
**London Borough of Hackney
Governance and Resources Scrutiny Commission
Municipal Year 2015/16
Date of Meeting Wednesday, 11th November, 2015**

Minutes of the proceedings of
the Governance & Resources
Scrutiny Commission held at
Hackney Town Hall, Mare
Street, London E8 1EA

Chair Councillor Rick Muir

Councillors in Attendance Cllr Deniz Oguzkanli, Cllr Will Brett,
Cllr Rebecca Rennison and Cllr Nick Sharman

Apologies:

Co-optees

Officers In Attendance Bruce Devile (Head of Business Analysis and
Complaints), Michael Honeysett (Assistant Director
Financial Management), Joanna Sumner (Assistant Chief
Executive), Tim Shields (Chief Executive) and Polly Cziok
(Head of Communications and Consultation)

Other People in Attendance Councillor Geoff Taylor (Cabinet Member for Finance)
and Councillor Philip Glanville (Cabinet Member for
Housing)

Members of the Public

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Councillor Rick Muir in the Chair

1 Apologies for Absence

- 1.1 Apologies for absence from Ian Williams, Corporate Director Finance and Resources.
- 1.2 Apologies for lateness from Cabinet Member Finance, Cllr Geoff Taylor.

2 Urgent Items / Order of Business

- 2.1 None.

3 Declarations of Interest

3.1 None.

4 Minutes of the Previous Meeting

4.1 The minutes of the meeting held on the 29th October were not produced in time for the agenda dispatch. The Chair informed Members the minutes for the meeting on 29th October 2015 will be agreed at the next G&R meeting.

4.2 Matters Arising

The Chair thanked officers for attending the meeting at short notice. The following actions were noted:

4.2.1 The Commission requested for the Head of Business Analysis and Complaints to return to the Commission to provide more information about the quality checks on service areas and to explain why the percentage of inaccurate record keeping is high.

This was item 5 on the agenda.

4.2.2 The Head of HR and OD to report back with details of the full range of support offered to staff on the skills based programme.

This information is provided on pages 1-3 of the agenda.

4.2.3 The Head of HR and OD to report back with the breakdown of the reasons for the 700 staff leaving the organisation.

This information will be provided by the Corporate Director Finance and Resources at the G&R meeting in December.

4.2.4 The Head of HR and OD to check and confirm if they could provide a more detailed breakdown of the ethnicity profile from the list provided in the ethnicity profile report.

This information will be available at the next meeting.

4.2.5 The Hackney Management Team to provide an update on the impact of efficiencies to date on the whole organisation and the Council's ability to achieve its aims and outcomes.

This information will be provided by the Corporate Director Finance and Resources at the G&R meeting in December.

4.2.6 The Commission requested for the Chief Executive to attend the next meeting to give a briefing about the senior management restructure and the implications of this restructure on the whole organisation.

This was item 9 on the agenda.

- 4.2.7 Overview and Scrutiny Officer to liaise with the Communications Team about a press release following the Executive response the Commission's report.

This will be followed up as soon the report is agreed and signed-off by the Commission.

- 4.2.8 The Commission requested for the Communication and Consultation Team to provide an update about the *Hackney a Place for Everyone* consultation programme and the Council's communication plans to inform and engage residents in a meaningful way about the budget setting process and the changes the Council is making.

This was item 7 on the agenda.

5 Update on Complaints Quality Checks

- 5.1 The Chair welcomed Bruce Devile, Head of Business Analysis and Complaints from London Borough of Hackney to the meeting.

- 5.1.1 At the G&R meeting in September the Commission reviewed the Annual Complaints report. During the discussion Members were informed about quality checks carried out by the Business Analysis and Complaints Team on service areas. Following a review of the information Members asked for the officer to return to the Commission to answer some queries.

5.2 Discussion, Questions and Answers

- (i) **Members raised concern about the low percentage some service areas were achieving for record keeping. Members indicated their expectation would be for a service area to be achieving 95%. Members enquired about the target service areas were expected to achieve for the quality check assessments.**

The Head of Business Analysis and Complaints informed Members the quality checks carried out by his team have a high threshold for standard. The record keeping referred to in the assessment related to the Covalent system. The officer explained if one field is not completed on the system the service area will get a low score. The aim of this process is to improve the quality of the information stored on our system so that there is a rich data to draw on to inform service improvements. The officer also highlighted they request for additional information to be stored so they can assess what has gone wrong. It was pointed out LBH holds more data about complaints than other borough do. This is because the Council is striving for perfection and wants to hold a rich set of intelligence data.

- (ii) **Members enquired if this process was necessary to improve the insight held.**
- (iii) **Members enquired if the plan was to get all service areas to 100% because they were aiming for gold standard across the board?**

The Head of Business Analysis and Complaints informed Members when his team were reviewing the resolution and response it is based on the information

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available at the time of the review. If all the information used for the investigation is not available at the time of the assessment this could lead to the service area receiving a low score. The score the officer awards give the service are an indication of the standard they are working to.

The Chief Executive for London Borough of Hackney explained the Business Analysis and Complaints team carry out a quality benchmark rather than an absolute benchmark. It was pointed out the quality of complaint response and resolution across the Council is high and feedback from residents inform the council the complaint gets resolved. The reason why the Business Analysis and Complaints team carry out these assessments is to bring all responses up to a high standard. They carry out spot checks on service areas to improve quality. If required the team put in place support and give advice. This process is not an indication that the current quality is not good enough.

- (iv) **Members referred to the Overview and Scrutiny Board receiving Key Performance Indicators on service areas. Members enquired if this information was still available so they could get an understanding of the performance levels for all service areas.**

The Head of Business Analysis and Complaints informed Members the KPI information is still available and accessible via the Council's intranet. The officer informed Members they all have access to the suite of data held on the Covalent system.

Members discussed accessing the performance information and reviewing the data to decide what performance information they will monitor.

- (v) **Members enquired about the process service areas followed if they received a poor quality check assessment.**

The Head of Business Analysis and Complaints explained the team carry out assessments on areas that have a high volume of complaints. The process involves taking a sample of the complaints and conducting a review. If a service area has a low quality score this is usually due to the quality of the information available at the time of the assessment. The officer explained if the officer from the service area carried out a thorough investigation but their response did not reflect this they would get marked down. Following the assessment the team will report back the outcome to the service area so they can track their progress. The officer pointed out a number of service areas have improved since they implemented the quality check assessments.

- (vi) **Members enquired if a caveat is added to note that because a sample is taken the complexity of cases needed to be taken into consideration.**

The Head of Business Analysis and Complaints pointed out the quality checks were resource intensive and in addition to their normal workload. The team held data over a period of time that demonstrates the improvements service areas have made.

In relation to Members Enquires it was highlighted feedback from Councillors indicated the responses sent out had improved and were more focused.

6 Update on Hackney Homes Transition

- 6.1 The Chair welcomed Paul Horobin, Lead Programme and Projects Manager and Cllr Philip Glanville, Cabinet Member Housing from London Borough of Hackney to the meeting.
- 6.2 At the last meeting Members requested for an update on the transition of Hackney Homes into the Council. The presentation covered the work of the transition programme to transfer Hackney Homes operations back into the Council.
- 6.3 The Cabinet Member for Housing opening the discussion by making the following opening statements:
 - 6.3.1 Early conversation with residents has been positive.
 - 6.3.2 They are working with the Communications Team to develop a communication plan that will inform residents about the process and explain about the phased approach being taken.
 - 6.3.3 To begin with the Council is holding conversations with staff first and then move on to residents.
- 6.4 Lead Programme and Projects Manager presented the following information about the transition:
 - The mandate for the Programme follows from the consultation with tenants and leaseholders.
 - The timetable for the Programme is tied to the expiry of the management agreement on the 31st March 2016.
 - The Programme will be successful if tenants, leaseholders and other stakeholders largely experience minimal disruption as a consequence.
 - The Programme will also be successful if, from April 2016, the current functions of Hackney Homes are delivered as indistinguishable functions of the Council.
 - The Programme is primarily concerned with the mechanics of organisational integration, with the highest volume of work associated with the TUPE process.
 - Risks are not high, although the Programme is vulnerable around critical work if other demands impact on capacity to deliver or if key staff leave.
 - Staff briefings from the 10th November on the organisational change process, including handling TUPE.
 - Aligning HR policies, processes and practices to reflect the transition, e.g. re-design forms, unify schemes, etc.
 - Integration of Hackney Homes staff into Hackney Council following the transition, e.g. ID badges, staff induction, pay etc.
 - Trying to ensure that the changes resulting from the transition are not confused or conflated with other simultaneous changes taking place across Hackney Homes and Hackney Council.
 - Aligning financial, budgetary and accounting policies, processes and practices to reflect the transition, e.g. budget and rent setting process,

CedAr, scheme of delegation, payroll interface, insurance, VAT (including notifying HMRC), etc.

- Financial winding up of Hackney Homes Ltd and arrange the transfer of balances and assets.
- Revising ICT and telephony customisations to reflect the transition.
- Re-designing the Hackney Council website and staff intranet to reflect the transition.
- Re-branding ICT content and communications, alongside the wider work on branding.
- Re-align information governance and management to reflect the transition.
- Revising Hackney Council's scheme of delegation to reflect the post-transition arrangements.
- Monitoring for legislative changes that may have an impact on the transition.

6.5 Discussion, Question and Answers

- (i) **Members commented they were concerned about continuation of the service during this period of change. Members advised the reason for their query related to them not getting responses to queries and service requests, despite making contact several times. Members enquired how the process of change was being managed to ensure residents still get a service during the transition period.**

The Lead Programme and Projects Manager explained the transition work should not cause the problem described. The transition programme was managing processes like the transition of staff into the Council. The job roles performed by staff have not changed. Their communication to staff has been to continue with their job as normal.

- (ii) **Members enquired how the Council was ensuring services continued and service requests were being answered.**

The Cabinet Member for Housing informed Members there were other channels to pursue to resolve the problem described. It was suggested that Members contact the Business Analysis and Complaints team if they were not getting a response to their service requests or queries.

- (iii) **Members asked for an explanation about the difference between the transition and transformation work.**

The Cabinet Member for Housing explained the transformation work being carried out dates back to the scrutiny review on Estate Maintenance and Repair. This review identified a number of issues that related to a wider problem and the IT system. The work involves multiple strands involving communications and culture change, a cleaning project board and the work of the Council's cross cutting programmes. The cross cutting programme includes some HH service areas – Public Realm review is looking at the joining up of cleansing services and the Enforcement review includes HH ASB team.

Members were informed about the need for sensitivity in relation to communications with staff. It was explained that some staff could be affected by restructures currently taking place within the Council. This needed to be handled carefully as they transition from Hackney Homes to Council teams.

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The Lead Programme and Projects Manager informed Members the transition work is separate to the transformation work. Although linked they were not dependent on the other.

The focus has been on priority areas like IT. The reason for this is to ensure they do not experience things like IT failings after the transition.

- (iv) **Members commented residents have voted overwhelmingly to bring Hackney Housing back into the Council because they believed the service would be improved. Members queried why the Council was not being more open and transparent about their plans and the timetable for service improvements. Members were of the view it would be more beneficial to have open clear dialogue about service improvement plans.**

The Cabinet Member for Housing explained to Members the ALMO would not stop them delivering the changes required and he assured Members the Council was not waiting until 1st April 2016 to carry out service improvements.

It was recognised the current service provision needed to improve and communications would be delivered under the banner *Better Homes*. They will be providing residents and staff with information and an explanation when they have a clear message to communicate about the improvements made.

- (v) **Members queried why the Council was reluctant to communicate sooner rather than later about the plans to make changes and service improvements.**

The Chief Executive for London Borough of Hackney explained he needed to have a team that was focused on the mechanics, contracts and governance. It was accepted that the service needs improvements. However they have to be mindful of the implications of service changes on staff during the transition. They did not want staff to think the organisation was unstable. It is important during this time that the organisation remained focused and stable.

It was noted that the Council and Hackney Homes have identified areas for improvement and they are doing some work to make those improvements. The Council has been working with Hackney Homes over the last few years to ensure the organisation is stable. Communications with staff about the transition has resulted in questions about the Council's restructure not the TUPE process as expected.

It was highlighted to Members the priority was to keep staff focused on doing their job because it was coming up to winter and this was the busiest time of year for housing maintenance and repair service. In the meantime they will continue to make improvements.

- (vi) **Members enquired if there would be a restructure for the workforce post transition and if this would be communicated by HR.**

The Lead Programme and Projects Manager informed Members the transition would not impact on jobs. The transition was a separate piece of work. If a staff member was likely to be impacted by a restructure within the Council this was

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separate process. Staff affected by a restructure would be invited to participate in that departments restructure process.

The Cabinet Member for Housing added the Council's cross cutting programmes are working to a different timetable and any staff affected by a Council restructure will have this communicated in their TUPE letter.

- (vii) **Members enquired if the Council planned to re-communicate the case for change and the benefits of the transition to local residents. Members also enquired about the name of the Council's housing service.**

The Cabinet Member for Housing confirmed the communication about the changes would be under the strapline 'Better Homes' but the department would be called Hackney Council Housing.

The Head of Communications and Consultation explained it was fully appreciated they needed to communicate about change, however it was key to get the narrative right because they have to be mindful about the impact on staff. The officer pointed out they did not want to communicate about service improvements until they could clearly demonstrate improvements had been made.

Members were reminded that residents have overwhelmingly voted in favour of the change and to bring the service back in-house. Therefore they are confident they do not need to re-communicate this message. The focus was to make sure the service was operating well and to manage expectations.

- (viii) **Members enquire about residents' involvement in the changes and the role and relationship of the Hackney Homes Board with the Cabinet Member and Corporate Directors.**

The Cabinet Member for Housing informed Members this question related to two strands - resident participation and the operation of the organisation. The Cabinet Member for Housing explained the Hackney Homes Board currently has responsibility for running the organisation. After the transition the Board will take on an advisory role for 2 years, changing its remit from a decision making Board to an advisory Board.

The Cabinet Members for Housing explained for resident participation they will be reviewing the current structures to see what is working well and where improvements can be made. During the review process they will be looking at other models and best practice. It was highlighted that there are some current resident engagement forums that were not included in the current structure. This review will consider if they should be included.

The Cabinet Member for Housing informed Members the ALMOs was set up to improve resident participation. There are plans to have an away day with engaged residents to review the structure. The Council is keen for residents to maintain some form of accountability and engagement within the new structure.

The HH Board currently has 5 residents and 3 Members from the Council. They will look at the skill sets of the Board and make a final decision about the Board

after 2 years. The focus was on stability and to continue with the parts that work well.

The Lead Programme and Projects Manager added the Board will remain until the company is liquidated.

- (ix) **Members enquired if the Council had benchmarked with other local authorities that have brought their housing service back in house to see the lessons learned.**

The Lead Programme and Projects Manager confirmed they have looked at other Boroughs but they will also be drawing on their experience and lessons learned from the transition of education services back into the Council.

It was also highlighted to Members that a number of back office functions for Hackney Homes are already integrated with the Council.

7 Update from Communications and Consultation Team

- 7.1 The Chair welcomed Polly Cziok, Head of Communications and Consultation from London Borough of Hackney to the meeting.
- 7.2 At the last meeting in October Members discussed having an article in Hackney Today. Following this discussion Members enquired about the Council's engagement plans with residents. The Commission invited the Head of Communication and Consultation to attend the meeting to give an update on the following:
- Update on the Hackney a Place for Everyone consultation programme, its objectives and the extent to which these have been achieved.
 - To outline if the Hackney a Place for Everyone consultation programme is linked to the budget process and the communications strategy to inform residents about the savings the Council needs to make.
 - Consideration given to innovative engagement techniques such as citizens' assemblies, participatory budgeting, co-operative exercises or other deliberative techniques.
- 7.3 Members were shown a video that gave them a short preview of resident views from the consultation.
- 7.4 The Head of Communications and Consultation explained the objective of this consultation was to listen to residents and learn.
- 7.4.1 This consultation exercise was different to their normal consultations. The Council set out to create an open process of engagement that enabled them to hear residents' views.
- 7.4.2 The consultation was launched in March 2015 with a public engagement event. The consultation has held 50 community events and 3000 questionnaires have been received – paper copies are all being entered onto the system. Members were informed the questionnaires have a large amount of free text because the questions were open ended to allow comments.

- 7.4.3 The consultation has hosted themed events and the team have plans to do supplementary consultations, specifically targeted at hard to reach groups: care leavers, carers and people on the margins whose voice are seldom heard.
- 7.4.4 The Council has Ipsos MORI doing the analysis and they expect to get an initial report on resident views in December 2015. Members were informed after the consultation the Council will end up with a rich set of intelligence data that informed them how residents feel. This information will be used to inform policy and budget decision.
- 7.4.5 The analysis is currently in progress and it is anticipated - once completed - it will contribute to the Council's future priorities. It was noted that the emphasis of this consultation was to engage with residents, it was not about obtaining fixed information.
- 7.4.6 In response to Member's query about resident engagement techniques and how the Communications team propose to communicate about the savings and budget. The Head of Communications and Consultation explained it was important to explain to residents and use community engagement techniques that provide useful information. The officer explained in her experience doing the types of engagement techniques suggested would not necessarily provide the information and views the organisation is looking for. Generally when people are consulted they want to protect the services they use or protect the services for the vulnerable.
- 7.4.7 Members were informed the Council conducted an engagement exercise with the E-panel (2000 members) at the start of the austerity. It was noted, to make the information useful they reduced the expenditure down to service area to enable them to engage with the specific users of that service. This type of service user engagement is labour intensive and may not produce the information the Council needs.

7.5 Discussion, Questions and Answers

- (i) **Members suggested the Communications and Consultation team consider using an engagement technique of real deliberations with a group of resident to build up their knowledge and awareness of the challenges and process, to empower that group to make decisions about the budget spend. Members enquired if this type of engagement has been piloted.**

The Head of Communications and Consultation advised this type of engagement exercise is useful to inform residents, but what is being suggested is to carry out a discrete exercise with a small number of residents. In her experience useful information comes from engaging with a wide range of people and not a small group.

- (ii) **Members referred to the transformation services are going through and highlighted it was important to engage with local residents about this. Members enquired if different models of engagement have been looked at so they can consult with residents on the different options and provide an explanation.**

The Head of Communications and Consultation agreed there was value in engaging with residents and it was beneficial to engage. The officer advised

Members the engagement would need to be by service provision and with users of that particular service to obtain useful information.

- (iii) **Members referred to the need to prepare residents for the challenges ahead and the importance of having a communications strategy to communicate about the challenges. Members commented they wanted to find a way to engage broadly with residents about universal services.**

The Head of Communications and Consultation informed Members they will commence communication with residents about the challenges for the 2016/17 budget. This communication will be on the website and start to outline the challenges ahead. The Council is currently considering the best way to present this information and they are having discussions about where to pitch the narrative. Finding the right balance is key. It was reiterated that the strategy was to start communication with residents for the 2016/17 budget.

- (iv) **Members referred to the rich data being collected from the *Hackney a Place for Everyone* consultation and enquired how the Council will be using the data and if the data would be made available for external use too.**

The Head of Communications and Consultation informed Members they have commissioned Ipsos MORI to help with the analysis of the information. Due to the large volume of free text data this presented a big challenge in terms of analysis. In addition the Council has an academic challenge panel. They will provide challenge on how they use the data and check the Council's process.

The Assistant Chief Executive added this challenge panel will not only challenge them on how they use the data but also how the data can inform technical pieces of work too.

The Head of Communications and Consultation reminded Members that the *Hackney a Place for Everyone* consultation was a different type of consultation and they would be thinking carefully about how to use this rich data.

8 Update on Elections Review

8.1 The Chair welcomed Tim Shields, Chief Executive of London Borough of Hackney to the meeting.

8.2 Members asked the Chief Executive to report back on the outcome of the independent review that was commissioned to investigate the reasons for the problems with the 2015 Elections process. Initial findings found there were problems with supervision and the culture within the Elections team.

8.3 At the last discussion the Returning Officer reported the next steps would be:

- To address the team and training needs
- Renew the IDOCs system.

At the time of the discussion the investigation was still in progress and was scheduled to report later in the year.

- 8.4 The Chief Executive recapped on the core issues and challenges that materialised at the Elections in 2015. The Chief Executive reminded Members that they carried out checks on the Monday before the Election (Thursday) and this did not identify any problems. The problems experienced related to the Council's IT system interacting with the Individual Electoral Registration (IER) system. This did not manifest until the day before the elections.
- 8.4.1 The Chief Executive pointed out the main issue was the IER system and its interface with LBH. The key challenge was explaining to residents how the IER system worked. This entails getting the message across to residents that entering your details on the system did not mean you were automatically on the Borough's Electoral Register.
- 8.4.2 The investigation showed the technical error resulted in a large number of calls coming through to the Elections Team. The immediate concern was to draft in more staff to help with the call volume. It was also noted that the BBC Elections website was directing people to the Town Hall to vote. This was the reason for a large number of people coming to the Town Hall.
- 8.4.3 The Council's IDOCs system will be replaced in the first 2 weeks in December once the registration process for the register is closed. The new system being implemented is used by a number of other councils.
- 8.4.4 The other issues identified related to staff competence. This led to a number of staff departures.
- 8.4.5 The Elections team has been restructured into two sections one section is focused on the IER system and another section is focused on running elections.
- 8.4.6 The improvements are:
- Implementation of a new system
 - Implementation of a new structure within the Elections team.
- 8.4.7 The Government has decided the electoral register will be run from the IER system only and process of transfer needs to be complete by 1st December 2015. The challenge to the Council now is ensuring residents are registered on IER system by 1st December.
- 8.4.8 The focus for the Elections team is to ensure all residents are entered onto the IER system so they are on the Electoral Register.
- 8.4.9 To meet the 1st December deadline the Council is doing the following:
- Sent every household a head of household form. As a result have issued an additional 9000 forms to households
 - Launched a campaign to get people to register on IER. For the campaign they are using various media channels and on average they seeing 300 residents a week registering
 - The Council has also sent out canvassers to register residents, but the response rates to canvassers has been poor.
 - The Council is talking to estate agents to ask them to put a voter registration form in tenant registration packs.

8.4.10 The Chief Executive pointed out the challenges on the day of the election, were not as a result of the problems at the Polling Stations or the Count. They were related to IER and staff using the system. The new staff and system is expected to rectify the problems experienced.

8.5 Discussion, Questions and Answers

(i) **Members enquired why Hackney had such a high turnout at the elections of people not on the electoral register.**

The Chief Executive informed Members Hackney has a highly transient population and a large number of residents do not register on the Electoral Register.

The Council is doing data cleansing of the register and sending out forms to people that have been named on the head of household form because they could not be found on the register. The Council has sent out an additional 9000 forms as a result of this. The Council has found that a lot of people do not want to engage with the process. There is also the thought the previous staff were not data cleansing the register too and the officer suspects the data cleansing is also a contributory factor for Hackney.

(ii) **Members enquired if the Council was confident the new system will successfully interact with IER and they have contingency plans in place to cover any concerns or risks.**

The Chief Executive informed Members that the new system was chosen because it is user friendly and used by a number of other local authorities. The system developers are confident they can transition from IDOCs (the current system) to the new system in one week. For contingency they have scheduled in two weeks. It was noted the new system carries out a lot of functionality the new system does not. Therefore the officer confident that the system will interact with IER.

9 Update on Council Restructure

9.1 The Chair welcomed Tim Shields, Chief Executive of London Borough of Hackney to the meeting.

9.2 G&R discussed at their last meeting the senior management restructure. Following the discussion the Commission invited the Chief Executive to the meeting to discuss the rationale and implications of the new structure to the organisation.

9.3 The Chief Executive made the following substantive points in his presentation:

9.3.1 Updates about the senior management restructure were communicated in the Members Update and via email.

- 9.3.2 The senior management restructure creates a smaller top tier of management that will have a broader remit of responsibility - 1 Chief Executive and 3 Group Directors.
- 9.3.3 The structure also creates a smaller cohort of Directors reporting to the Group Directors. The restructure will make a savings of £1million in costs.
- 9.3.4 Linked to this restructure is a review of the support staff to senior management.
- 9.3.5 The consultation on proposed restructure with affected staff closed on 6th November 2015. The Chief Executive informed Members one to one discussions were offered and he received 18 responses to the consultation.
- 9.3.6 The consultation set out options for how services might be clustered. The comments made in the response will be taken into consideration before the final Delegated Powers Report is produced with the formal structure.
- 9.3.7 In the restructure additional capacity has been retained for 2016/17 to enable the organisation to transition to the new structure and new way of working.
- 9.3.8 The final DPR report issued will outline assimilations. Where there are clear gaps in roles the Council has advertised the post.
- 9.3.9 In this restructure a number of staff are moving up or retiring. This has helped to limit the disruption and cost to the organisation.
- 9.3.10 A small number are staff could face redundancy. Therefore the Voluntary Redundancy Scheme deadline has been extended until 1st December for Chief Officers.
- 9.3.11 This restructure will enable the organisation to participate more fully in strategic discussion like devolution, by providing corporate flexibility and minimise the need for compulsory redundancy.
- 9.4 **Discussion, Questions and Answers**
- (i) **Members enquired how the new structure would fit with the current political structure and accountability and asked the officer to explain how he sees this structure developing.**

The Chief Executive explained there are challenges with joining up service internally and across the public sector. In his view this restructure will help to overcome these challenges and enable the organisation to participate fully in strategic discussion like devolution for London. The structure will bring efficient and better working and it provide more logic to service delivery. The achievements of the structure will be demonstrated as it embeds.

In response to Members question about the political structure and the new senior management structure. The Chief Executive informed Members changes to the political structures would a decision for Mayor Pipe. As a result of the changes to the top tier the Chief Executive is currently reviewing how the new structure will map to the Cabinet Members. This aim is to review relationships and ensure there are no duplication. The new structure will enable Cabinet Members to engage with a broader range of officers.

The higher level of responsibility for Directors will enable Group Directors to focus on strategic work and contribute to wider discussions.

The key outcome is to keep focused on moving the organisation through the transition process and to be settle by December 2015.

The new structures provides a change in salary for the Directors but this is to reflect increased operational responsibility of these roles. Members were informed the salary amendments would go to Corporate Committee for approval. It was pointed out the increase is salary is needed to attract the right calibre of staff to these roles. During the transition the focus is business as usual.

- (ii) **Members enquired how the Council will know the new structure is achieving its aim e.g. the organisation is thinking more strategically and internal departments are working better together.**

The Chief Executive highlighted there will be more joining up of services and a stronger contribution from Hackney to strategic discussion like devolution.

- (iii) **Members requested for a progress report on the new structure in June 2016.**

ACTION	The Chief Executive to provide a progress report on the implementation of the new senior management structure in June 2016.
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10 Delivering Public Services - Whole Place, Whole System Approach Draft Report

10.1 The Governance and Resources Scrutiny Commission embarked on a review looking at total public spend in the Borough - covering statutory public sector providers, voluntary sector and private sector - and how the Council and local partners can reconfigure services to meet demand with less resources.

10.2 This report from this review is intended to help the Council deal with two fundamental challenges: first, big cuts in public expenditure and second more complex social challenges that require a very different approach from the council, other public agencies and the wider community.

10.3 The Chair asked Members to agree the draft report on ages 7-118 in the agenda.

Members agreed the report.

RESOLVED	The report was agreed.
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11 Governance and Resources Scrutiny Commission - 2015/16 Work Programme

11.1 Members noted the work programme on pages 119 - 126 of the agenda.

11.2 Members agreed to discuss and agree the next phase of their review at the steering group meeting on 18th November 2015.

12 Any Other Business

12.1 The Cabinet Member for Finance Cllr Taylor informed the Commission the Cabinet Procurement Committee recently reviewed a business case submitted by Hackney for European funding to support getting people back into employment. The Cabinet Member suggested the Commission receives an update on this work because the business case correlates to the work of the Commission's recent review.

12.2 Members noted the information.

Duration of the meeting: 7.00 - 9.25 pm