market was the only daily market in London to continue trading in lockdown. £1m is going into improvements to the Market as part of wider improvements to Dalston, outlined below.

Building on the [Dalston Conversation](#), residents have been engaged in the development of the local spatial planning policy, the [draft Dalston Plan](#) to be published in 2022. As well as the investment in Ridley Road Market, we are investing in improvements to Ashwin Street, home to Cafe Oto and the Arcola Theatre. In Gillett Square we have been working with the police to make the area safer for all including additional police and CCTV. We have also taken the decision to lease the indoor market on Ridley Road to provide a greater range of facilities for market traders and safeguard this affordable retail space to support the wider street market. Following a community conversation about Hackney Central we are now developing a [new plan](#) for the town centre, supported by a community panel. We have secured

£3.2m of investment from the Department of Transport to develop [a new entrance for Hackney Central station](#) which will reduce congestion and overcrowding.

In Stamford Hill we have re-established a community panel and are consulting on an [area action plan](#) that will help us shape future growth, prioritising family homes, providing new schools and community facilities, and improving local shopping and public space. In Clapton we are working closely with Transport for London to shape redevelopment plans for Lea Bridge Roundabout.

We are finding ways to use property to generate more income to fund services for residents, as well as increasing affordable workspace. To help us do this, we are investing £1.84m in 9 Council owned sites in Hackney Central and Dalston.

The London Legacy Development Corporation (LLDC) was created in 2012 and acts as the planning authority for the area in and around Queen Elizabeth Olympic Park, including Hackney Wick. The Council has made the case for, and is now progressing plans, that will see the return of local planning powers for Hackney Wick by 2024/25. Hackney Wick has changed a great deal over recent years and is a very popular place to live, work and visit. We are working to maximise community benefits from the development taking place. This has included supporting the new Good Growth Hub and the use of Council assets like the Eastway Baths and Trowbridge Centre to create new community and affordable workspace clusters to support a more inclusive and grounded local economy. We are doing this, in collaboration with partners via the [Hackney Wick Central Masterplan](#) to influence what development can happen and ensure that genuinely affordable workspace for existing small businesses is provided in new buildings. We are also making better use of our own Council buildings in Hackney Wick to create a new Young Hackney Sports Hub. We are working with the Creative Land Trust who will provide affordable workspace for local businesses. [The Hackney Wick and Fish Island Creative Enterprise Zone \(CEZ\)](#) is a joint borough partnership with the LLDC and Tower Hamlets bringing in £150k of additional funding to deliver development activities which are led by creative practitioners. We are working with LLDC and Notting Hill Genesis to improve the public realm, improving transport accessibility and opening Gainsborough Bridge to the public.

In Shoreditch and Hoxton, residents and businesses are informing future plans for these areas. The feedback collected will be used to develop the Shoreditch Area Action Plan, and an area plan for Hoxton. In Shoreditch and Hoxton we have secured £3.5m of funding (via the Business Rates Retention Pilot) to enable and support local jobs in the tech sector. We are delivering a [new affordable workspace and business support hub](#) as part of the Principal Place development in Shoreditch that will provide a range of services including affordable workspace and business support activities. The [Shoreditch Art Fund](#) is used to support arts and cultural projects, working with local communities.

New affordable workspace is being created in Council owned garages on two housing estates as part of plans to support the small businesses, startups and entrepreneurs, with more planned if these schemes are successful.

### *Championing and supporting local business and social enterprise*

Local and London-wide data and feedback from businesses indicates that the creative sector, retail, leisure and hospitality industries in London have been hardest hit by the pandemic and will take the longest to recover. In Hackney these industries make up almost 20% of Hackney's business community. Whilst financial support provided by the Government has prevented many businesses from closing, these industries are still vulnerable and are now faced with debts.

*We have developed supported and championed businesses, including distributing over £100m of grant support and rate relief*

The new Hackney Business Network website was launched early in 2021 and business forums have met online throughout the pandemic. The Council worked with local businesses to campaign for further Government support, helped small businesses adapt and adhere to Covid-19 regulations and launched the [Love Hackney. Shop Local](#) alongside an [online business directory](#) to promote local business during the pandemic.

From March 2020 we have delivered over £100m of government grants to small businesses, retail, hospitality and leisure sectors and support to mitigate local restrictions and help with restart, including supporting cultural venues. £50m of business rate relief has also been awarded. Two discretionary grants programmes were developed to support the many businesses in the borough that are unable to access existing government grants as they do not pay business rates. These discretionary grant programmes have distributed £3.4m of Discretionary Grants and £8.1m of Additional Restriction Grants. For commercial tenants in Council owned properties, we have offered rent free and rent deferral periods for businesses affected by the pandemic and regularly engaged with our business tenants to offer support.

The Cultural Development Team shared weekly newsletters with the borough's many cultural organisations and worked with the Greater London Assembly (GLA) Culture at Risk office and also Arts Council England (ACE), to advise on the needs of the sector in Hackney. Hackney has attracted £18m of Culture at Risk grants, through 142 grants, many of which were supported by the Council.

*We are connecting residents to high quality employment support and opportunities*

In Hackney the unemployment rate has risen from 4.9% at the start of the pandemic (Q1 2020/21) to 7.6% (Q2 2021/22)<sup>5</sup> Whilst unemployment has hit the youngest age group the hardest, the rate of 50-64 year olds claiming unemployment related benefits has doubled and those who have been unemployed for over a year has more than tripled from 2500 to 8500.

The Council's Employment Support service pivoted to support a much wider group of residents who found themselves unemployed or underemployed over the last two

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<sup>5</sup> Annual Population Survey, NOMIS, October 2021

years. Hackney Works provided information, advice and guidance to over 500 residents, including 60 at risk of homelessness and supported 75 directly into jobs. We also helped with food, fuel and clothes vouchers, as it is difficult for people to find work if they cannot meet their basic needs. We have brokered jobs with partners including the Police and NHS and have developed a talent bank of over 400 job-ready residents, so that there is a clear offer to employers when we ask them to employ local people. The Department for Work and Pensions (DWP) have opened a five floor new job centre in the Annexe next to Hackney Service Centre and Council teams are co-locating there to offer employment support and as a Council we are collaborating direct on both a new youth employment hub at New City College in Shoreditch and as a Kickstarter Gateway partner.

The Supported Employment team assisted 33 Hackney residents into work in 2020/21 alone, with over 60% of residents having either a mental health condition or learning disability. 39% went onto employment in Kickstart scheme roles (government funded jobs for 16-24 year olds). 40 young people with Special Educational Needs and Disabilities (SEND) have participated in supported internships at the Homerton Hospital and the Council. 113 16-24 year old residents have started a paid Kickstart work placement so far, with 11 successfully completing 6 months or leaving to take up education or other work. Over 70% were unemployed before. We have worked with social enterprise or charitable organisations, Media, Fashion, Digital and Tech sectors and offered 10% of placements in the Council.

Adult Learning and Employment Services have merged together with more of a focus on digital and employment skills, as well as training for sector skills shortage areas. In the academic year 2020-21, 1,859 learners enrolled in over 200 courses, with 90% successfully completing their course. Over a third are people with learning disabilities, poor mental health and other health conditions who achieved their learning outcomes on a par with other learners. The adult learning offer also promotes health and wellbeing and family learning that support parents and carers to help their children with school work. 200 learners a year are engaged in Hackney Adult Learning English for Speakers of Other Languages (ESOL) courses in 2020-21 and 83% of these learners progressed onto higher level courses within the provision in September 2021.

*We are shaping future employment and skills opportunities*

The [Hackney Business Toolkit](#) was approved and launched on the Hackney Council website in August 2020. This business toolkit is used to work with larger businesses in priority areas to agree how we will work together to secure benefits for the local community including good quality jobs. 150 businesses in Hackney have now signed up to pay the London Living Wage which represents a 15% rise from the previous year, and we continue to proactively engage with and encourage the local businesses community to become London Living Wage employers.

We are focused on access to quality jobs in what we call STEM careers (jobs that require knowledge of Science, Technology, Engineering and Mathematics):

59 digital apprentices have been employed since the programme launched.



24 apprentices have successfully completed their apprenticeships so far and 15 apprentices have now secured jobs on successful completion with a further six either going on to a high apprenticeship or external employment. 48% of the current digital apprentices are women and the same percentage of those who declare come from Asian, Black, or Mixed heritage backgrounds. We will recruit again in Summer 2022, continuing to develop the offer.

A [Commission](#) has been set up to understand the intersecting barriers facing residents looking to launch their careers in the digital tech economy and how we can work with local employers to overcome these challenges. The commission is currently [engaging with residents](#) to understand first hand the barriers they have faced. We are working with schools to strengthen links with STEM employers and improve careers advice by benchmarking their work against set standards. The [Leading Inclusive Futures through Technology \(LIFT\)](#) programme is a partnership with the boroughs of Camden, Hackney, Islington and Tower Hamlets which aims to help residents into jobs in the tech, digital, sciences, and creative production sectors, and to support businesses and start-ups in these sectors. The Commission collaborates with the LIFT programme to help address the underrepresentation of some communities in the digital tech economy, applying the insight and findings to the practical support offered.

*Maximising opportunities for the Council and partners to use its own job opportunities, assets and procurement for public good*

The Council recognises its role as an anchor institution- an organisation which has a stake, in the long term, in the local community, with significant resources that could be put to work benefiting the community. Other local partners also recognise this role and between us we can make a significant impact through the job opportunities we create, Council property and the contracts we let.

The Council has recruited 279 apprentices since 2016, of the 185 who have left the programme, 139 (78%) have left into a positive outcome: 99 (56%) into a Council job, 22 (12%) into an external job, and 17 (10%) into a higher apprenticeship at the Council.

As of November 2021 there were 98 apprentices in new roles in the Council. During this financial year, the 27 apprentices who have started make up nearly a fifth (17%) of all new Council recruits. In total, 4% of the Council workforce are apprentices. We also seek to increase quality apprenticeships in local employers and use the apprenticeship levy we are charged to enable this. All Council apprentices are paid a minimum of London Living Wage.

The Council also encourages local partners to see themselves as anchor institutions and to work with us through projects like the Hackney Apprenticeship Network and our work to promote the London Living Wage to Hackney businesses and organisations, this has led to a threefold increase in the number of LLW accredited employers. Targeted support is connecting residents to health and social care opportunities in the Council and in partner organisations. Through a strengthened

partnership with Barts Health NHS Trust, over 40 residents were supported to complete an NHS employability course which led to over 13 job starts.

The Council is also taking action to ensure procurement makes a positive impact on the local economy and increases social value, whether through opportunities for local businesses or through a commitment to recruit local labour. Since the Sustainable Procurement Strategy was adopted, 23% of contacts have gone to local suppliers and just under a fifth have gone to non commercial suppliers. We are working with procurement to ensure that Employment and Skills Plans are a standard part of new tender requirements, asking contractors to commit at tender stage to our menu of opportunities which, as well as local labour and apprenticeships and so far 71 jobs have been secured by local people. All contractors are asked to pay at least the London Living Wage.

There are times when the best option for residents is to bring public services back in house. This is why more than 360 cleaning, maintenance and parking enforcement staff will be transferred to Council employment by March 2022, representing £12m of currently outsourced contracts. All outsourced contracts are being reviewed according to quality, performance, value for money, and staff terms and conditions to explore whether they can be insourced.

### **Priority 3: Lasting solutions to London's Housing Crisis and Homelessness**

Hackney has seen house prices rise more than in any other part of the country, putting the prospect of owning a home out of reach of almost all Hackney residents. The average rent on a two bedroom property is £1800, up by one third in a decade. The average cost of a two bedroom property is £550,000, and prices are rising higher than anywhere else in the UK. Both markets have continued to be volatile during the past two years of Covid-19 and look like they will continue to be so for the foreseeable future.

At the same time, the number of social properties becoming available to let has reduced by 50% over the past five years due to the impact of right-to-buy and fewer households moving out of their social housing. Hackney's housing waiting list and the number of homeless people in temporary accommodation has increased year on year. There are 100 bids for every social rent home available and over 3,400 families living in temporary housing.

As a result of all of this, people in Hackney have no choice but to rent privately, despite rocketing rent levels and the continued lack of regulation from the government. These are themes that are familiar across the capital, but Hackney shows London's housing crisis at its most stark.

#### ***Increasing housing supply***

In Hackney we have led the way in addressing this crisis – delivering the new

generation of homes that the capital desperately needs through a model now followed across London and the UK. The Council commitment is that more than half the homes we build are for genuinely affordable social rent, shared ownership or Hackney's Living Rent homes, aimed at local private renters. We of course use external funding, including from the Greater London Assembly (GLA), whenever we can get it. But for the most part, in the absence of sufficient funding from central government, we have to sell some of the homes we build in order to help fund genuinely affordable homes that we need.

That approach has delivered one of the biggest direct delivery programmes of any council in London. In 2018 we made a commitment to building nearly 2,000 homes by May 2022. We are facing major challenges including the impact of the pandemic and Brexit on the construction and housing markets, ensuring that our new homes contribute to achieving net zero carbon emissions and addressing the ongoing implications for building safety, following the Grenfell Tower tragedy.

Over the course of recent years, the cost of building a high-quality council home in Hackney has risen from around £300k to around £450k. We are nevertheless close to delivering on that promise, with over 800 homes already completed and 1,000 more either approved or already under construction. This house building programme is complemented by work to enable delivery of more homes by partners. It is anticipated that by the end of the 2018-22 manifesto period we will have directly delivered or enabled delivery of a total 4016 homes of which 611 will be social rent homes, 928 shared ownership and 2477 homes for outright sale (this total includes the 1800 homes directly delivered).

Over the course of recent years, the cost of building a high-quality council home for social rent in Hackney has risen from around £300k to around £450k. We are nevertheless close to delivering on that promise, with over 800 homes already completed and 1,000 more either approved or already under construction. This house building programme is complemented by work to enable delivery of more homes by partners.

Sometimes self-funding is the only option, through a cross subsidy model to deliver affordable housing, as there is no ongoing public funding for social housing. When we can, we bring in funding to maximise the amount of genuinely affordable housing. In 2019 we used £10 million from the Mayor of London's Building Council Homes for Londoners programme to fund an additional 100 social rent Council homes. A further £17.5 million grant will help fund a further 100 social rent homes as we extend delivery beyond 2022.

Hackney's first Living Rent homes have opened at the former Bridge House site in Homerton. We plan to build 75 homes in total and, so far, all Living Rent homes have gone to Hackney residents. We have delivered 35 genuinely affordable new homes on the Frampton Park Estate. Phase 3 of the Woodberry Down estate regeneration is also underway. This phase now includes nearly double the number of new homes for social rent built compared to previous proposals, with existing secure Council tenants guaranteed a move into them.

Private home sales have enabled us to build three new schools and complete a brand new Britannia Leisure Centre, new infrastructure that could not have been financed any other way due to gaps in capital funding from the government.

We have used planning powers to prioritise the delivery of affordable homes. The Local Plan 2033 and Section 106 Supplementary Planning Document set out expectations that developers will make contributions towards affordable housing as part of securing planning permission. As a result, almost £1m in affordable housing contributions have been received since the policy was adopted in 2020, with 498 genuinely affordable homes approved in 2021/22.

Housing innovation is also helping the Council meet housing needs:

- [A self-build pilot](#) has been developed, focusing on two sites within council ownership, the first is in Balcorne Street, and we are expanding funding to housing associations to build even more genuinely affordable homes using income from homes that we're forced to sell under the government's Right to Buy policy.
- We continue to crack down on illegal subletting and enforce tenancy conditions although this has been limited since the beginning of the pandemic. Up until March 2020 we had completed 2,444 tenancy audits and recovered 87 properties. We are also tackling empty properties in private ownership that also blight areas, even though this is a complicated process. We are progressing actions in one property and have four others in the pipeline.
- We have bought back twenty-five former Council homes, which were lost to the Government's Right to Buy policy but through the actions of the Council will now be available again so they can be rented to families on Hackney's housing waiting list.

We also campaign for reforms to the Right to Buy policy, which allows Council tenants to buy the property they rent at a heavily discounted price. Under the current policy, some of the money from the sale goes to central government, which makes it more difficult for Hackney to use the receipts to build more affordable housing, keeping up the overall supply. We are doing what we can, but continue to lobby the Housing Minister on the critical need for truly affordable housing in Hackney and a sustainable and viable financial model to achieve this aim.

### *Meeting housing needs*

The Council has adopted a simpler, more transparent housing lettings policy because the previous policy was no longer fit for purpose. With people facing years in temporary accommodation, due to the shortage of social rent housing, we continue to develop Temporary Accommodation provision in Hackney and improve the quality and standard. We have opened two new hostels since 2020, with one more planned. The refurbishment of three more of the Council's 16 existing hostels is underway.

Where someone is identified at risk of homelessness, under the Homeless Reduction Act, the Benefits and Housing Needs Service, or for single individuals the

Single Homeless Prevention Team (SHPS) offers residents an in-depth advice appointment, and undertakes a holistic assessment of their housing and support needs. The service has been developed over the last four years. Advisors are being supported to be empathetic and to take a trauma-informed approach, listening to the person's experience, and then working to agree a personalised housing plan based on their needs. We aim to secure a 24 month tenancy at Local Housing Allowance rates to ensure residents have the best possible chance of a stable home. In 2020/21 we helped residents secure 452 tenancies in private rented accommodation, just under half of these were in Hackney.

Hackney operates a multi-tiered approach so we can support the most vulnerable with holistic wrap-around assistance and intensive multidisciplinary support, pulling in professionals and services from across the Council, public and third sector. Significant investment from the £840k funding allocated to support poverty reduction has gone into helping people with housing needs be more empowered over decisions and to prevent them losing their home. Two social workers have been embedded into the Benefits and Housing Needs over the last two years. They offer the most vulnerable clients wraparound and psychologically-informed support. This is particularly relevant in identifying the support required to help someone sustain a tenancy. The social workers have received 120 referrals in total, averaging four enquiries a day. They are focused in particular on building the confidence of officers to support their clients, supporting the discharge from hospital process and seeking to prevent crises in temporary accommodation (that can lead to vulnerable people being evicted and ending up in a cycle of homelessness).

### *Our commitment to end rough sleeping*

The Council is committed to end rough sleeping by improving prevention, outreach and support services across the borough. This has proven to be timely in the light of the pandemic. The [refreshed Rough Sleeper Strategy](#) adopted in 2020, is progressing work to support rough sleepers secure accommodation and to prevent rough sleeping.

To support rough sleepers:

The Greenhouse is a partnership between Hackney Council, NHS England and Thames Reach and provides an integrated healthcare, housing and welfare advice service for single homeless people, including those with no recourse to public funds (NRPF). Mental health support is now also based at the Greenhouse. The Greenhouse has outgrown its current premises and relocation is planned for next year.

In March 2019 the Council successfully bid for £350k of funding to create and recruit a new outreach team for rough sleepers, which includes support for people with complex needs and employment advice. The outreach team currently receives about 25 new rough sleeping cases per month, on top of their existing case load and continues to build on the principle of everyone in.

We secured £2m through the London Mayor's Rough Sleeping Accommodation Programme to deliver two new rough sleeper hostels by 2022. Demand still outstrips supply and we do not have any hostels for single people. Today 76% of all homeless approaches are from single people and many have multiple needs. From April to November last year, there were 1,948 homeless approaches from single people, and over half had multiple needs. We are therefore working with hostel provider Smarts Group to refurbish 5 properties to offer high level and medium level supported accommodation and temporary accommodation hostels over the next two years.

*To support people into long term accommodation:*

Hackney Single Homeless Adult Pathway provides accommodation-based support for rough sleepers in Hackney. We work with St Mungo's on "Housing First" which provides people with a secure home first and then offers all other support. At the end of its first year, 10 people had been supported to maintain their tenancies. We are developing Peer Landlord schemes which provide shared housing for former homeless individuals who are living in the private rented sector for the first time. Each property contains a live-in "Peer Landlord," a co-tenant with lived experience of homelessness, who supports other tenants and liaises with Thames Reach – who manage the properties.

We have two Tenancy Sustainment Teams (TSTs), run by St Mungo's and Thames Reach. These teams provide floating support for former rough sleepers who have moved into long-term supported accommodation provided in housing association tenancies

Hackney Recovery Project: A new 5 year contract began in October 2020, with a much stronger focus on the specific treatment needs of rough sleepers and street users.

*Housing management*

Fire safety has always been a priority for the Council. But the tragic fire at Grenfell Tower four years ago showed the need to do even more. We were one of the first councils to publish all our Fire Risk Assessments online. This programme of 850 risk assessments a year is now an integrated part of Housing Services' work programmes. We are fitting [new or upgraded front doors](#) on around 17,000 Council homes and have replaced external wall insulation on 4 high rise blocks and are well on our way to carrying out works to a final building. We have also been working with private building owners and housing associations to ensure that building owners are keeping their buildings safe and meeting any new fire safety regulations.

The Council is committed to improving the performance of housing repairs. We have developed a proactive approach and £1m of new investment to address the backlog and to reports of damp and mould and a repairs improvement board has been established to oversee the improvement works. We are also working hard to restore



the housing services computer systems following the criminal cyber attack that will enable residents to have a range of self service options for accessing housing services and reporting repairs.

In addition to dealing with the backlog we are also proactively looking at options to retrofit Council housing and in particular get all properties to a good level of energy efficiency rating. Improving the thermal comfort of our residents' homes is important not only in helping to reduce the cost of energy but also in achieving our commitment to the Council's net zero carbon emission targets. The costs of these improvements are very high and we are now working out the best financial strategy to get there using existing resources and preparing to bid for external public and private funding.

Broadening and developing engagement on estates is really important to help us build a sense of community, to improve reach to all residents, as well as improving housing management. A new tenant participation team has been set up and we have worked with the Tenant Participation Advisory Service (TPAS) to develop a new Resident Engagement Strategy for Housing Services.

#### *Partnerships with social landlords*

It is important that we set the standards for all social landlords. Hackney Housing Association Compact has been developed with social landlords and the commitments made are underpinned by a cycle of partnership meetings.

#### **Better renting**

More than one in three people in Hackney live in a privately rented home. That's around 34,000 households. Through the Council's [Better Renting campaign](#), we also work with other London boroughs and the Mayor of London to lobby the government and work with landlords to develop better policies that protect private landlords, as well as advising and supporting tenants.

We are expanding licensing of private rented properties, beyond mandatory licences. This is because government regulations only require a narrowly defined type of housing that is categorised as a "house of multiple occupancy" to be licensed. Many private tenants are in properties that fall outside of this category. Licensing enables the Council to work with landlords to improve conditions. So far 2904 licences have been issued since the scheme was launched. We continue to make the case for further regulatory reform including an end to Section 21 evictions.

#### **Priority 4: Supporting children and families to thrive**

The impacts of the pandemic on children and young people and their families are wide ranging and could fall on those who were most disadvantaged from the outset if we do not take a range of actions. The impacts of the cyber attack on the service have also been very significant.

#### *Children's social care*

In 2019 Hackney Children's Services was inspected under the OFSTED framework for inspecting local authority services for children (ILACS) and was judged as 'requires improvement' for overall effectiveness. We have been progressing a [children's action plan](#) in response and the last Focused Visit in July 2021 found a great deal of improvement including dedicated scrutiny by senior leaders, strengthened management oversight and understanding of risk, clear planning and decision-making, strong multi-agency working and comprehensive support packages which are contributing to safer outcomes for children.

The First Access & Screening Team (FAST) acts as a first point of contact about children at risk. The volume of contacts received and subsequent referrals made has declined, which is in line with national trends, and unfortunately relates to reduced contact between children and services during the pandemic. 11,473 contacts were received in 2020-21, a decline compared to 16,044 in 2019-20. This resulted in 2,930 referrals, a decline compared to 5,031 in 2019-20. 252 children were subject to a Child Protection Plan at the end of March 2021, a slight increase compared to 245 children in March 2020.

Children and Families services have continued to provide critical support to children and families during the pandemic. New measures were put in place to ensure that they continued to deliver an effective early help offer that prevent escalation of need into statutory services.

### *Early help*

The Council is now developing a new early help offer and as part of this, we are now developing 6 children's centres into hubs for children and families to support parenting from 0-19 and again, this will help improve reach to those experiencing poverty.

Young Hackney has continued to engage young people, flexing support during lockdowns and restrictions, including in partnership work with schools. We have maintained holiday provision at Young Hackney hubs, playgrounds and commissioned voluntary sector youth organisations, so that Young people are still able to participate in a variety of activities, go on trips, experience new things and enjoy time with their friends. We have plans to invest in a new building to support Shoreditch Adventure Playground.

The targeted support offer has seen a 28% increase in numbers supported, increasing from 1434 to 1834 between 2019/20 and 2020/21, with young people experiencing increased anxiety as a consequence of the pandemic. Support has been provided through face to face and virtual visits alongside group work. With Department for Education funding, we set up the Context Intervention Unit (CIU). This unit is helping us to embed into social work practice and across the partnership the ways that we assess and intervene when we identify risks to a child that are outside the family home, such as peer groups or locations (called contextual safeguarding). We have been working in two areas, Pembury and Hoxton and in a number of Hackney schools. We have developed links into some of the most

vulnerable local communities, and with the voluntary and community sector in particular.

### ***Emotional Health and Wellbeing***

Supporting children and young people's emotional wellbeing is so key to early help and prevention and there has been a 50% increase of referrals to support since 2019. Partners across the system have worked together to meet the increased demand for children and families mental health services and support, including a digital offer. As a system of Child and Adolescent Mental Health Service (CAMHS) providers and universal services we have worked more closely together to focus on managing risk and ensuring better mental health outcomes for families, progressing plans for integrating services, a single point of access and implementing a new community service for those needing high level treatment. This is underpinned by a new City and Hackney Integrated 0-25 (5 year) Emotional Health and Wellbeing Strategy. There is a clear focus on strengthening resilience and developing the local workforce to understand and address Adverse Childhood Experiences. Work is also planned for addressing disparities in perinatal mental health.

The Wellbeing and Mental Health in Schools (WMHS) programme builds schools' and professionals' capacity around identifying, addressing and referring children and young people for support. WMHS is in almost all of the maintained schools and seven of the independent Charedi schools. Direct clinical and therapeutic interventions are in place in 40 schools, with ten new schools planned for April 2022. We are closely monitoring specific areas of need, including those receiving services in specialist CAMHS, the eating disorder service and the crisis service.

Young Hackney's specialist health and substance misuse teams created a series of educational and relatable podcasts covering a range of topics and subjects including, drugs and alcohol, emotional well-being, healthy relationships, sexual health and contraception.

### ***Early years***

There are an estimated 21,878 under fives in Hackney<sup>6</sup>. Some two year olds and all three and four year olds are entitled to 15 hours free childcare, and some three and four year olds are entitled to an additional 15 hours. As a snapshot, 6,104 two to four year olds had benefited from this early education entitlement in the summer term of 2021. There have been between 400 and 500 referrals to early help support in children's centres every year, in recent years. There are 176 registered childminders, with an ongoing programme to support the registration of new childminders. A number of childminders have been registered in the Charedi community to provide funded early education for eligible 2 year olds in the Charedi community. Settings across the sector are raising concerns of sustainability, and are amending their business model or operational arrangements in response to surplus places.

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<sup>6</sup> [Hackney's latest childcare sufficiency assessment](#)

### *Working with Schools*

Work to support schools falling into difficulty has had measurable success. Overall Hackney schools provision is in the top 20% of local authorities in the country, with 92% (35,529) of pupils attending Ofsted rated Good or Outstanding schools. This provides a strong protective educational framework for the great majority of pupils attending maintained schools. We are working with schools to support pupils who need extra support to catch up after extensive periods of homeschooling during lockdowns. We continue to set aspirational targets for pupils' achievement that are above national averages, ensuring a broad vocational offer.

In line with the Council's work to tackle racial inequality, outlined earlier, we have developed and distributed guidance and tools for schools to develop a diverse and anti-racist curriculum and all Hackney schools have stated that they are reviewing/or have reviewed curriculum content to ensure it is reflective of all pupils. The Hackney Schools Group Board have continued to explore themes of belonging within Hackney Schools alongside workstreams exploring the curriculum and reading in schools.

We work with schools to support a reduction in exclusions from school, building on the reductions seen in the last year. (three young people were permanently excluded during this academic year, compared to over 35 in each of the last two academic years). Ambitious targets aimed at bringing Hackney's figures closer to national averages will be set.

The Children and Families Act, introduced in 2014, increased the age range of young people eligible for support from 0-19 years to 0-25 years. In Hackney, this has contributed to a 34% increase in the number of children we support. The extra support for young people is welcomed, however the Government has not provided extra funding to enable councils to cover the extra costs, and funding for high needs Special Educational Needs and Disability (SEND support) has effectively been frozen since 2011. We are developing plans to evolve and expand the Hackney SEND Provision in response to increased need. This has now been presented to the SEND Partnership Board, which has representation from young people, parents and a range of partners. This will now be consulted on more widely, with a view to launch in 2022. Significant work is planned in line with the school estates strategy and this will be a priority over the next few years.

We have lobbied central government for changes in legislation to tackle unregistered settings. We await their final response following consultation last year.

Education support for looked after children and their foster carers was provided by the Virtual School, and virtual activities for all children were provided by Young Hackney.

### *Supporting children and young people in care*

437 children were looked after at the end of March 2021, a slight increase compared to 432 children in March 2020. During the financial year 2020/21 we successfully recruited 10 additional foster homes and we now have 13 additional Supported

Lodgings. So far in 2021/22 we have already recruited a further 11 new fostering households, with 15 more in the recruitment process. All foster carers continue to benefit from a comprehensive training offer, with new support groups that have been rolled out in relation to therapeutic fostering and for male carers. We have set up three Mockingbird Fostering Constellations- whereby experienced foster carers (support other foster carers as an “extended family.”

We are currently commissioning 88 local semi-independent homes for care experienced young people who are over 15. We plan to continue to develop our offer for care leavers, with work underway to look at expanding opportunities to support care leavers into paid employment and to improve the pathways into stable housing for care leavers when they turn 21.

### *Child friendly Hackney*

The Council has been working to make Hackney more child-friendly, maximising opportunities for safe play and outdoor activities. Hackney’s Child Friendly Supplementary Planning Document was adopted by Cabinet in June 2021, establishing child-friendly principles and design guidelines. This is now informing proposed developments and the design process.

Six play areas have been refurbished (Clapton Pond; Daubeney Fields; Kynaston Gardens; Millfields Estate, Shepherdess Walk and Springfield Park) and created one new play area in Springfield Park. Following a public consultation the play areas at Butterfield Green, Clapton Square, Haggerston Park and Shoreditch Park have been redesigned and the refurbishment works are expected to commence in 2022, along with the delivery of a new splash pad in Clissold Park. In addition, we are currently developing designs for the refurbishment of the play areas in Clapton Common, Hackney Downs, Stonebridge Gardens and Well Street Common with a view to consulting on the proposals in early 2022 and the works commencing Autumn / Winter 2022. The Britannia Leisure Centre development has also delivered a new improved leisure water area and soft play area and this year’s refurbishment of Shoreditch Park will deliver a new Multi-Use Games Area (MUGA) and playable trails.

## **Priority 5: Community Wellbeing and Tackling Health Inequalities**

### *Developing more integrated health and social care*

Before the pandemic, community wellbeing and tackling health inequalities was a corporate priority along with promoting independence and preventing demand. The Council and health partners were progressing work on prevention, creating an integrated health and social care system delivering services locally, in non-institutional settings if possible (the Neighbourhoods Programme). The pandemic has directly impacted on people facing the very health inequalities and long term conditions that we were seeking to address pre pandemic. An integrated health and care system remains key to meeting population health needs and tackling inequalities.

Some of this has been accelerated during the pandemic, with more focus on multi-disciplinary working and the Neighbourhoods programme. Through this programme, GP practices have joined with residents and partners to create eight “Neighbourhood” areas. Over time, it is intended that services become more person-centred, working with residents to help manage their own health and care needs as well as supporting them to look at and access local support.

Adults Services are doing more to embed an approach that supports individuals earlier, preventing, reducing or delaying care needs. Following the pandemic, we have now re-focussed on developing a Neighbourhoods model for social care, to work more closely with partners in smaller geographic areas to improve outcomes for individuals who have complex needs - we are hoping to launch this by April 2022. We have also continued to uphold the commitments of the Ethical Care Charter. This highlights the key role that care workers play in society, by improving pay and conditions. This work is all the more important as care workers and social care providers have made such a significant contribution throughout the pandemic, continuing to provide services to the most vulnerable residents.

The Council is working closely with health partners to develop partnerships and systems to focus on tackling inequality. We have established the Population Health Hub (PHH), a resource for all partners to draw on that will help improve the design and delivery of existing services and pathways, and have a positive impact on service access, experience and outcomes across the health and care system.

An integrated health and care system is however insufficient on its own. The biggest drivers of health are linked to social, economic and environmental conditions (income, employment, education, housing, transport, etc), and it is structural inequalities linked to these ‘wider determinants’ that make the most significant contribution to health inequalities - as has been laid bare by the current pandemic.

#### *Developing state of the art new facilities, despite a decade of austerity*

The redevelopment of the old Britannia Leisure Centre has always been about three things– a state-of-the-art new leisure centre, a brand new secondary school, and genuinely affordable Council homes for the local community, all delivered directly by the Council despite a decade of austerity and the continued absence of external funding.

The last four years have seen us move from master planning through to successful delivery of the first phase of development, despite the disruption and uncertainty caused by the pandemic. Summer 2021 saw the opening of the new Britannia Leisure Centre and of the City of London Academy Shoreditch Park school. There were nearly 400,000 visits to the Leisure Centre in its first six months – a 160% increase on usage at the previous leisure centre before the pandemic and the membership base has also doubled to 5000. This is despite the centre opening when covid restrictions were still in place. The design of the centre was grounded in principles of inclusivity and accessibility. By involving different groups we have come up with facilities that provide choice and cater for different needs. This approach



sets a new benchmark for inclusive changing facilities in a public facility of this type. The centre looks out onto Shoreditch Park, providing much needed cafe and toilet facilities to park users as well as the new public square, Brafa Square, which celebrates Hackney's homegrown answer to the Live Aid appeal in the 1980s.

The Academy provides a dedicated sixth form centre, top-of-the-range science laboratories and high-quality music and theatre facilities and a roof top sports pitch for 1,100 local pupils. The new facility has been delivered through more than £40 million investment, half of which is direct Council funding. More than 60 apprenticeships and work placements were involved during the construction of the school and there is a community use agreement in place so that the new facilities can be used by the wider community.

Our focus now is on building the 81 genuinely affordable new homes promised through the Britannia masterplan, the majority of which will be Council homes for social rent, alongside outright sale homes that will help fund both these and the wider community facilities already delivered.

We are also committed to providing a learner pool at London Fields Lido, undertaking some minor refurbishment to Clissold Leisure Centre and delivering improvements to West Reservoir. In July 2021 we committed funding to undertake urgent structural repairs to Kings Hall Leisure Centre and develop plans for the potential refurbishment.

### *Shaping healthier environments*

The Council continues to make sure Hackney's streets are among the cleanest in London, with standards that are way above the London benchmark. This requires residents to play their part and we conducted 7,765 doorstep education visits as well as issuing warnings and fines.

Despite the pandemic, all 27 Green Flags were maintained in parks and one more was achieved. We have pressed on with plans to improve parks with funding and plans in place:

Major refurbishment and restoration is planned or underway in Abney Park, Shoreditch Park and Springfield Park, Daubeney Fields. Improvements will be made to two more green spaces in Charles Square and Fairchild's Garden. We have also refurbished toilets in five parks, with more work underway to improve or create access in two more parks. We are also improving the way spaces connect in Clapton Common, the play area in Millfields Estate, Ufton Gardens and Daubeney Fields.

Young Hackney Sport and Play Team have explored new ways to encourage young people to be active by offering alternative sport activities such as skateboarding, stand up paddle boarding, cycling and outdoors activities like bushcraft. During the summer of 2021 alone, Young Hackney Youth, Sport and Play teams worked with 3000 young people across the borough. The beginning of 2022 will see the launch of Young Hackney Eastway, a sports

hub dedicated to supporting young people to be active.

The Sport and Physical Activity Development Team continue to deliver a number of programmes (Fit-4-Health; Hackney Marshes Saturday Youth Football League with 2,800+ players engaged in the League; London Youth Games, New Age Games as well as a new Black Swimming Association to tackle water safety / ability to swim.

King's Park Moving Together is working with a range of partners within King's Park and beyond to encourage physical activity. This includes small/micro project delivery including walking, children and young people's projects, chair based activity and dance. We also address the wider barriers to people being active, identified in community insight. These include seeking to improve cycle storage on the two estates, improved use of community spaces for physical activity and facilitating new partnerships and ways of working. These include working with the Hackney School of Food, British Cycling, British Triathlon, GLL, the three local schools and a number of VCS partners in the ward.

44 School Streets have been introduced covering 46 schools since 2018, for a total of 48 schemes covering 50 schools since 2016. Support to schools to implement the Hackney Daily Mile is now being offered through the 'Personal Bests' programme delivered by Young Hackney, and funded by Public Health.

10 residential parklets were delivered on streets, replacing car parking.

The Council's adult weight management service performs very well, with additional funding from national government to expand the service (including broadening the referral pathway to social prescribers). A new "complex obesity" service for adults at Homerton (funded by the Clinical Commissioning Group (CCG)) will be mobilised from the new year. Child weight management services are being reviewed and re-designed as part of the 0-25s service re-commissioning plans. A new Healthier Catering Environmental Health Officer has been recruited and work is underway to re-launch and refresh the scheme.

### *Improving mental health and wellbeing*

The City and Hackney Joint Mental Health Strategy was published in 2019 and Mental Health is a priority in the draft Health and Wellbeing Strategy which is currently out for consultation. The Mental Health Prevention and Promotion fund has allowed community providers to deliver interventions to groups that are underrepresented in current provision. Eight organisations, that have track records in reaching different sections of Hackney's diverse community, have now started or about to start delivering support. This has been developed in partnership with the local voluntary sector organisations, MIND and Hackney Council for Voluntary Service.

We have recruited for an employment scheme, based on the tried and tested

Independent Placement Support (IPS) model, working with those in structured substance misuse treatment, as part of the broader “AdderAccelerator” programme, tackling drug crime, drug related deaths and substance misuse.

Managers across the Council are being asked to take actions to support the mental health of employees, as well as running a mental health champions program for peer support and continuing to offer mental health awareness. Hackney Health and Wellbeing Board is a joint signatory of the pledge to reduce ethnic inequalities in mental health, with a progress report submitted by the CCG in November 2021. This work was initiated through the Improving Outcomes for Young Black Men Programme and is now very much part of the anti-racist approach. Both are detailed above.

### *Healthier lives*

- The Stop Smoking Service continues to deliver high quit rates. We are exploring options to implement an e-cigarette pilot in partnership with the Greenhouse Practice, as well as a national e-cigarette trial (one of the study sites is Homerton emergency department).
- Hackney remains an area of very high need for sexual health screening, HIV prevention (including PrEP which is prescribed to people to prevent the risk of contracting HIV), Sexually Transmitted Infection (STI) screening and to increase access/ uptake of the contraceptive implant, LARC. The Eservice for online STI screening continues to be a popular service for local residents and has replaced many physical appointments at sexual health clinics and primary care. Access to free condoms remains through youth services, community pharmacy and community settings and uptake of LARC is increasing to pre-pandemic levels. HIV support & prevention services were recommissioned in 2021 and we are commissioning targeted PrEP and sexual health promotions in 2022, based on evidence about communities where needs are greater.

### **Priority 6: Reducing Harm**

Hackney’s Community Safety Partnership Plan sets out strategic priorities to 2022:

- serious violence and gang violence
- alcohol-related crime and disorder
- on-street drug markets and substance misuse
- domestic abuse / violence against women and girls (VAWG)

Hackney also has a commitment to tackle hate crime, to ensure Hackney has no place for hate, underpinned by actions in a Hate Crime Strategy.

Last year when the Council adopted a new Corporate Plan, there were great concerns about the possible increase in serious youth violence and other violent offences, as we came out of lockdown. We were also in the process of supporting a safe re-opening of the night time economy, both from the perspective of infection control and alcohol related violence from excessive drinking after lockdown. We

were dealing with a 60% increase in referrals to the Council's Domestic Abuse Intervention Service, from around 25 cases per week to almost 40.

### *Serious youth violence and knife crime*

Tackling gang crime and serious youth violence through working with the community was a key strategic priority pre pandemic and we were committed to reducing serious violence, knife injuries, gun crime and discharges. It has always been recognised that in Hackney, a multi-agency partnership response is needed to tackle this issue, ensuring a common understanding of the wide approach needed to tackle violence in Hackney and the role different agencies play within the system as it relates to violence reduction. Financial bids to the Home Office, The London Mayor's Office for Policing and Crime (MOPAC) and the Violence Reduction Unit have seen £1.6 million of serious violence reduction monies coming to Hackney in the last four years. Fundamental to our approach is the role of the community, not just in identifying issues, but also in being empowered to work with partners to develop and lead on solutions, under one coordinated Serious Violence Action Plan:

A number of "weeks of action" have been delivered with the aim of reducing harm caused by knife crime. This activity included weapon sweeps, enforcement, prevention and diversion interventions contained within Hackney's knife crime action plan. We have planned and implemented community safety interventions in a number of serious violence hotspots identified through analysis, resulting in five prominent gang members being arrested and charged.

The Council continues to fund an Integrated Gangs Unit (IGU) and the Integrated Offender Management Unit has now co-located with the IGU to better manage repeat reoffending from violent offenders. A Mental Health professional has been recruited within the IGU to provide mental health support to the 18 to 25. year olds. An early intervention process has been developed by the partnership to identify those individuals that are at risk of gang criminality or sexual exploitation and through the Extra Familial Risk Panel support is provided in a coordinated way. This will include support from the Safer London Foundation to support girls and women sexually exploited by gangs. The IGU works closely with Children's and Families service in the Council and with schools and other educational providers.

In partnership with the police we have implemented Operation Continuum which has led to drug seizures and ten gang members being arrested for drug supply. Successfully bidding to the Home Office we secured £800k financial support for Operation Adder to reduce harm associated with drugs including gang related drug supply. This has led to the enhancement of treatment services and outreach.

Hackney has a Safer Young Hackney Board which has oversight of youth justice practice across the partnership, ensuring close alignment with the Serious Violence Plan and wider plans to reduce exclusions and tackle racial inequality through the Improving Outcomes for Young Black Men and

anti-racism commitments. Hackney's Youth Justice Strategic Plan runs from 2019-22 and is refreshed annually. Hackney's approach to youth violence treats violence as a preventable public health issue; using data and analysis to identify causes and to examine what works and to co-produce solutions. We are conscious of the impact and effect of trauma and as a partnership are committed to increasing resilience and developing trauma informed practice.

The City & Hackney Safeguarding Children's Partnership (CHSCP) leads on the broad response to safeguarding adolescents through a defined action plan and working group. This is focused on children and young people at risk of exploitation, including criminal exploitation.

The Council has developed a contextual safeguarding framework for Hackney to protect children and young people from risks outside the family. This was developed with funding from the Department for Education which embedded evaluation. We now have a Context Intervention Unit (CIU) located within Hackney's Children and Families Services. Young people over the age of 18 when they are linked to a peer group or neighbourhood that is being considered. Findings from the embedded evaluation show that Hackney has made significant progress in developing social work practice and tools for practitioners.

Violence with injury, knife crime, robbery and gun crime have all reduced over the last year:

- Violence with Injury = 12% reduction from 2090 to 1832 offences.
- Knife Crime with injury under 24 not domestic abuse- Reduction from 53 to 40 offences.
- Robbery = 7% reduction from 1395 to 1296 offences.
- Gun discharges- Reduction from 31 to 22.

### ***Night time economy related crime and disorder***

"Hackney Nights" is the Council's crosscutting brand for all night-time economy related activities. To promote better standards, we have introduced a robust licensing review policy that has seen a number of licensed premises being called for review, launched a Hackney Nights licensed premises accreditation scheme and online training to improve standards in licensed premises. During Covid restrictions, over 2600 licensed premises checks were undertaken, with a number of the high risk premises receiving multiple compliance visits. To keep people safe and minimise disruption, we have increased patrols from both the police and enforcement officers and parking officers, expanded CCTV coverage in Shoreditch and Dalston and introduced design solutions on streets where there were issues. The Late Night Levy Board has helped us bring in the resources needed.

### ***Anti-social behaviour (ASB)***

To reduce ASB, we have introduced an alcohol related Public Space Protection

Order that provides the legal powers to prevent alcohol related ASB across the borough. £424k of funding from the Homes Office is going into improving security and lighting. We are managing 30 known hotspots. A recent success has been a reduction in ASB and violence in Gillett Square and Hill House Estate. In Hackney Central and under the A12 flyover, we worked with partners to tackle ASB and this has reduced substantially and not been displaced. ASB calls to the Police have reduced by 12% from 2090 to 1832 over the rolling 12 months. Council services work preventatively with “Street Users” - those who are begging on the streets or drinking, but who are not homeless because we know that enforcement does not solve underlying issues for either those on the street or the residents and businesses whose lives are disturbed. There has been a significant decrease in cases being referred to enforcement and an increase in take-up of support, something offered at an early stage.

### *Domestic abuse*

The Council's Domestic Abuse Intervention Service (DAIS) intervenes to reduce harm and support victims. The Service has continued to offer interventions with perpetrators to reduce risk to victims, and accreditation of the Perpetrator Programme by Respect is anticipated to be completed by Autumn 2022. Research conducted by the Change Support Team has found user experiences of DAIS to be positive; clients reported experiencing ease of access to the service, timely and good communication, good multi-agency working to reduce risk and provide support, and high-quality signposting.

“Safe and Together” training has been provided by the service across the partnership on a number of issues pertaining to domestic abuse but most repeatedly on how to recognise and respond to domestic abuse. We have worked to improve the recognition of and response to domestic abuse as part of the Domestic Abuse Housing Alliance (DAHA) with accreditation expected to be completed by the end of 2022. The local VAWG Operational Group enables the Council to support and hear from other agencies working with domestic abuse, many of which have a specialist reach into marginalised communities.

DAIS has created the new Domestic Abuse and Adult Safeguarding Pathway. This is already yielding results in terms of better joined-up working leading to earlier and more effective interventions for victims and perpetrators. The service has also created the new Intergenerational Domestic Abuse Protocol which, along with its direct interventions with perpetrators of intra-familial harm, will see DAIS and the Council become a national leader in partnership working in this field of domestic abuse.

The service has worked closely with police, Safer Neighbourhood Board, Council colleagues and local partners to highlight to the public the Council's commitment to tackling Violence Against Women and Girls. Awareness raising activity took place at the Hackney Half Marathon on 25th September 2021 in partnership with police, Safer Neighbourhood Board and East London Rape Crisis Centre. Hackney has now obtained White Ribbon UK which engages with men and boys to end violence against women, and elements of the White Ribbon Action Plan are already being



taken forward. In November 2021 we delivered an ambitious programme as part of the 16 Days of Activism Against VAWG. Activities are designed and are led by the Domestic Abuse Intervention Service in partnership with Council colleagues and local VAWG agencies.

The Council has worked with partners to progress actions to tackle Hate Crime, having adopted a Hate Crime Strategy in 2018. This strategy has encouraged communities to increase reporting of hate crime, whilst ensuring that the partnership response is effective, thorough and meets the needs of diverse communities.

Over the rolling 12 months we have experienced an increase in hate crime reporting from 722 to 926 (November 2020 to November 2021). This is without factoring in the effects of Covid restrictions including lockdown when there may have been fewer people on the streets. This is in line with the national trend, and according to the Home Office is mainly related to improvements in reporting so that the current reporting levels are more aligned with people's lived experience. Hate Crime does also increase around trigger events. In the summer of 2020, for example there were far right counter protests to Black Lives Matters protests that led to an increase in racially motivated hate crime.

#### Raising awareness of hate crime

We are taking action to raise awareness of what hate crime is, how to report it and what support is available to victims, including week long awareness weeks and training sessions for ward members so they can better support residents. We also work in schools to tackle prejudice and hate. During Pride month in June 2021, we supported an awareness campaign among pubs, bars and clubs to raise the awareness of LGBTQI hate crime. This produced training that was provided to licensed premises so they could be more effective in their key role.

#### Tackling hate crime incidents

The way we identify and record instances is an important way to build confidence and give us an accurate picture of trends and patterns. Hackney does well in recording and identification compared with other London boroughs. The Council takes a lead in bringing partners together to task partners to take actions that reduce hate crime and ASB and engage with communities about concerns.

We have worked closely with the Police and Jewish communities in Stamford Hill to tackle incidents of hate crime in Stamford Hill. This led to the arrest of a number of violence criminals for hate crimes perpetrated against Jewish communities.

The CCTV team provided vital evidence to enable the Police to arrest and charge perpetrators, and this was also the case in taking action in Stamford Hill.

We have introduced a Hackney Advisory Round Table (HART) community group to listen to community concerns and to ensure that we respond to their needs effectively.

### **Priority 7: Responding to the Climate Emergency**

Most of the major changes that are needed to avert the climate crisis require major structural changes to be achieved. Moving to a climate neutral economy, protecting biodiversity and transforming local food systems has the potential to rapidly deliver jobs, growth and improve the way of life of all citizens. We are not starting from scratch as much progress has been made globally in the last ten years to reduce the cost of the transition: renewable energy, zero emission mobility, energy efficiency etc. We adopted a new Air Quality Action Plan in 2021 and are working to develop a Climate Change Action plan which will build on the strong track record of delivery outlined below.

*Reduce the borough's carbon emissions - including the target of net zero carbon emissions by 2040 for the Council's own functions*

The Council prioritises those in fuel poverty securing circa £900k of central government funding as well as The Council's £1 million Green Homes programme to make the homes of residents on low incomes more energy efficient and reduce their energy bill.

Progress to move to green energy:

Hackney Light and Power successfully completed its first solar pilot projects at West Reservoir Water Sports Centre and London Field Lido. We plan to deliver up to 10MW of additional solar capacity across residential and commercial portfolios in the short term and funding for a heat pump system at the West Reservoir has also been approved recently.

A number of strategic district heat network (DHN) opportunities identified in the Council's Energy Master Plan are being explored with a view to bring these forward. These networks are planned to provide low carbon heat to more than 6,000 homes and a range of Council owned and private commercial assets. Together, an estimated saving of 74,000tCO<sub>2</sub>e could be achieved over the lifetime of these schemes compared to using gas boilers.

We are developing a programme of work to identify low carbon retrofit opportunities in non domestic buildings and local authority maintained schools.

Final stages of installation of the last round of electric vehicle chargers will bring the total number of charging points in Hackney to over 298, including 12 Rapid Chargers with capacity to charge 22 vehicles, 69 Fast Freestanding Chargers with capacity to charge 93 vehicles, 183 Lamppost Chargers. To accelerate plans for the roll out of electric vehicle charging infrastructure (one of the principal barriers to transitioning to electric vehicles) we have approved going out to procurement for a long term concessionaire partnership arrangement for approximately 3,000 residential charge points by 2030.

78% of the Public Highway street lights have been upgraded to more energy efficient LED lights.

During 2020/21, 13% of the Council's road registered fleet (66 vehicles) were fully electric. Of the remaining fleet, 32% run on a renewable biofuel which is approx 92% CO2 efficient and up to 69% Nitrogen Oxide NOx efficient depending on the drive cycle.

We are commissioning an independent assessment of achievement against the fossil fuel exposure target set in 2016 on the Council's pension fund, and setting a new reduction target. The outcome of this work will be reported and agreed at the Pensions Committee early in 2022. The Council now buys 100% Renewable Electricity.

Hackney, as lead London borough for low carbon, is on track to steer the adoption of a low carbon development action plan setting out a 2 year programme of actions to deliver outcomes over a 10 year period to reach low/zero carbon.

In September 2021 the Zero Emissions Network (ZEN) launched the country's first on-demand, on-street cargo bike rental service with four locations.

#### *Improving local resilience to impacts of climate emergency*

Planting trees improves air quality, encourages biodiversity, creates natural drainage to counter the risk of flooding and creates cooler environments in summer, when densely populated cities can suffer from artificially higher temperatures. Over the last four years we will have increased Hackney's street tree canopy by 50%. We are on target to have planted 5000 new street trees by April 2022 (4000 have been planted to date). 11,760 trees have been planted in parks and green spaces to date. Over 150 of the street trees and over half of the trees in parks and green space are fruit trees, contributing to biodiversity. 1400m<sup>2</sup> of paving on highways has been dug up and replaced with plant bedding that improves biodiversity and natural drainage.

We are developing a green infrastructure strategy which will be consulted on early in 2022. Key outcomes would be increased tree planting in both streets and on estates. The creation of more green infrastructure biodiversity corridors, increased biodiversity in estates, streets and open spaces

#### *Promoting active travel and public transport*

As reported above we now have 48 School Streets in 50 schools and this helps over 18,000 children on their journey to school. We have also developed a School Streets toolkit, to help parents and local authorities in the rest of the country introduce School Streets in their areas.

The Zero Emissions Network (ZEN) service continues and has seen great success in supporting businesses to access cargo bikes during the lockdown periods as many businesses took up deliveries for the first time. We have also procured an Electric Cargo Bike rental scheme and are encouraging the use of the dockless bike schemes in Hackney, creating over 150 dedicated parking spaces.

By November 2021, 17% of Hackney's residents were living in one of the new low traffic neighbourhoods and we are monitoring the impact on roads around schemes. Stoke Newington Church Street scheme went live in September 2021 and rebalances the town centre environment to favour pedestrians and cycles. Broadway Market proposals are progressing to retain benefits of current temporary arrangements in place since 2020.

A number of key cycle improvement schemes have been completed, including on Queensbridge Road and on the Cycle Super Highway. We aim to install 40 new cycle hangers every year, providing a cycle storage solution to many who live in flats with no access to outdoor space.

As reported earlier, we are improving Hackney Central and Hackney Wick stations.

### *Reducing waste and promoting the circular economy*

Fortnightly collections of residual waste to street level properties started in March 2021. After a couple of months, the overall borough recycling rate had already risen to 31%. Whilst recycling in communal blocks is always lower than at street level properties, the interventions have seen the recycling rate increase from just under 15% in 2015, to just over 19% today. We continue to put in place the changes needed to increase recycling on estates, closing rubbish chutes and installing new recycling points, working closely with social landlords.

Hackney was a national winner of the [Zero Waste Awards in 2021](#) for work to encourage residents to go beyond recycling and reduce or reuse waste. Campaigns include:

New bottle filling / drinking fountains were installed at 7 leisure centres, 4 libraries and on 5 streets, with 3 more planned.

Trialling working with small businesses to put in place business ideas that reduce waste and promote the circular economy model, encouraging shops to offer refills and offering support to 15 small businesses on Chatsworth Road.

A hyperlocal "Low Plastic Zone (LPZ)" campaign was launched in September 2020 in Dalston. 26 businesses signed up to reduce or stop plastic items and an online LPZ map was launched enabling consumers to identify low / plastic free shops.

A "Library of Things" located at the Dalston CLR James Library, where residents can borrow items they would otherwise have to purchase such as DIY tools.

We encourage parents to use real nappies, encourage home composting, encourage laptop donation, run clothes swaps, and run furniture reuse and toy reused schemes.

We work with schools to run environmental educational programmes under the [“Eco-Schools” programme](#). 21 schools have signed up and 6 Schools have already achieved their EcoSchool status.