

Skills, Economy and Growth Scrutiny Commission

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

Monday 20 November 2023

7.00 pm

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

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

Main - <https://youtube.com/live/cqywwg6q00l>

Backup - <https://youtube.com/live/tGpqFuzJ86w>

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

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

Contact:

Tracey Anderson

☎ 020 8356 3312

✉ tracey.anderson@hackney.gov.uk

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

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- | | | |
|----------|--|------------------------|
| 5 | Sustainable Procurement and Insourcing Strategy | (Pages 7 - 32) |
| | 19:55 - 20:45 | |
| 7 | Minutes of Previous Meeting 20:55- 21:00 | (Pages 33 - 62) |

Public Involvement and Recording

Public Attendance at the Town Hall for Meetings

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

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

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

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

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

Rights of Press and Public to Report on Meetings

Where a meeting of the Council and its committees are open to the public, the press and public are welcome to report on meetings of the Council and its committees, through any audio, visual or written methods and may use digital and social media providing they do not disturb the conduct of the meeting and providing that the person reporting or providing the commentary is present at the meeting.

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

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

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

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

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

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

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

Providing oral commentary during a meeting is not permitted.

Advice to Members on Declaring Interests

Advice to Members on Declaring Interests

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Further Information

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

Getting to the Town Hall

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

Accessibility

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

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

Further Information about the Commission

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





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

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

The purpose of this item is to understand the key principles of the new strategy, how the new strategy has changed and how it aligns with the council's strategic plans. The Commission can also provide input into the developed of the new strategy.

Report in the agenda:

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

- Presentation Sustainable Procurement and Insourcing Strategy

Invitees from London Borough of Hackney

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

Action

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

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Skills, Economy and Growth Scrutiny Commission
20 Nov 2023

 Hackney

Sustainable Procurement and Insourcing Strategy (SPIS) -Refresh

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 Hackney

The current Sustainable Procurement Strategy (SPS) was adopted by Cabinet in November 2018 – set of guiding principles for Hackney’s contracting activities to deliver the intended outcome, good **value for money** and to secure additional **environmental, economic and social benefits** whilst minimising any negative impacts.

Sustainable Procurement Achievements - Since 2018

Hackney's Procurement Service continue to work to deliver sustainable outcomes across the key theme, with current and future initiatives including:

Think Local -

- Local training, apprenticeships and employment for residents in LBH contracts
- Increased engagement with local businesses
- More tendering opportunities for local suppliers

Modern Day Slavery -

- Compliance of MDS through tendering
- Spot checks on Hackney suppliers MDS Statements
- Training for staff and suppliers

CO2 Reductions -

- Compliance of reduction plans through tendering
- Continued contract management to assess reduction targets
- Continued collaborative work with LBH Energy Team

All Services and Works contracts pay at least the London Living Wage

Over 50 apprenticeship places created on contracted services

Fleet Purchasing:

- Over 100 electric fleet vehicles
- 47 electric charging points - across 13 sites

Approximately 67% of annual road fuel consumed is renewable biofuel - saving 835 of CO2

100% renewable electricity procured from energy suppliers

Tower Court, Clapton Common, Hackney: 60% of suppliers have set science based targets by 2025
75% less CO2 emissions through improved fabric efficiency, renewable heat and energy by 2025
250,000 trees planted by 2025

Telecare Service and Integrated Community Equipment Service: Recycling of all equipment

local subcontractors deliver services for: Adults, Children & Integrated Health Regeneration Estate Services Leisure, Parks & Green Spaces

200+ local people received employment skills training.

Inourced Services - Since 2018

Page 12

Service	Value (£'m)	Number of Staff TUPE	Date
BSF Schools Cleaning Service	£2.50	80	January 2020
Office Cleaning Service	£1.80	110	January 2021
Gully Cleansing & Wintery Service	£0.30	0	September 2020
Fleet Maintenance Service	£1.40	10	April 2021
Parking Enforcement Service	£5.60	132	March 2022

2024



The Revised Strategy

Combines our Insourcing Policy and the Sustainable Procurement Strategy into what will now be called

Sustainable Procurement and Insourcing Strategy.

KEY PRINCIPLES OF THE NEW STRATEGY



ACKNOWLEDGES THE COUNCIL PREFERENCE TO
DELIVER SERVICES IN-HOUSE



BUILDS ON THE EXISTING STRATEGY - ALL
RELEVANT GUIDANCE TO REMAIN/ EXPANDED



THE MAYOR'S MANIFESTO (2022-2026) INCLUDES REVISIONS
TO THE SPS: *ENSURING THE LONDON LIVING WAGE (LLW), HIGH
QUALITY OPPORTUNITIES FROM OUR SUPPLY CHAINS,
PRIORITISING NET ZERO JOBS AND TACKLING CLIMATE CHANGE.*



DESCRIBES HOW WE WILL WORK WITH OUR PARTNERS,
INTERNAL DEPARTMENTS AND SUPPLIERS TO SUPPORT
THE DELIVERY OF THE BOROUGH'S CARBON ACTION
PRIORITIES AND OTHER CORPORATE COMMITMENTS



MORE EMPHASIS ON MANAGING AND WORKING WITH OUR
SUPPLY CHAINS TO ENSURE LLW, JOBS AND SKILLS
OPPORTUNITIES, INCLUDING NET ZERO JOBS, AS WELL AS
IMPROVING TRANSPARENCY, BUILDING RESILIENCE,
MAXIMISING SOCIAL VALUE FROM OUR CONTRACTS.



WE WILL PROMOTE POSITIVE HEALTH AND
MENTAL WELLBEING FOR OUR CONTRACTED
STAFF AND ENCOURAGE OUR SUPPLIERS TO BE
GOOD EMPLOYERS

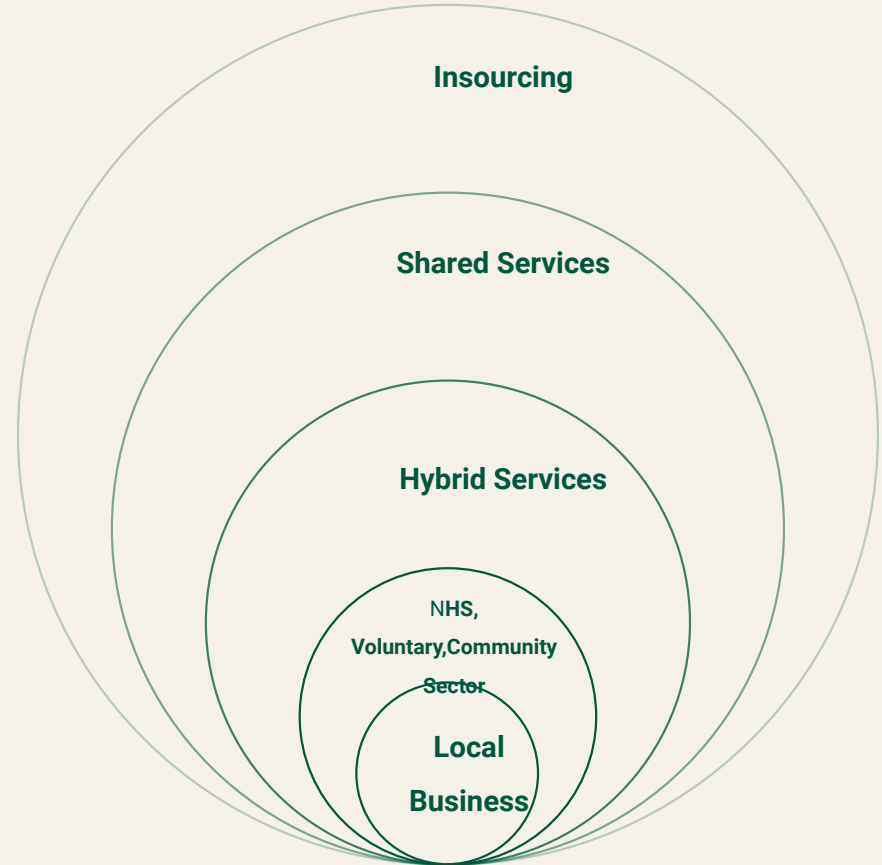
OUR COMMITMENT TO BRINGING SERVICES IN-HOUSE REMAINS A TOP PRIORITY

Insourcing

The SPIS brings Insourcing to the fore, making it clear that this is our top priority for the delivery of our services

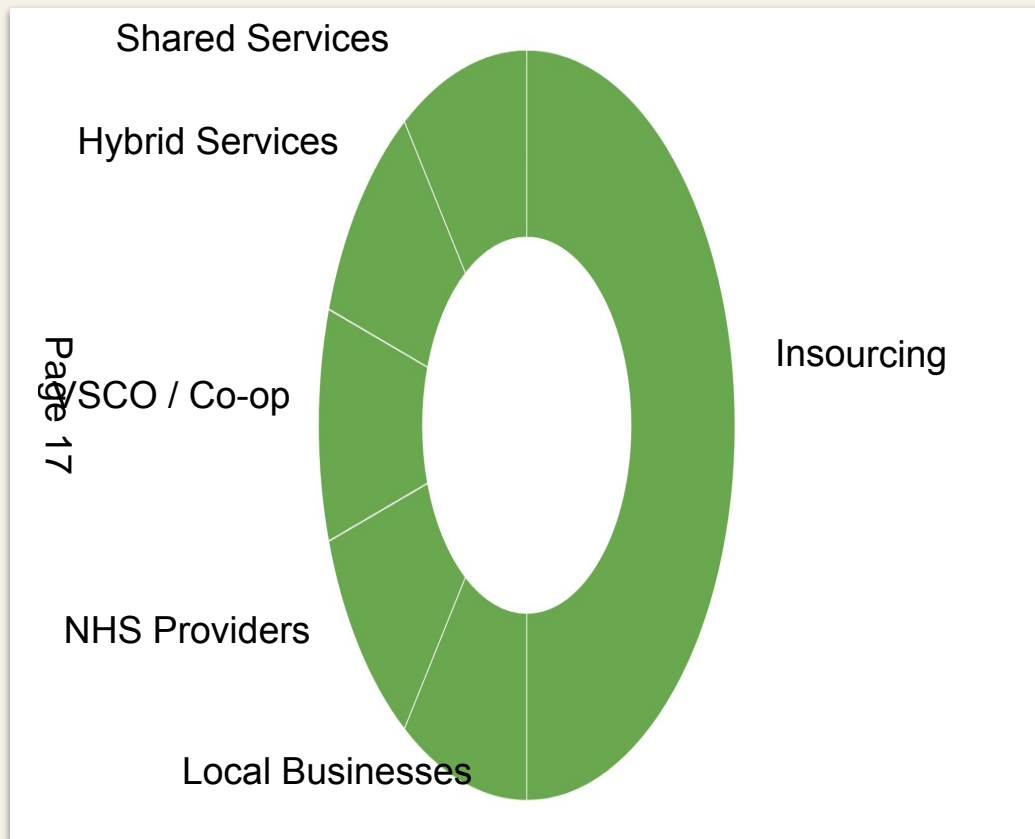
Insourcing Hierarchy

The insourcing agenda will be delivered with due regard to ongoing pressures on public finances



Delivering Services for Local People

Mixed and Balanced Economy of Services



INCLUSIVE ECONOMY

Whilst our commitment to bringing services in-house remains a top priority for the Council, we need to balance this objective with other policies and strategic objectives that are integral to delivering wider community benefits

Sustainable Procurement and Insourcing Strategy



PROCURING FOR A BETTER SOCIETY

- Promoting social innovation
- Improving cash flow for our supply chain
- Supporting local employment
- Encouraging local suppliers into the supply chain
- Looking to improve regeneration and integration of our local community
- Employment and skills initiatives including apprenticeships



PROCURING FAIRER SOCIETY

- Fulfilling our public sector equality duty
- Ethical practices such as Fair Trade
- Diversity (community, supplier and workforce)
- Paying the London Living Wage
- Tackling Modern Slavery and Human Trafficking



PROCURING FOR GREENER SOCIETY

- Improving air quality within the borough
- Promote Circular procurement
- Diverting from landfill and incineration as far as practically possible
- Proactively sourcing low carbon and green energy
- Using “whole life” costing where practicable, taking account of the cost of disposal and decommissioning

Proposed Local Initiatives

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- Creating a local economy that is low carbon, resource efficient and socially inclusive.
- Supporting the delivery of the Carbon Action Priorities
- Implementation of a Think Local (first) Policy - for sub-threshold requirements - supporting Local - SMEs/VCSO
- Maximise Social Value Outcomes - such as improving health and well being, sustainability and carbon reduction
- Specifying green opportunities for jobs, training, apprenticeships and supported internships. Green jobs as those jobs that facilitate meeting net zero and broader environmental goals.
- Mandated at least 15% quality weighting to be allocated across the three themes (procuring for a greener, fairer better society)
- Review capability and capacity of procurement teams and contract managers

SPIS - Legal and Regulatory Framework

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1988

Local Government Act

2010

Equality Act

2012

Public Services (Social Value) Act

2015

Modern Slavery Act

2021

National Procurement Policy Statement

2024

UK's exit for EU - New Procurement Regime (Oct 2024)
NHS Provider Selection Regime (Jan 2024)*

NPPS

National Procurement Policy Statement (NPPS)

fundamentally provides grounds for all contracting authorities to consider the following national priority outcomes alongside any additional local priorities in their procurement activities:

- *Creating new businesses, new jobs and new skills;*
- *Tackling climate change and reducing waste, and*
- *Improving supplier diversity, innovation and resilience*

SPIS - Key Changes

- **Seek to re-design services to decarbonise and unlock green jobs and skills development for people in the borough**
- **Encourage suppliers to use public transport in the delivery of our contracts**
- **Seek to roll out a corporate Social Value schemes across our contracts**
- **Publish a revised Procurement Pipeline detailing our contracting activities for the next 18-24 months to enable SMEs/Local Businesses to plan ahead to participate in the Council's contracting activities**
- **Introduce a Procure Local (first) policy - with a requirement to seek minimum quotations from local suppliers, dependent on contract size**
- **Seek to deliver year on year increase in spend with local suppliers**
- **Make a clear statement that we will continue to campaign for better standards in tax conducts for organisations bidding for public sector contracts**
- **Denounce all employers that use 'Fire and Rehire'**
- **Ensure closer integration between our commissioning and procurement functions to enable greater innovation in the design of services**
- **Ensure the Procurement function is structurally aligned to support Hackney's Green Economy, just transition and climate action priorities.**

Procuring for a Greener Society - Updated & New Commitments

UPDATED COMMITMENTS:

We will continue to:-

- Actively consider the energy consumption, emissions and other vital energy related sourcing requirements
- define clear environmental outcomes that are proportionate and practical
- Continue to use whole life costing approach to our procurements
- Fleet - Our vehicles are procured with consideration meeting national and international emission standards / Increasing electric vehicles in our fleet
- Continue to aspire to BREEAM standards on our construction projects

NEW COMMITMENTS:

- Renewed focus on circular economy - widely adopting the principles in the purchase of products, equipment and devices
- Increase leasing where possible and practical
- Placing a greater responsibility on suppliers to ensure that electronic waste is minimised
- Seek to re-design services to decarbonise and unlock green jobs and skills development
- Encourage suppliers to use public transport in the delivery of the contract

Procuring for a Better Society - Updated & New Commitments



UPDATED COMMITMENTS:

We will continue to:

-To secure employment skills development and

apprenticeship opportunities through our supply chain

We will encourage the use of local subcontractors and supplies

- to promote the use of small lots to make contracts more accessible to local, SMEs and VCSEs
- we will continue to advertise contract opportunities above £25k on our web-site
- support our business community by organising and participating in workshops and other supply engagement activities,

NEW COMMITMENTS:

- Seek to roll out a corporate Social Value scheme across our contracts
- Use the procurement function to unlock 'green jobs' and skills development for residents
- Publish a revised Procurement Pipeline detailing our contracting activities for the next 18-24 months
- Introduce a Think Local (first) policy - with a requirement to seek minimum quotations from local suppliers, dependant on the contract size
- We aim for a year on year increase in spend with local suppliers

Procuring for a Fairer Society - Updated & New Commitments



UPDATED COMMITMENTS:

We will continue to:-

Ensure procurement activities support the Council's ethos of valuing diversity - contracted services are accessible to everyone whatever their circumstances.

- Support local priorities, creating greater opportunity and prosperity for narrowing economic, environmental and health inequalities
- Consider pay and workforce conditions in our service and works contracts
- Promote trade union recognition
- Specify for Fair Trade (or equivalent).
- Ensure our suppliers remain compliant with the requirements of the Modern Slavery Act.

NEW COMMITMENTS:

- Fair Tax - clear statement that we will continue to campaign for better standards in tax conducts for organisations bidding for public sector contracts
- Denounce all employers that use 'Fire and Rehire'
- Ensure closer integration between our commissioning and procurement functions to enable greater innovation in the design of services
- Ensure the Procurement function is structurally aligned to support Hackney's Green Economy, just transition and Carbon Action Priorities (CAP) plan.

SPIS - Implementation

We recognise that we cannot do it alone...



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COLLEAGUES

CONSULTANTS

VOLUNTARY & COMMUNITY SECTOR

SUPPLIERS

CONTRACT MANAGERS

ANCHOR ORGANISATIONS

PARTNERS

SERVICE MANAGERS

INTERNAL DEPARTMENTS



PRINCIPAL PLACE

Sustainability will only become fully embedded in the organisation if those within it understand and are committed to:

- Providing a clear vision and key sustainable procurement commitments
- Ensuring capacity and a capable workforce
- A delivery plan
- A consistent approach to measurement
- Having the relevant tools in place for capturing and monitoring progress

Delivery Plan - Summary of short and medium term actions

The Procurement Team will:

- Update the Procurement Pipeline to highlight opportunities for local SME, green jobs/skills and carbon action priorities.
- Work with internal departments to identify local and 'green' suppliers and encourage them to register on Hackney's e-tendering system.
- Refresh/simplify tender documents to encourage SME bids.
- Revision of Contract Standing Orders (CSOs) - to incorporate new requirements
- Guidance on the preference for >£5k contracts to VCSE and >£25k contracts to local SME..
- Review to SPS Heat - to ensure Social Value opportunities are maximised
- Encourage wider use of the SPS Heat Map
- Continued improvement of tools, guidance and support for contract managers and procurement teams and
- Implementation of a new contract management system
- Use of the Contract Management System to support managers in the delivery of SPIS themes and commitments.

Next Steps...



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MEMBERS



DIRECTORS/SERVICE
HEADS



ANCHOR ORGANISATIONS



LEGAL

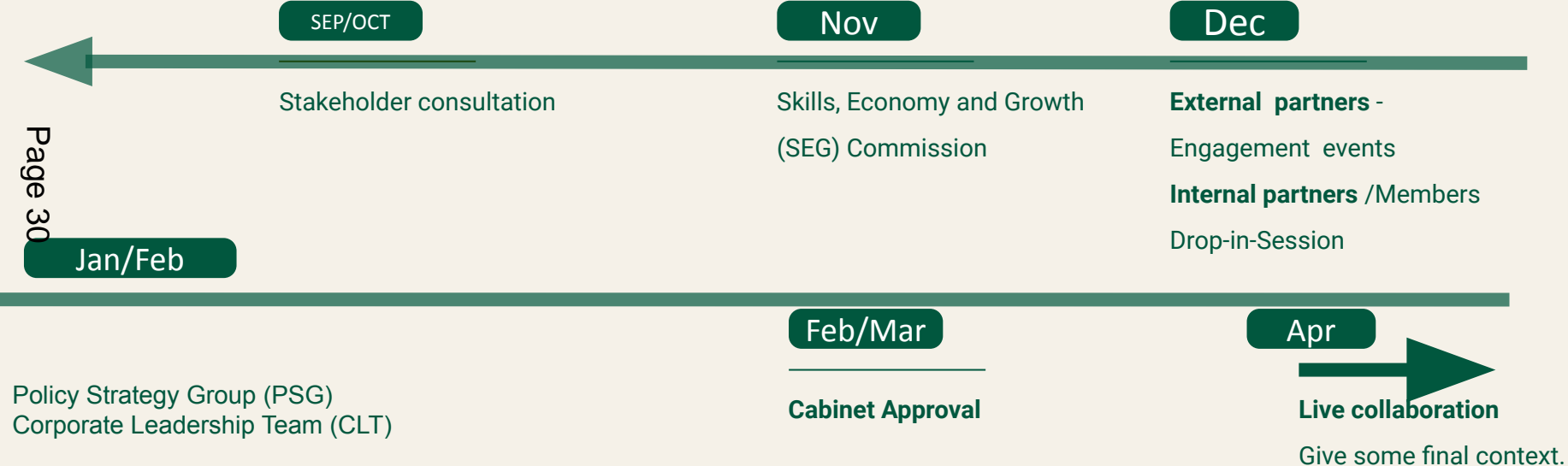


TRADE UNIONS



EXTERNAL PARTNERS

Sustainable Procurement & Insourcing Strategy Timelines



 Hackney

Questions

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Bus stop sign with a 'D' symbol and a circular logo. The sign lists bus routes and destinations:

8	35	47
48	78	135
149	205	242
388	N8	N205

Directions: Commercial Street, towards Aldgate, Bank or Monument.

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

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

ACTION

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

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

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

Chair	Councillor Polly Billington
Councillors in Attendance	Cllr Clare Potter (Vice-Chair), Cllr Gilbert Smyth, Cllr Jon Narcross, Cllr Fliss Premru, Cllr Jessica Webb, Cllr Joe Walker, Cllr Claudia Turbet-Delof and Cllr Penny Wrouth
Apologies:	
Officers In Attendance	Claire Witney (Strategic Lead (Strategic Relationships)), Rickardo Hyatt (Group Director Climate, Homes & Economy), Michael Toyer (Economic Development Manager), Matthew Carrington (Strategic Corporate Lead Climate Emergency) and Sam Kirk (Head of Sustainability and Environment)
Other People in Attendance	Euphemia Chukwu (Founder / Director (Woodberry Aid)), Councillor Mete Coban MBE (Cabinet Member for Climate Change, Environment and Transport), Jessica Lubin (Director of Health Transformation (HCVS)) and Councillor Guy Nicholson (Deputy Mayor & Cabinet Member for Delivery, Inclusive Economy & Regeneration)
Members of the Public	
Officer Contact:	Tracey Anderson ☎ 020 8356 3312 ✉ tracey.anderson@hackney.gov.uk

Councillor Polly Billington in the Chair

- 1 Apologies for Absence.**
 - 1.1 No apologies for absence from members of the commission.
 - 1.2 Apologies for lateness from Cllr Wrouth.
 - 1.3 Officer apologies from Joycelyn Dankwa from Shepherd Fold Ministry

- 1.4 Virtually in attendance was Cllr Mete Coban Cabinet Member for Climate Change, Environment and Transport, Sam Kirk, Head of Sustainability & Environment and Matthew Carrington, Strategic Corporate Lead Climate Emergency.

2 Urgent Items / Order of Business

- 2.1 No urgent items or order of business.

3 Declarations of Interest

- 3.1 In respect of item 4 on the agenda Cllr Walker declared he is employed in the voluntary and community sector (VCS). He is Interim Director for Clapton Common VCS organisation in Hackney. This organisation has received a grant from Hackney's infrastructure grant program.
- 3.2 Councillor Potter declared she was recently employed by Hackney Nights a VCS night shelter organisation. This organisation received funding from Hackney Council.

4 Working with the Voluntary Sector in Hackney

- 4.1 The Chair introduced this item and outlined the purpose of the item.
- 4.2 The Commission is looking at the Council's work, to reshape its working relationship with the voluntary sector to understand how it has built on the learning from partnerships in the pandemic and how this new way of working will support delivery of the council's Strategic Plan.
- 4.3 The information will cover the Council's Voluntary Community Sector Strategy; the learning from the pandemic and how the council is working in a relational collaborative whole system way. The council will also outline how this way of working will support the delivery of the Council's Corporate Strategic Plan. The presentation will also cover the opportunities and challenges to fully adopting this way of working across the council and by partner organisations.
- 4.4 To contribute to this discussion the Commission asked HCVS (Hackney's umbrella organisation for the voluntary sector in Hackney) and two voluntary sector partners to outline their experiences of this new way of working.
- 4.5 The Commission asked HCVS and the voluntary sector organisations to consider the impact this would have on the commissioning of services, grant funding and how the new way of working would benefit VCS organisations.
- 4.6 The Chair explained that the aim of this item was to explore if this new way of working would lead to better outcomes for VCS organisations and residents accessing services in comparison to the traditional methods of funding and commissioning for VCS organisations.

- 4.7 The Chair reminded all meeting attendees that the current landscape not only follows the pandemic but also 13 years of cuts to resources and funding for the VCS and public sector. As a result, this has led to needing to be extremely creative with significantly less money.
- 4.8 The Chair welcomed to the meeting Claire Witney, Strategic Lead (Strategic Relationships) from London Borough of Hackney (LBH); Jessica Lubin Director of Health Transformation from HCVS and Euphemia Chukwu, Director from Woodberry Aid.
- 4.9 The Strategic Lead (Strategic Relationships) from LBH commenced her presentation and made the main points below.
- 4.9.1 Following the production of the VCS strategy (produced in 2017) the council identified it needed to do a lot of transformation work to work effectively with the VCS. It became evident that they needed a different approach to the way they worked with the VCS. They also assessed that this could mean changing the way the council operated as an organisation too.
- 4.9.2 In 2018 the council started working with their advice partners to try to move away from the traditional metrics of commissioning and outcome counting (previously they counted the number of people access the services, housing benefit, debt advice and debt recovery). The aim of this review was to understand what mattered to the residents that accessed the advice service. The officer pointed out the VCS advice service was often the first point of access for residents seeking support.
- 4.9.3 From this work the council learnt that behind a debt issue was a range of other needs that were not being addressed. The way the council was funding and collating its metrics was driving this way of working. This was not producing the best outcomes for residents who entered or accessed the service provided by their advice providers.
- 4.9.4 The council commenced this new way of work when the pandemic hit. The pandemic created an environment where early help and prevention became very critical. The Council's objective was to prevent the demand in their own services escalating whilst keeping residents safe.
- 4.9.5 The officer highlighted that a previous presentation to SEG Commission in March 2021 provided detailed information about this work.
- 4.9.6 The Council understood that they needed to work collaboratively, learn and adapt quickly whilst having regular conversations with their partners (sometimes on a weekly basis). This was successful and provided a positive working relationship with the sector. This had a huge impact for residents in terms of their experience during the pandemic. The council recognised the value to residents of the new way of working that was adopted during the pandemic. The council wanted to maintain this working relationship, trust, learning and operation from the pandemic. However, this would be difficult because they were returning to business as usual, despite going into a cost-of-living crisis, and the freedoms they were given to work with the sector during the pandemic was gone. Meaning all the structures they had put in place would

- start to disappear. Thus, it became difficult to maintain the levels of collaboration.
- 4.9.7 Despite this challenge the council was determined to maintain this because it had worked so well, and the council recognised that this approach was the way forward.
- 4.9.8 This new way of working is currently being put into practice for the poverty reduction framework. The council is working closely with the VCS.
- 4.9.9 The officer pointed out that during the pandemic they created a Community Partnerships Network. This is a network of organisations the council has been working with in the area of food, advice and community connector roles. These were working with the people furthest from the council's services and the most disadvantaged.
- 4.9.10 The council used their grant programme to continue this work. They decided they need to fund purpose as opposed to projects like they have done in the past. Traditionally they funded projects because they have a start and finish date along with clear outputs. But the council recognised it also needed to fund the purpose not projects. This way of funding would enable the organisation to continue their good and was similar to their way of working in response to the pandemic.
- 4.9.11 The council opened the program because they recognised there would be other organisations working this way. The council now provides 20 community infrastructure organisations with core funding. The focus is very much on the characteristics and behaviours of the organisations, the way they work and how they can work with the council specifically around poverty and reduction.
- 4.9.12 To continue the learning they have created two System Convener roles because the policy officers returned to their substantive job roles – they were doing this role during the pandemic. The Policy and Strategic Delivery Team helped to build relationships between organisations and supported the learning.
- 4.9.13 The aim of this approach was to model early help and prevention working with the VCS.
- 4.9.14 The officer pointed out that Hackney is not the only borough trailing this way of working, there are other boroughs trying to work in this way. The officer explained that the boroughs highlighted in the presentation were more advanced in their practice and the new way of working and changed how they are delivering services as a council. For example, Birmingham Council has an Early Help and Prevention Team that adopted a new way of working to try to respond to some of the pressures on residents.
- 4.9.15 In relation to opportunities and challenges of this way of working the officer highlighted that the public sectors biggest challenge is their approach to the delivery of services around early help and prevention. It is built on a belief system that they can control outcomes more than they actually can. However, this does not acknowledge the complexity of human experience.

- 4.9.16 Local authorities designed systems to deliver public services using this thinking but it ignores the fact that they cannot control outcomes.
- 4.9.17 In relation to how to change this. The officer pointed out the council tends to focus on what is easy to measure but moving forward they might need to start measuring something that is less easy to measure. Through the council's work they have learnt that the sector is flexible, learning and always adapting.
- 4.9.18 The council has seen organisations focusing on what matters to residents. The VCS tries to meet this need (with humility and being non-judgemental) in a way that the council cannot.
- 4.9.19 There is difficulty in relation to resourcing. The council is used to resourcing in a way that assumes they can define outcomes through each directorate and department. This does not take into account complexities and the types of issues in a person's life.
- 4.10 The Director of Health Transformation at HCVS commenced her presentation. The main points from the presentation are outlined below.
- 4.10.1 Hackney has a rich and diverse voluntary and community sector. Many of the people who work in the sector are residents and very much part of the community with lived experience of many different issues.
- 4.10.2 The VCS aspire to ensure that Hackney residents and the people they support are offered the best possible service. They like to do this through collaboration and maximising the strengths of all the system partners. This includes statutory partners as well as fellow VCS organisations.
- 4.10.3 The VCS Assembly and Enabler is a program developed from learning during the pandemic. It is facilitated by HVCS. They were developed to be resident, and VCS led. To listening to the community and to identify the best solutions.
- 4.10.4 The VCS enabler includes special interest groups and forums based around different health inequalities or population groups. The program also has a leadership group made up of leads across different topics in the voluntary and community sector. A key function these forums is to transform the services delivered to Hackney residents. To make sure they drawn on best practice and are professional.
- 4.10.5 The VCS assemblies were run from 2021-2023. They held 6 and have had 97 unique organisations in the first 3.
- 4.10.6 The first three assemblies highlighted the commissioning processes as a major issue to tackling health inequalities. Structural racism was given as a significant cause. The issues around this related to complex procurement processes (which take a lot of time and understanding if English is not your first language) and the monitoring and data requirements. Often described as not proportional to the amount of funding given. This creates capacity and other challenges.

- 4.10.7 A lot of the VCS organisations are grassroots and resident led. Often having a maximum of one employee. The officer pointed out the world cannot be changed on goodwill.
- 4.10.8 The fourth VCS Assembly responded to the commissioning concerns and focused on anti-racist commissioning. Anti racist commissioning was prioritized by the VCS and Hackney council has committed to anti racism too. This is also a City and Hackney system priority too.
- 4.10.9 The officer displayed a slide showing the organisations that have participate in the Assemblies to date demonstrating a collaborative process.
- 4.10.10 The VCS Assembly developed 4 principles around anti racist commissioning to challenge structural racism. They are:
- Building trusting relationships
 - Trust community groups to identify needs.
 - Design simple flexible and transparent applications and decision-making processes.
 - Support small organisations with core funding and resources.

There is strong will by the VCS to work with the council in partnership. This also reflected the work carried out by the LBH's Strategic Lead's (Strategic Relationships) Team.

- 4.10.11 The VCS want to use resources efficiently and work to a partner's strength to bring collective solutions. For example, if there are long waiting lists for statutory services, it is looking at how the VCS can support and vice versa.
- 4.10.12 They want to improve strategic working across the Council, VCS and other system partners.
- 4.10.13 They want improved opportunities for smaller VCS organisations so they can engage in the commissioning processes. Supporting this cohort means they can help the marginalised communities, who are furthest away from statutory services and the most impacted by health inequalities.
- 4.11 The Director from Woodberry Aid commenced her presentation. The main points from the presentation are outlined below.
- 4.11.1 Prior to and during the pandemic the Director was aware of the poverty levels in her local area. The pandemic only highlighted and intensified it.
- 4.11.2 For Woodberry Aid the new way of working has been good. During the pandemic there was a lot of funding made available to organisations like Woodberry Aid as a silo grassroots organisation. During the pandemic funding was available and easy to apply for but post pandemic sourcing funding has been very difficult for organisations like Woodberry Aid.
- 4.11.3 Woodberry Aid has worked collaboratively with other organisations all the time, and this was an amazing experience. But as lockdown ended and organisations opened up; the funding was withdrawn and this became a problem for organisations like Woodberry Aid.

- 4.11.4 As the funding came to an end Woodberry Aid thought about how they could still support the community and people in need. The cost-of-living crisis came and compounded the problems resulting in there still being a need within the community.
- 4.11.5 The work of the Policy and Strategic Delivery Team identified that the poverty work needed to continue. So with seed funding from the GLA they explored moving away from being a food bank and evolving to be a community food shop.
- 4.11.6 The Director pointed out that at Woodberry Aid they needed to think about the people they supported and their needs. This was not just access to food but culturally appropriate food. Although culturally appropriate food was very expensive, they needed to source this because it was not usually donated.
- 4.11.7 The Director pointed out that there is a stigma within the global majority communities about seeking help. So, they did a lot of work in this area. Working with Hackney Council and other statutory bodies they identified that they need to get people to trust the council. Building this trust has come from bridging the gap and being able to sign post residents to other services for help and support.
- 4.11.8 The way the Community Infrastructure grant has been set up has helped them to be funded to do this.

4.12 Questions Answers and Discussions

- (i) **Members commended the council's strategic approach to collaborative working to get better results for residents. Members pointed out that they were picking up that the challenge with this was measuring this work to justify the approach. Members commented that this will need resources which are also tight. Members asked the Strategic Lead (Strategic Relationships) to explain more about how the metrics could justify the approach to enable them to focus on the areas they want to deliver?**

In response the Strategic Lead (Strategic Relationships) confirmed it is a challenge and they are working with other organisations like human systems and the new local network. These organisations are grappling with this because it exists in a paradigm of new public management which believes they can measure things in a quantifiable way and evidence outcomes against spend. For example, with the advice services if they undertook a shallow review of how they were working with advice services they would be doing a good job because they were doing what was asked in accordance to the funding criteria based on measuring the number of people. However, when they started a review and listened to the residents (from sitting and observing cases when people entered the organisations). It became clear that the way of measuring was not meeting resident's needs.

They needed something that was much more holistic, and less time bound meaning it could take longer to resolve in terms of casework.

Therefore, the council would need those organisations to have lots of different and trusted relationships within their organisations to pull in the support that

people needed. The issue could be related to domestic violence, a child being at risk of exclusion from school or from a range of things happening in that person's life. It became clear it was a very complex picture that impacted on several areas.

The officer explained that some things were measurable for local government procurement and commissioning. But when it came to working with individuals with complex needs their situation could get in the way of accessing services or affect their mental health. If the council could move away from their ridged belief system, although challenging, they would need to find another way to measure.

In relation to the metrics, the council has collected a lot of case studies (soft data) which enables people the impact from this way of working. The case studies are from an organisation that does holistic support and they are able to describe how they work across the different issues in a person's life and adapt and change as things in that person's life change. This enables them to help in a much more holistic and rounded way responding in a way public service can't. This is because public services tend to work in silo and do not have the flexibility to work this way. Therefore, they will have to think and learn about the different ways to measure the support. To capture how much they are learning and the success.

- (ii) Members asked for clarification that is was about being able to measure in a different way and not about the siloed way of measuring like they have done previously. It includes a wider range of data.**

The Strategic Lead (Strategic Relationships) from LBH explained that some data is still useful, but it does not always give an accurate picture and can measure a very shallow impact on resident's lives.

- (iii) Members referred to HCVS's strategic position and that they were part funded by the council and also have a role in representing the voluntary sector. Members referred to the data collated from the VCS Assembly referenced in the presentation about commissioning and procurement. Members asked HCVS how they have used this data and how it is was being used to engage with the council in relation to the strategic changes they would like to see.**

In response the Director of Health Transformation from HCVS explained they have shared the principles and working with a number of council officers and staff have been part of developing the principles. HCVS have also presented this information alongside the Council's Strategic Lead's (Strategic Relationships) team at the health inequalities steering group and various systems meetings about the topic.

HCVS is looking at doing more strategic work with a procurement lead. This is in development, but they recognise there is an opportunity to work more closely with the council in relation to implementation of these principles. In addition to making sure it aligns with the anti-racism plan. However, it can be easy to work with some departments within the council than others due to the different thinking and cultures within the organisation.

HCVS expressed that they would appreciate any support around working with the different council departments in relation to this topic area.

- (iv) **In a follow up Members asked HCVS if in their view the changes they were advocating for, and the insight collated (from their engagement across the voluntary sector) was being taken on board by the council and incorporated in the council's strategies. Members queried if HCVS was in the right position to push for the radical change needed and expressed by the local VCS.**

In response the Director of Health Transformation from HCVS informed the Commission that there had been take up but mainly within specific teams e.g., Public Health.

The Director explained that with her role and the VCS Enabler Program they were going through a big process of review and evaluation and building a sustainability plan. This is a really challenging piece of work for the HCVS. The Director pointed out that they have encountered barriers to delivering the work on system change. Highlighting that barriers within the council have made it very challenging.

The Director is currently pulling together a plan to build understanding among system partners to get buy about why infrastructure support is so important for the VCS to be able to make changes and improve the lives of residents.

The Director explained that there is some support within the council however there is some significant barriers too, which they are finding really challenging. HCVS asked for support in this area too.

- (v) **Members referred to the Strategic Plan and relational working with people. Members asked for more information about the person centred approach that has been implemented as part of the strategy. Members pointed out that this approach is good but comes with a lot of challenges in relation to data analysis and collecting data.**
- (vi) **Members asked how this approach would be implemented and what would success look like in a years' time in accordance to the Strategic Plan.**

In response the Strategic Lead (Strategic Relationships) from LBH explained that the person centred approach has been operational for a long period of time but that the definitions of this could be different. The officer pointed out that the council's aim is for the VCS to work this way.

The officer pointed out that VCS way of working does not start with a deficit approach they work with the strengths of a person. They have the ability and time to build a relationship and trust which enables them to have an open conversation to be a real listener. The key being they have the time to really understand the person and what matters to them. This is opposed to going to the deficit is which is the approach that public services tend to take.

Unlike public services who work from a deficit and try to fix it rather than working with the person to understand what matters to them and being open to hearing what they want from their lives and the transformation they want to see.

The officer explained there have been some good examples from partners pre pandemic, but a lot of this work was happening without being funded because it is quite difficult to measure. There are examples of volunteers with mental health being with an organisation for 5 years before securing employment. This was a long journey that involved building trust and having a relationship with that person first.

The work by the VCS is special because they are closer to residents and have a higher level of trust with the community than public services.

There is research from other parts of the UK that demonstrates that if you use this approach the impact can be quite significant on people's lives.

(vii) Members asked about the percentage of residents that the council is planning to collect data from.

In response the Strategic Lead (Strategic Relationships) from LBH explained they have relational leads who are volunteers within the council as well as system convenors who work with the community infrastructure organisations. The council has been asking their partners to tell some of the stories that they have recorded.

The officer pointed out that they started capturing the learning during the pandemic to really understand the complexities of this way of working and the challenges they were facing. The officer highlighted that this work was being done with very little resources and this is something the council is trying to change. Giving them access to resources like advice experts can support a frontline voluntary and community sector organisation to be able to respond to the challenges people are presenting with.

(viii) Members commented that the pandemic surprised people and changed their ability to work in the traditional way. Members also pointed out this showcased the best in humanity and created a plethora of self-help groups. Members asked what was learnt from the groups coming out of communities and what these groups learnt from voluntary sector organisations that they were either not linked into with or did link in with. Members clarified this question related to organisations that formed during the pandemic and who were not initially funded as part of the community grant funding program for voluntary sector groups. Members also asked how this had fed into the new way of working.

In response the Director from Woodberry Aid explained that when the pandemic hit her reaction was to ask how she could help her community. In her locality they had a lot of vulnerable elderly people in isolation that could not go out. Woodberry Aid was formed out of that need. The aim initially was to get food to the elderly (within the community) that could not get out to get food.

The Director pointed out that at this stage she did not have knowledge of the council and its work. Woodberry Aid joined the Hackney Food Network. Initially there was no funding and the Director was purchasing the food from her own money to distribute to residents.

Through the network they were able to create partnerships which then enable them to access funding because they were not a registered organisation at the time. The Director pointed out that partnership working was crucial for Woodberry Aid because it opened up access to funding and to work collaboratively.

Collaboration was critical and out of it they developed partnerships to reach other bodies within the council. The work of Woodberry Aid has evolved since the pandemic to cover the cost of living crisis and they are now a community food shop. The Director pointed out that without collaboration and partnership working Woodberry Aid would not have remained operational.

- (ix) Members asked what motivates the council to engage with groups and what challenges do they seek to address through engagement. Members commented that services could improve if they incorporated the views of the people who access their services, enhancing representation and participation, improving the outcomes and services for underrepresented groups.**
- (x) Members queried if having a focus around underrepresented groups could tackle historical issues, build bridges, and create cohesive communities. Thus, empowering individuals. This lived experience would equal better services and insight.**
- (xi) Members referred to the resource issue and pointed out that partnerships with VCS organisations can leverage additional external resources into an area, for example funding from the Arts Council England. Member asked if they have managed to access any external funding.**
- (xii) Members asked what engagement methods the council was using to engage with residents.**

In response to the question about external funding the Strategic Lead (Strategic Relationships) from LBH confirmed Hackney is successful in accessing external funding. The Council sign posts organisation to external funders like the big lottery. It was noted that the big lottery funders have commented that Hackney has absorbed a disproportional amount of funding. The officer pointed out that Hackney has also been successful with the new Propel funding which is a collaboration of philanthropic funders across London.

The officer explained that the VCS is responding to the needs within the community and there is a lot of need. With this need is a particular set of pressures that other inner London boroughs might not be experiencing. Hackney has a very strong and thriving voluntary sector which is really important to protect.

The council has also taken the action to protect its grant funding program whereas a lot of other boroughs have abandoned their grants program. This has been the driver for a lot of competition across London for resources. In summary Hackney's good at leveraging external funding and the new Propel funding reflects this because it is about collaboration. Hackney does this.

In response to the question about engagement the officer explained that there are other departments within the council that hold relationships with the VCS. Public Health is an example of this. So, there is various types of engagement with the VCS across the council and her team helps to convene this.

There is also a grant funders group but the main way they learn and engage is through the community infrastructure organisations. These organisations are funded like the advice system partners and food network. These are the main areas of engagement and learning at the moment.

- (xiii) Members referred to the comments from HCVS about tackling structural racism and the complex procurement rules, regulations and data requirements that are needed for outcomes. Members commented that for small organisations that do not have the systems, skills or the technology to gather this level of data. This can be a burden in addition to the language barriers they encounter filling in the forms. Members acknowledged that a lot of these rules have evolved over time as a result of the Government's legislative requirements to combat fraud, corruption or old-fashioned nepotism. Members asked how could the council address some of the problems mentioned above without falling back into fraud and potentially corruption.**

In response the Director of Transformation for Health from HCVS explained the dependency theory (which is doing something just because you have done it before) pointing out that there is a lot of this culture in the wider health system, government etc. The Director appreciated that although they cannot control legislation they can scrutinise what they are doing instead of accepting that this is what we're used to doing and how we're used to working.

The Director highlighted that a lot of workers within the council and NHS have very strong institutionalised cultures linked to how they are used to working. This is also built into the organisation through job descriptions and how services are designed. To really present as an open-minded organisation it will take exposing senior managers and middle management to different ways of working. This will require a lot questioning but needs to be encouraged.

The Director also pointed out it will be challenging, difficult and take time but also cut out ineffective processes and create efficiency. This is what is needed to make positive change.

- (xiv) Members referred to the measures and outcomes for VCS work with residents and asked Woodberry Aid how they measure the effectiveness of their work and for their views on if the way they are assessed as an organisation is a fair reflection of the impact of their work.**

In response the Director of Woodberry Aid replied taking into consideration the different funding streams and their measures it can be restrictive and does not fully reflect the work done, nature of the work and impact of their work. However, they measure by demonstrating case studies and showing resident videos (their own recordings) telling their stories and through surveys. These are the range of ways they try to capture the impact of their work to demonstrate the outcomes.

- (xv) **Members referred to the VCS Assembly's comments about complex procurement processes and the data reporting requirements. Members asked LBH for their view on the impact the new ways of working has had on commissioning, procurement and reporting compared to the old way of working and if this has simplified processes or addressed some of the issues raised by HCVS on behalf of the VCS.**

In response the Strategic Lead (Strategic Relationships) from LBH informed the Commission that they have been doing some work with public health to unpack and identify where racism exists structurally within processes of commissioning and procurement.

The assurance from commissioning and procurement metrics also depend on what is being procured or commissioned. The officer explained that when procuring or commissioning services working with people with complex needs and that are disadvantaged the measures that are easy and accountable can give superficial assurances. However, if the impact of the measures is viewed over a longer period the reassurance would not necessarily show.

The officer explained that from her experience as a commissioner (for adult social care) the procurement and commissioning metrics that get put into specifications of monitoring the way they work with an organisation or how the organisation spends the funding could give a false sense of assurance.

- (xvi) **Members asked if the council thought that the approach of a better equality outcome for a smaller number of people with complex needs was better than perhaps a wider more universal service, even though it might be more difficult to justify the investment.**

In response the Strategic Lead (Strategic Relationships) from LBH gave the example of visiting a doctor and the metric of counting the number of people seen by the doctor in a 10-minute slot. The officer asked is it value for money if a person had repeat visits because the person was mis diagnosed. The officer pointed out the whole system is built on a belief system that does not benefit even the most advantaged people in society let alone the people who face more disadvantage.

- (xvii) **The Chair thanked the officer and all the guest (HCVS and Woodberry Aid) for their attendance and thoughtful contributions.**

The Commission will use this work to consider the recommendations they make to assist the council in achieving its corporate strategic plan.

5 Climate Action Plan Update on Engagement with Businesses

- 5.1 The Chair introduced the item and outlined that many councils in London declared a climate emergency and Hackney Council made their declaration in June 2019. Pledging to achieve net zero carbon by 2040.

- 5.1.1 In response to the climate emergency declarations local authorities have been developing Climate Action Plans (CAP) to take forward their work and achieve their net zero targets.
- 5.1.2 Hackney Council consulted on their Climate Action Plan for 10 weeks from 1st November 2022 to 10th January 2023. In developing the CAP the aim was to work with local residents to create a plan for Hackney borough. This sets out what we all need to do together to make sure Hackney no longer contributes to climate change to build a greener healthier borough.
- 5.1.3 Hackney's CAP was developed not just for the Council but for residents, businesses, and local organisations to help guide collective response to climate change.
- 5.1.4 The purpose of this item is to review of the Council's engagement and consultation with local businesses in particular Hackney's CAP and net zero targets.
- 5.1.5 The information we asked Hackney to cover is:
1. The Council's engagement and consultation with businesses during the CAP consultation period.
 2. Information about the economic implications of the CAP on local businesses and economic growth in Hackney.
- 5.2 The Chair welcomed to the meeting Cllr Mete Coban Cabinet Member for Climate Change, Environment and Transport (virtually in attendance); Cllr Guy Nicholson - Deputy Mayor & Cabinet Member for Delivery, Inclusive Economy & Regeneration; Rickardo Hyatt, Group Director Climate, Homes and Economy; Sam Kirk, Head of Sustainability & Environment (virtually in attendance); Michael Toyer, Economic Development Manager and Matthew Carrington, Strategic Corporate Lead Climate Emergency (virtually in attendance).
- 5.3 The Economic Development Manager commenced the presentation and made the main points outlined below.
- 5.3.1 The five themes in the CAP are:
- Adaptation
 - Buildings
 - Transport
 - Consumption
 - Environmental quality.
- These all apply to residents and businesses of various types, size, scale, location, sector etc.
- 5.3.2 The consultation for the CAP used the following communication channels for businesses.
- Hackney Business Network (4000 businesses) a circa of 25000 businesses in the borough.
 - Hackney Business Network London page.

- Generated an email list of local organisations (from the data collated from the business grant programmes to avoid repetition with the HBN).
- 5.3.3 They also used a selection of local organisations that either represented businesses or had business members. The council asked these organisations to share via their networks. These were:
- Federation of Small Business,
 - EastEnd Trades Guild.
 - Hackney Co-operative Developments
 - Social Founders Network.
- 5.3.4 Despite using these networks and the standard social media communication channels there was a low level of return from businesses. The council was not surprised by this level of engagement from businesses.
- 5.3.5 Shortly after they distributed a business survey and received the standard level of business responses (1200). For this survey they inserted some questions around climate action and perspectives to gain further insight from businesses.
- 5.3.6 The research showed very low awareness of the CAP. 74% of businesses had not heard of the plan and 17% were aware of it but did not know. This mirrors the national survey.
- 5.3.7 From the survey the council noted that 4% of businesses had made a commitment to reach net zero.
- 5.3.8 In response from businesses to questions about the issues they face embarking on this journey it highlighted a need for knowledge and grants, with finance topping the list.
- 5.3.9 The officer pointed out that whilst the figures are concerning they are average.
- 5.3.10 National research from the British Business Bank highlighted on slide 14 showed that small and medium businesses in the UK are in the early stages of their transition to net zero.
- 5.3.11 Slide 14 outlined the barriers to action. The officer explained that the larger blocks linked to capital, costs, technology / infrastructure, and vehicles not being available. Although mostly about money it can be linked to infrastructural planning too.
- 5.3.12 There is also some points around agency control. The officer reminded Members that a lot of small businesses are not in their own premises and have landlord constraints in relation to building modification.
- 5.3.13 The officer also highlighted that there is a big block representing a lack of knowledge. But this picture is not unusual but makes the landscape quite challenging.
- 5.3.14 In reference to the action, they are going to take. The council has conducted research to establish the baseline number of green businesses active in the borough. *This is outlined on slide 20 and 21.* Hackney has a relatively small but committed base of businesses. There are 301 genuine green businesses in

- the borough but this does not include businesses like mobile phone recycling shops. A lot are circular economy businesses.
- 5.3.15 The council will be aiming to leverage the energy in those businesses more widely in the future.
- 5.3.16 Slide 22 outlined the opportunities to help with net zero transition and the Council's levers. These are:
- Procurement
 - Use of assets
 - Skills and training
 - The council's convening power
 - Business support provision.
- 5.3.17 Alongside a large comms marketing and influencing campaigns it will be the council's business support provision that will have the most impact in the short term.
- 5.3.18 The council has secured and agreed with the GLA how they will use the UK Shared Prosperity Funding. This covers several strands but is predominantly about supporting local businesses.
- 5.3.19 The funding is circa of £440k and this is not for transition to net zero. In relation to business support this will cover other priorities as per the manifesto and the council's strategic plan to support the growth of socially committed businesses in the economy.
- 5.3.20 The council is likely to be doing some light touch support to peak business interested. This is because the insight showed a low level of interest.
- 5.3.21 Broadly speaking it's the small takeaway shops and convenience stores that are not engaging with this discussion. But there are some locations like Hackney Wick that if this discussion is held there it is likely to have a better takeup because of the types of businesses in that locality.
- 5.3.22 The council plans to improve its outreach as part of their program.
- 5.3.23 The council also has a funding pot to fund energy audits. A provider will visit a premises and goes through key questions about energy usage and business type. The officer explained that if the business was a convenience store the provider would review their fridges, storage, lighting etc. A review of all these areas would give an assessment of the adaptations that could save money.
- 5.3.24 The officer pointed out that the pitch is really key and a pitch that small businesses will respond to because its about saving money through energy bills rather than information about the transition to net zero. Therefor the recommendation is for the council to be sophisticated in its communications.
- 5.3.25 The key challenge for the council (the council is lobbying on this) is that they do not have enough UKSPF funding to do substantial grant giving.

- 5.3.26 The officer referred to the earlier part of his presentation that highlighted the biggest issue that hinders a business transition to net zero is access to finance to move forward.
- 5.3.27 The officer informed that he anticipates in the next round of UK SPF that starts in April 2025 there will be large amounts of capital funding available overall.
- 5.3.28 This current funding is being seen as the initial phase to improve communication and promote the initial advice to start building momentum. The plan is to seek grant funding in the interim and lobby (in partnership with the GLA) to leverage grassroots funding for the next round to make these changes.
- 5.3.29 In the insight received the council has noted that the most impactful thing a small business can do is switch to genuine renewable energy source. This is highlighted in several pieces of research. It states a genuine renewable provider because not all tariffs are actually renewable energy.
- 5.3.30 The council is talking to offices and services about what a campaign and business support offer should include to support that transition. This is being explored but no commitment has been made. The officer pointed out that the ideal scenario for the council would be to identify and vet energy suppliers to make it as easy as possible for businesses. If the council could make it easy to switch this could have a significant impact.
- 5.3.31 Referring to the discussion for the previous item on the agenda the officer informed the Commission that measuring the impact would be very difficult because the council would not be able to see if a business had switched supplier. They could do promotions and campaigns that might help to track businesses doing this by offering councils support to promote their business on its social media channels. This could help to boost a business's customer base. Although this would require high-level evaluation and lots of modelling.

5.4 Questions Answers and Discussions

- (i) **Members welcomed the investment to support local businesses. Members referred to the opportunities and the plans for green jobs in London. Members commented that considering the jobs and workers that will be doing the main work in regard to the energy efficiency of a building, retrofitting etc. Member commented that the finance available was smaller than expected. The Member asked the officer for their thoughts on whether Government or local government were able to prioritise green jobs to deliver.**
- (ii) **Members referred to a recent meeting at the London Scrutiny Network and a presentation from the Local Government Association. This highlighted that there was very little representation from local government on the Governments Green Skills Task Group. Members asked if Hackney Council was lobbying to have a say in national discussions in the task group. Members pointed out that it was really important for local government to be contributing to these national discussions.**
- (iii) **Members referred to the CAP as the Executive's ambitious framework to ensure that all council services are on the pathway to reaching net zero and that there is sustainable procurement. Members asked officers to**

comment on how they are measuring how sustainable the procurement strategy will be going forward and that it is aligning with the key objectives of the CAP.

- (iv) **Members referred to the opportunities, the provisions for green finance, climate change, monitoring and planning. Members asked what might change in light of the GLA's report on the business opportunities to reduce, reuse and recycle. Members asked what would be the impact on jobs and would more jobs become available.**
- (v) **Members asked for more information about the plans for community engagement because it has been hard to reach businesses.**
- (vi) **Members referred to the multiple levers of influence for different communities or business types and asked if the council will involve community user groups and trade unions.**
- (vii) **Members referred to the information about genuinely green energy and asked if the switching suppliers related to looking at a mix of utility companies or energy companies who are suppliers of green energy e.g., they do not have a big portfolio in fossil fuels and one component in green energy.**
- (viii) **Members also asked if the council was looking at local generation from Co-ops that might come out from Hackney light and Power etc.**
- (ix) **Members referred to the common business challenges cited in the presentation which stated that 38% Hackney based businesses seeing their income decline and 14% thinking they will not survive the next 12 months. Members referred to the council's engagement with businesses related to the CAP and business applications. Members asked if part of the challenges faced by Hackney businesses related to traffic calming measures such as LTNs and parking.**
- (x) **Members expressed alarm at the low level of businesses engagement with the Council's CAP. Members asked if this was partially down to a lot of fake salespeople in the field trying to sell things. Creating confusion about what is good value or not. Members also commented that taking into consideration that businesses highlighted a lack of information. Members asked if the council could help to sign post businesses to the right companies to help them invest and reach their climate targets.**
- (xi) **Members asked if it would be possible to help make it into a virtuous circle of local suppliers and local services to create a local circular economy.**

The Economic Development Manager replied in response to the question about green jobs he highlighted a lot of reports show there will not be many net new jobs created from the transition to the green economy. It will largely be traditional jobs changing. For example, in the construction sector the jobs will not grow, it's the skills that will change.

In response to green finance the officer agreed that he was very sceptical of that too. But it will include traditional finance houses and there are some in Hackney borough. The officer pointed out that there is a market for green finance products which are being sold; but these are not necessarily green finance houses or architect. However, they cannot be discounted either, so this is an issue.

The officer confirmed professions are there and some may be easier to track if they are linked to regulations and technical qualifications that move in sync. However, for the trades that have less qualifications or more accessible jobs. These are not counted regularly so will be harder to track.

It was also noted that New City College has put in place various vocational training and support around trades with the green skills element e.g., plumbers.

The officer pointed out that as a local authority he was not certain that the council would be best placed to deliver this. The council's role was to understand the local economy, local communities and access to work with the educational institutions (colleges, universities etc). Notwithstanding the council can lobby and point out where they may not be reaching some of the residents (communities) that do not necessarily engage.

In response to the question about the Green Skills Task Group the officer was unable to provide any more details or information on the expectations of this group because Hackney was not liked into this group.

In response to the opportunities to reduce, reuse and recycle, this is broadly summarised as the circular economy. This is an area as a local authority where they do have a cluster of businesses that are doing very well. Some of these businesses are award winning.

In the CAP and manifesto they talk about doubling the size of the green economy. The assumption is that most of this will be achieved through the growth in the circular economy. This is a bit more genuine than some of the transition that is seen in constructions. Explaining that a building will still be built but with a different design specification, different standards and with different materials. The circular economy is different because this is stopping the materials from going out into the recycling and waste stream by keeping them in use locally. From the research the council is looking at how to grow and capitalise on this. This could be a targeted piece of inward investment activity around places like Hackney Wick which has a cluster of businesses.

In response to business engagement from their business support program they have asked for proposals on delivery, and this is live now. In the pre-market engagement, the officer put a lot of effort into warming the market to the council's expectations. One such expectation is collaborative local delivery rather than an off the shelf business support package. The council has had no indication of the type of consortium that will be formed but there are very strong signals that this is what to expect. One of the partners around the local organisation table being encouraged to engage with the council's main suppliers is HCVS. It is uncertain if they will participate but they have a better reach into the community than the Economic Development Team. As do the Hackney Co-operative Developments organisation.

The Economic Development Team will be exploring other areas too such as takeaways and restaurants through the Food Hygiene Standards. The Economic Development Team is engaging with the service manager to find out about the data they hold on community businesses (3000 businesses) and how many times they visit a year (approximately 600-800) depending on the type of review. The plan is to collaborate and reach businesses through that process. The Economic Development Team is trying to be as innovative as possible in their outreach.

The Head of Sustainability & Environment added in response to the question about aligning the Sustainable Procurement Strategy with the CAP. The officer informed the sustainable procurement strategy is currently being updated because the previous strategy ended in 2022. Officers are commenting on this over the summer and then it will proceed through the sign-off process. The office pointed out that the Head of Procurement is a member of the Environmental Sustainability Board and has been involved in the development of the CAP. Also procurement officers are members of the Strategic Officer's Climate group too. They are aligned in that way and will be providing their comments on the strategy in the process.

In response to the circular economy. There is a manifesto comment about the Circular Economy Strategy, this will be developed and have a Circular Economy Action Plan alongside it. This work has not started yet. They are currently recruiting to a couple of roles that will drive this work forward. When they start this work it will involve stakeholder workshops across the council to identify the scope of the circular economy action plan and this will link back to the work being done by the Economic Development Team.

The Cabinet Member for Climate Change, Environment and Transport from LBH added the CAP is a strategic framework for the whole council and every service needs to consider their carbon footprint in relation to delivery and output. ~The Cabinet Member stated that they will never get to a final end point because each piece of work will evolve and this relates to engagement too, therefore conversations will continue.

For engagement with businesses, as part of the CAP they will establish the Net Zero Partnership. The Cabinet Member reiterated that the CAP is not just a council document it is for residents, businesses and the VCS. The Net Zero Partnership is a manifesto commitment by the Executive and they are exploring the role big businesses could have in tackling climate change, resourcing and the type of offer to small and medium size enterprises and social enterprises too. The aim is to launch the partnership at some point in 2023 at a gathering with businesses to start the nexus of building a community of businesses that engage with the council. They want to use them as a vehicle to start to shape the skills work.

As the council rolls out its ambitious plans with Hackney Light and Power (for residential solar and different projects), they would like to make sure that jobs are procured locally but recognise there is an issue locally around capacity and skills in the borough. This is not unique to Hackney but a similar issue for other London boroughs.

In response to the question about LTNs, the impact of them and if the council is measuring the affects. The Cabinet Member explained that it is very difficult to quantify the impact of LTNs on the economy. This is in part because there are other factors that stop people from shopping locally too i.e., the cost-of-living crisis. There is also a wider challenge around high streets more generally too. The Cabinet Member pointed out that in Stoke Newington High Street more than 50% of the businesses have changed since 2015 and this location does not have an LTN. This demonstrates the problems they have related to high streets and shopping locally. They are continuing to explore what this will look like and there are some London wide conversations through London Councils.

The Cabinet Member pointed out that most research supports that the move towards pedestrianised streets which tends to increase footfall and has a better impact on businesses. Notwithstanding the council recognised that some businesses will be better off (like cafes and restaurants) and there may be other types of businesses that may not benefit from an LTN. But the key part of the conversation is effectively listening and responding. Also establishing business associations across the borough. The council wants to make sure it has the right forum for this data to be collated to understand how it can be deployed.

The Cabinet Member explained that if a Streetscene wanted to put an LTN into Chatsworth Road the CAP would be used in discussions with the Markets Team and Regeneration Team to think about the design and impact.

Developing the CAP was step one. What they need from scrutiny and moving forward is input into how to improve and move forward into areas they see have gaps. The Net Zero Partnership is an important step in terms of engagement with businesses.

- (xii) The Chair asked the Deputy Mayor & Cabinet Member for Delivery, Inclusive Economy & Regeneration from LBH (with responsibility for engaging with local businesses) to outline his role and the role of his team building in terms of building on what Cllr Coban has identified.**

The Deputy Mayor & Cabinet Member for Delivery, Inclusive Economy & Regeneration from LBH replied there will be a difference in vocabulary and the language used to the business community related to the narrative they deploy around the net zero economy. The narrative to businesses will be about profitability, concerns around trading conditions and the economy. Reflecting on the concerns about the supply chain and concerns about access to skills etc. These are all real issues and not due to an particular individual, organisation or business in the economy being anti net zero.

As a council they need to reflect on the nature of communications that will be deployed and mobilised to communicate with the business community.

Referring to the UK Shared Prosperity Fund it would have been better if government had replaced the European Social Fund and the European Regional Development fund with a significant funding stream. Instead, the council has a small pot of funding to use.

The feedback in the various surveys has not been about LTNs but about the council deploying a narrative that is to do with transitioning, renewable energy supplies and why it is cheaper and better for the world and the environment. Communicating this will give a better return, make them more profitable, create a better relationship with the council and provide investment back into the community / circular economy. As highlighted in the presentation it is also about improving the efficiency of the building and equipment that local businesses use. As a council they are not in the position to deploy lots of capital investment to third party properties or businesses, but they can champion this and advocate for this on behalf of businesses.

The council is starting to realise they can create partnerships and conversations. Adopting a more enterprising and entrepreneurship narrative drawing on the principles of the CAP as they apply to the world of doing business – working, producing, manufacturing and selling.

As mentioned, this will require a step change in the communications narrative. So, this will require a lot of work in relation to business engagement and the narrative deployed.

- (xiii) Members referred to the number of mini micro businesses who have no control over the premises in which they occupy. Pointing out that these will be premises that businesses and the council have no control over the approach being taken to do the transformational work on the fabric of the building. Members asked if the council has an understanding of the volume of private owners of commercial properties in Hackney.**

In response the Deputy Mayor & Cabinet Member for Delivery, Inclusive Economy & Regeneration from LBH replied he could not provide a figure for this in the meeting so is unable to qualify this in terms of a metric. The Cabinet Member did highlight that what is coming through the planning system via commercial developers, developing workspaces in the borough is net zero carbon buildings. The council has seen some extraordinary buildings through this objective. E.g. in Shoreditch it is a laminated timber frame building. Creating a very low energy usage environment and working environment in both cold and hot weathers. One of these places in Shoreditch is on Rivington Street. It has been visited by central government, regional and local government. They have all talked to the architects and engineers about building the net zero carbon workspace. This workspace is filled with micro businesses. This building also has floor space to accommodate larger smaller businesses that have over 4 employees. However, this is an example whereby the value in Shoreditch has made it viability to come to the market and this is in use. The Cabinet Member suggested a visit by the Commission to view the premises. Pointing out it is a good example of a net zero building which has occupants working and producing good and services and trading in those good and services.

The Group Director for Climate, Homes and Economy acknowledged there is a gap in regard to existing commercial landlords. Explaining that when they talk about retrofit, they are often talking about buildings in public ownership or housing. The Director highlighted that what is needed are incentives and support from government to encourage those landlords to make their buildings more energy efficient. As a council they will always consider what levers they

have but without funding or certain powers it will be challenging for the council to dictate the change.

In response to the question about skills the Group Director added this should be considered broadly. For example, in his meetings with Arriva (the Mayor of London has set a target for all bus garages to be electrified by 2030) about Clapton bus garage and the other bus garages across the borough. They talk about skills for the future, the people needed, and the skills required to run electrified bus garages. Organisations like this are keen to be in contact with colleges and go into schools to encourage young people to enter their apprenticeship programs. Therefore, when they are considering skills for the future the council should look to the big and impactful areas / organisations to drive this work. The Group Director is using his role to in these discussions to ensure that in every meeting they have with businesses (particularly the large ones) the council is talking about skills and green jobs to make the appropriate links to our employment and skills teams and the business engagement team to maximise the opportunities.

In relation to the skills the Group Director also pointed out that the council's manifesto commitment in housing to not install gas boilers beyond a certain point in time is heavily reliant on the technology coming forward. However, the council is exploring how they can implement and deliver this.

One of the challenges with this area of work is that there is a number of technologies on the market that need careful consideration to establish what is feasible for the council to take forward for new developments or improving their existing stock going forward.

The Chair added and how this will be financed.

- (xiv) Members referred to the lack of knowledge and awareness businesses have about this work and the support available. Members also referred to the businesses that are least likely to engage or the least environmentally friendly. Members asked what work is being done to identify or reach out to the higher polluting businesses who are the mostly unlikely to engage.**
- (xv) Members commented that there are a lot of opportunities for businesses to engage in the net zero agenda. Members asked about the thought process on the other ways to nudge businesses in this direction. For example, having work-based parking levies to dissuade bad practice. Members queried if there had been work to explore this.**

In response the Economic Development Manager replied in terms of businesses that will not engage they have just received data on this. He acknowledged this may need a carrot and stick or nudge approach. However there are different types of influencing theories and the Sustainability Team, Economic Development Team and Communications Team are all talking about a large scale influencing and marketing communication programs. The British Business Bank have provided some information about the components of a net zero transition journey and framework. But this starts with awareness engagement, knowledge, capabilities to shift interaction etc. This will come over time.

In response to the businesses that refuse to engage they will come back to these businesses later in the transition journey. This is because they need to get traction and examples of success. This will hopefully draw them in rather than go down the route of penalising them. The officer pointed out there will be some regulatory changes, and everyone will have to abide by these. However, the council is definitely looking at the nudge theory.

In relation to the carrot and stick theory the biggest carrot will be money because if new equipment is needed. For example, if a baker is needing a new and more efficient oven. The council will be lobbying the GLA and will also lobby for them to make more capital available through the net UK Shared Prosperity Fund (SPF) settlement. The council is hoping to run a small grants program within their business support offer. But this will be a very small pot of money and will target small pieces of equipment. This will go as far as possible but they hope to draw learning from this if a large pot becomes available they will be able to have better reach and identify the type and level of grant that would work best.

The Economic Development Manager added with the business support program he is building in an evaluation. This will run over 18 months with three 6 monthly intervals. Through phase 2 and 3 they hope to co-produce the evaluation elements from their business engagement. The objective is to make this quite different to the traditional type of business support that the GLA would roll out. The officer offered to come back in 12 months' time to give an update on this work.

- (xvi) The Chair asked the Deputy Mayor & Cabinet Member for Delivery, Inclusive Economy & Regeneration and his team to present information to the Commission about their plans to use the council's planning powers in relation to nudging retrofit particularly in relation to the fabric for existing commercial buildings. The Chair pointed out that the Commission recognises and acknowledges the constraints in relation to finances and financial products for all the decarbonised heating technologies (the technologies are proven but the finance is not available). However, for his next Cabinet Question Time they would like a progress update.**
- (xvii) Members commended the officers for the work being done and recognised the challenges in doing this work. Members referred to the CAP (page 34) and its work over the next 3 years. This makes reference to the council producing an Economic Development Plan in 2023 that includes growth of the green economy as a key theme, delivering green skills through the councils adult learning service (focused on construction and infrastructure) and the promotion of new low carbon apprentices through the Hackney Apprenticeship Network. Members asked for information about the progress for these areas above.**
- (xviii) Members referred to skills and the practical elements mentioned by the Deputy Mayor & Cabinet Member for Delivery, Inclusive Economy & Regeneration about draft exclusion, installation of solar panels etc. Members asked about the percentage of the 25,000 businesses that are in this service sector.**

- (xix) **Members pointed out that it was becoming clear that the first tangible thing that business could do is to reduce their energy consumption but Members acknowledged that the finances are really tight. Members asked if there is an aspiration to showcase some of the business premises where the council is the landlords to demonstrate good practice and how to increase energy efficiency through retrofit.**
- (xx) **Members referred to the comments and discussion about how they are aligning planning with the Council's CAP and how they are making the infrastructure across the borough sustainable and energy efficient but that the big question coming up is resource. However the council only has a small pot of grant funding available. Members asked what the council is doing in terms of leveraging more money into the grant pot to work with other sectors e.g., the third sector (VCS) who are looking at their infrastructure and asking how they can make their buildings more sustainable. Members pointed out that it is often the resource question holding them back from being able to move forward.**

In response the Group Director for Climate, Homes and Economy replied in terms of the green finance fund that the GLA recently launched they are actively being explored. The anticipation is that this round of funding will have more flexibility to enable them to put forward deliverable projects.

In response to the question about the third sector this will be taken away and considered. This links to the earlier discussion item but he is not aware of the third sector having this conversation with the council and maybe they need to be more proactive in relation to engaging with them. Although they are interested in net zero the third sector may be more focused on sustainable food but there may be opportunities to align more closely. In terms of retrofitting buildings and making them more efficient to his knowledge this is not a conversation the third sector is having with the council, but they will follow up on this.

In response to the question about showcasing some of their buildings. Where there are opportunities to do this, they will. They may be able to access some of the green finance funding to invest in some of their buildings to take the opportunity to showcase them. The CAP is not just a plan for the council but a plan for the borough and so it is important that the council leads by example where possible. So if they get an opportunity to showcase the council's work they will do this.

In response to the questions about progress the Head of Sustainability and Environment replied the CAP was adopted in May 2023. The points in the presentation (page 30) are related to the council's 3-year implementation plan. The progress will relate to the council's actions and the implementation plan update will be part of the Annual Decarbonisation report that will go to Full Council in July 2023. The officer pointed out that some of the areas of work will be business as usual and some will be through the implementation plan over the next 3 years with delivery timescales of either year 1, 2 or 3 years or over the period of the 3 years. The officer could not provide a progress update now but highlighted the first reporting period for the implementation plan will be July 2024 - this will cover the first year of the CAP. The officer offered to provide any progress updates to the Commission on areas that are business as usual.

The Strategic Corporate Lead Climate Emergency from LBH added in relation to showcasing there is an action for the council in the implementation plan to develop a new award category in the Hackney Design Awards for Sustainability. This will give the council and other developers an opportunity to take this forward in a more public way.

In response to the question about the economic development plan timescales, the Economic Development Manager replied this will need some external support. The tender documentation is ready and will be published shortly. This is being sequenced with some internal capacity building. The officer recapped that previously he mentioned that the council was looking at the theory of change and they were in the process of key managers getting some support to help them with the thinking. The aim is that the work of the Economic Development Plan will be cross cutting.

In response to the percentage and numbers of food services this is approximately a 1000 (a combination of restaurants, cafes, takeaways etc). There might be a cross over in this area with arts, entertainment and recreation businesses but this is approximately 1000. However, the officer was not certain that these types of business were the largest emitters of carbon. In the presentation the case studies from the research indicated that the emissions seem to be driven by the numbers of staff commuting. The officer explained that when the scoping of 2 and 3 emissions are carried out the small cafe compares favourably to an office with quite a few people.

ACTION	The Overview and Scrutiny Officer to not item for Cllr Nicholson's Cabinet Question Time. (under point xvi)
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- (xxi) **Cllr Binnie-Lubbock referred to scope 3 emissions and that the report mentions that 0.1% of large businesses (not SMEs) make up approximately 47% of business-related carbon emissions. The Member asked if the council was focused on how to encourage the larger companies with the bigger footprint? The Member also asked how the council can make sure they are thinking more broadly about how businesses are changing in relation to the scope 3 emissions and where they are coming from along the value chain. The aim being to make sure the real polluters are paying.**

In response the Strategic Corporate Lead Climate Emergency from LBH explained in relation to the concentration of emissions from larger businesses this will relate to the constitution of Hackney's Net Zero Partnership. This should focus on the larger businesses and the council's relationship with them because they can make the biggest progress and generally do have the environmental, social and governance (ESG) processes in place and are quite receptive to the messaging. They are more on board with the idea of transition as part of their future business models. The council recognises that this might be more challenging for smaller businesses. The development work will need to look at the larger emitters and concentrate on them and the council's

relationship with them, to lever them more quickly because they should be able to.

The Chair thanked all the officers, cabinet members and councillors for their attendance and contribution to this discussion item.

6 Minutes of Previous Meeting

- 6.1 The Chair explained that the minutes of the meeting held on 25th April 2023 were marked as to follow. The Chair informed the minutes were circulated to Members and tabled at the meeting tonight. The Chair asked Members if they read the minutes.
- 6.2 Cllr Premru highlighted that her name was missing from the attendance list.
- 6.3 Members agreed the minutes subject to the amendment noted in 6.2.

RESOLVED	The minutes for on 25 th April 2023 were approved subject to the amendment in point 6.2.
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7 Skills, Economy and Growth Scrutiny Commission Work Programme 2023/24

- 7.1 The Chair highlighted that the Overview and Scrutiny function conducts a public consultation at the start of the municipal year. This public consultation closed on 22nd June 2023. The suggestions submitted by the public were collated into a report. This report is included in the agenda. The Chair pointed out the consultation received 92 responses this year. The full report of suggestions are reported in the agenda on pages 63-82.
- 7.2 The Chair informed the commission that all the suggestions related to SEG's work programme were collated into a report and this was on pages 83-90 of the agenda.
- 7.3 The Chair asked Members for their final comments in relation to the work programme to create a final short list of Members suggestions before the items for the work programme were finalised.
- 7.4 The Chair pointed out the work programme document for SEG is a working document and will be updated regularly.
- 7.5 The Chair explained that following this meeting the Chair and Vice Chair will review the short list and make the final decision for the work programme items.
- 7.6 Cllr Symth referred to page 86 for transport and asked for the Cabinet Member's report on LTNs to be shortlisted.

- 7.7 Cllr Potter referred 86 to the suggestions from the Cabinet Member for Employment, Human Resources and Equality and the Climate, Homes, Economy Directorate on pages 85 and asked for these to be shortlisted.
- 7.8 Cllr Narcross referred to the two suggestions related to planning and asked if they could be short listed. He also asked for the corporate property item on page 84 to be short listed too.
- 7.9 Cllr Smyth referred to page 85 and asked for Hackney Light and Power to be shortlisted.
- 7.10 Cllr Walker referred to page 84 and asked to shortlist community assets and school closures linked to looking at civic hubs across the borough.
- 7.11 Cllr Potter referred to the suggestions by the Cabinet Members on pages 83-84 to look at the Levelling Up Fund and Town Centre Regeneration and asked for this to be shortlisted.

8 Any Other Business

- 8.1 None.

Duration of the meeting: 7.00 - 9.15 pm