

Working in Hackney Scrutiny Commission

All Members of the Working in Hackney Scrutiny Commission are requested to attend the meeting of the Commission to be held as follows:

Thursday, 14th December, 2017

7.00 pm

Room 103, Hackney Town Hall, Mare Street, London E8 1EA

Tim Shields

Chief Executive, London Borough of Hackney

Contact:

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Members: Cllr Anna-Joy Rickard (Chair), Cllr Mete Coban (Vice-Chair),
Cllr Patrick Moule, Cllr Deniz Oguzkanli, Cllr M Can Ozsen,
Cllr Clare Potter and Cllr Nick Sharman

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- 1 Apologies for Absence**
- 2 Urgent Items / Order of Business**
- 3 Declarations of Interest**
- 4 Minutes of Previous Meeting** (Pages 1 - 18)
- 5 Cabinet Member Question Time - Employment Skills and Human Resources** (Pages 19 - 20)
- 6 Cabinet Member Question Time - Planning, Business and Investment** (Pages 21 - 22)
- 7 Recap of the Working in Hackney Event - Future World of Work and Skills**
- 8 Working in Hackney Scrutiny Commission 2017/18 Work Programme** (Pages 23 - 28)

Access and Information

Getting to the Town Hall

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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')

<http://www.hackney.gov.uk/individual-scrutiny-commissions-governance-and-resources.htm>



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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.

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Providing oral commentary during a meeting is not permitted.



<p>Working in Hackney Scrutiny Commission</p> <p>14th December 2017</p> <p>Minutes of the previous meeting and Matters Arising</p>	<p>Item No</p> <p>4</p>
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OUTLINE

Attached are the draft minutes for the meeting on 18th September 2017.

ACTION

The Commission is requested to agree the minutes and note any matters arising.

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**London Borough of Hackney
Working in Hackney Scrutiny Commission
Municipal Year 2017/18
Date of Meeting Monday, 18th September, 2017**

Minutes of the proceedings of
the Working in Hackney
Scrutiny Commission held at
Hackney Town Hall, Mare
Street, London E8 1EA

Chair	Councillor Anna-Joy Rickard
Councillors in Attendance	Cllr Mete Coban (Vice-Chair), Cllr Patrick Moule, Cllr Deniz Oguzkanli, Cllr M Can Ozsen, Cllr Clare Potter and Cllr Nick Sharman
Apologies:	
Officers In Attendance	Paul Horobin (Head of Corporate Programmes), Sonia Khan (Head of Policy and Partnerships), Andrew Munk (Head of Employment and Skills) and Gareth Wall (Head of Public Health / Joint Prevention Workstream Director)
Other People in Attendance	Councillor Carole Williams (Cabinet Member for Employment, Skills and Human Resources) and Councillor Sem Moema (Mayoral Adviser, Private Renting and Housing Affordability)
Members of the Public	1 member of the public
Officer Contact:	Tracey Anderson ☎ 020 8356 3312 ✉ tracey.anderson@hackney.gov.uk

Councillor Anna-Joy Rickard in the Chair

- 1 Apologies for Absence**
 - 1.1 None.

- 2 Urgent Items / Order of Business**
 - 2.1 None.

3 Declarations of Interest

3.1 None.

4 Minutes of Previous Meeting

4.1 Minutes of the meeting held on 5th July 2017 were agreed.

RESOLVED	Minutes were approved.
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5 Local Economic Assessment

5.1 The Chair welcomed to the meeting Sonia Khan, Head of Policy and Partnership from London Borough of Hackney.

5.2 Information about the local economy and data held by the council was requested by the Commission. Information from the Local Economic Assessment was presented. This data outlines the most recent data for Hackney covering: population, work and the economy.

5.3 The reports on pages 19-118 in the agenda covered the following:

5.3.1 The Business and Enterprise report looked at how the local economy is performing and changing, the types of businesses in the borough and how this has changed in recent years.

5.3.2 The Employment and Economic activity and self-employment report profiles the working age population and workforce in Hackney. It examines employment in the borough using the latest official statistics as well as how this has changed in the decade between 2006 and 2016. This analysis focuses on resident employment as well as profiling employers in the borough.

5.3.3 The Occupations and Employers report examines occupations in the borough using the latest official statistics as well as how this has changed in the decade between 2006 and 2016. This analysis focuses on resident employment as well as profiling employers in the borough. The paper uses comparisons with neighbouring local authorities, the London region and Great Britain to provide a fuller analysis of Hackney's performance.

5.3.4 The Qualifications and Earnings report examines qualifications, skills and earnings in the borough using the latest official statistics as well as how this has changed in the decade between 2006 and 2016. The paper uses comparisons with neighbouring local authorities, the London region and Great Britain to provide a fuller analysis of Hackney's performance.

5.3.5 The Deprivation, Economic Inactivity, Worklessness and Benefits report looks at the levels of deprivation in Hackney and it examines economic inactivity, worklessness and benefits in the decade between 2006 and 2016 using the latest official statistics.

- 5.3.6 The Implications of Brexit for London Borough of Hackney briefing estimates the number and characteristics of EU residents in Hackney to identify industries which may be at most risk in terms of loss of access to labour and skills shortages in the wake of Brexit. The second section provides an analysis of the way in which future growth expectations for Hackney may need to be re-examined based on lower numbers of net international migration in future.
- 5.3.7 The briefing also explored some of the possible wider implications for Hackney - these cover a range of issues connected with having a lower EU population, economic challenges which may arise from a period of uncertainty post-Brexit and changes to legislative and funding arrangements.
- 5.3.8 The Indices of Multiple Deprivation 2015 Briefing provides information on the Indices of Deprivation. The Indices of Deprivation is based on small geographical areas called lower level Super Output Areas (LSOAs). Hackney has 144 LSOAs and each LSOA across the country contains, on average, 1,500 residents and 650 households.
- 5.3.9 The officer highlighted the conclusions drawn from the information presented in the reports:
- 5.3.10 The reports are a summary of the information drawn for the latest national published data which enables the Council to see how the economy is performing. One of the data sets give the Council an annual snap shot of the population data. The officers highlighted this data will need to be looked at with further insight to get a fuller picture of the local trends and reasons why.
- 5.3.11 The business and enterprise report helps to identify the type of business, the size and trend around churn of businesses in the borough.
- 5.3.12 Occupations and employment gives a picture of the jobs available and type of jobs residents do.
- 5.3.13 Employment and economic activity is where they look at the overall trends from the employment rate. The data is currently showing trends around part-time working and self-employment.
- 5.3.14 Qualifications and earnings is about Hackney residents and gives the council an understanding of the qualifications held and the level of the qualifications. This is the beginning of the council's understanding of the labour market from the supply side.
- 5.3.15 The deprivation report looks at economic inactivity. This will be people who are not seeking or looking for employment as opposed economic activity covering people who are self-employed or actively seeking employment but out of work.
- 5.3.16 Hackney has seen significant growth in businesses since 2010. This has been continuous and strong growth of 41%. This is strong compared with London. Particular growth sectors are scientific & technology and information & communication businesses. The strength of growth in Hackney is in the city fringe with the greatest concentration of employment.

- 5.3.17 The working age population has increased and the population profile has changed over the last decade. Job opportunities in the borough have improved.
- 5.3.18 The profile of jobs show many more professional and managerial roles than a decade ago with a local economy which has less low and unskilled employment.
- 5.3.19 There has been a marked increase in the number of residents with higher level qualifications but Hackney residents still earn less than workers employed in Hackney. There are more residents with high level skills however it should be noted the improvements in all levels of qualifications held by residents is down to the movement of people into the borough - a different demographic profile to the average long term Hackney resident.
- 5.3.20 It was highlighted that this trending change could create challenges in terms of community cohesion as well as provide long term residents with opportunities from the improvements in the local economy.
- 5.3.21 The data shows:
- a) There has been a decline in full time employment and an increase in part time working and self-employment in the last few years. This needs further review to understand why. The data does not give an understanding of this trend but it was noted this is a London wide trend.
 - b) Hackney has lower levels of deprivation compared to five years previously. However, unemployment rates and numbers of claimants on out of work benefits remain above the London and national averages.
 - c) Brexit could be a threat to sectors such as hospitality, construction, finance, health as well as others.
- 5.3.22 Following the data refresh the work and areas to consider are:
- a) the threats to particular sectors
 - b) Numbers claiming ESA and IB. This has remained static however, this is a national trend not just a Hackney trend.
 - c) Look at the issues that drive people to be on out of work benefits.
 - d) Put question to partners about reaching the right people who need support (correct engagement) and to consider to what extent there need to be a safety net.
 - e) The high number of residents with mental ill health.
- 5.3.23 The Policy and Partnerships team will be doing work on the following areas:
- a) Pull in the data digest from the new equalities framework. The current data refresh does not give a picture about inequalities and they cannot breakdown the data by the inequality groups they would like to review. The council has done a data digest for the new single equalities framework.
 - b) Scope out the work that needs to be carried out to bring in more detailed information and a better understanding, based on the priorities for the borough for economy and community.
 - c) Talk to DWP about their data to give the council a better picture of local unemployment trends.
 - d) The impact of the welfare reform changes. The roll out of Universal Credit in Hackney is still pending.

5.3.24 High level questions to consider are:

- a) Hackney has a strong local economy so the question is what pro-active work do they need to do to build on this? In tandem to thinking about the businesses that are not doing well and struggling in the current economic climate.
- b) Consideration needs to be given to the skills strategy and the local labour market. There is still better paid roles in Hackney than residents' access and therefore there is a question about up skilling and what is needed?

5.4 Questions Answers and Discussion

- i. **Members enquired about the timeframe for the next phase of detailed work to address the questions the data refresh had raised.**

The Head of Policy and Partnerships advised they are currently mapping out the work that needs to be completed by the end of the financial year.

- (ii) **Members commented there is a link between conclusion points 2 and 4 in the report presented to the Commission Members. Members enquired if there was any data from Hackney Works in terms of how successful it has been in getting people into managerial jobs or have the job successes been predominately entry level jobs? Members wanted to understand if people with high level skills were getting access to the jobs at the relevant level.**

The Head of Policy and Partnerships advised this data presented did not give a judgement on the success of the Council's employment support service. The level of qualifications held by residents may not match the need of the population accessing the employment support service. Therefore the council may need to focus on entry level jobs if that is the need. The Council could look at the routes into managerial jobs and consider if the Council is getting people into management roles.

- (iii) **Members enquired if the Council had undertaken a survey with local businesses about the creations of managerial jobs to see if they are willing to take on Hackney residents who have the capability or skills for those jobs?**

- (iv) **Members made the following comments and observations:**

- a) **Members agreed some gaps needed to be filled before conclusions could be made about the data refresh.**
- b) **Members talked about the data sets being used to make some assumptions but with caveats about the conclusions drawn.**
- c) **Members pointed out a miss match between jobs locally and the skills of residents and Members thought the Council should make the link.**
- d) **Members questioned if local people see the local jobs advertised. Members queried about the advertisement and the measure of success.**
- e) **Members pointed out there is no current measure of success to evaluate the work initiatives like the Section 106 criteria for planning.**
- f) **Members enquired if the council could find the relationship between local jobs and local people.**
- g) **Is there a way to correlate the data e.g. part-time working data with wages? To identify if there is more part-time because professionals**

are taking a step back in their career or if this was a development in the economy locally.

- h) **Members pointed out the data is showing the gentrification of Hackney and a group of people not being reached by regeneration.**
- i) **There is the stark picture of the 12,000 people on employment support allowance (ESA). One of Hackney's biggest challenges is the male over 50s with mental ill health. There is a need to start talking about joining up services to reach this cohort.**

The Head of Policy and Partnerships agreed they needed to correlate the data. They also need to understand the drivers for part time work. This could involve talking to representatives groups to gather insight from cases. The Council will explore further the areas of priority identified. This will be an iterative process to define, not more research. There are comments there they need to take away and review further.

The Head of Policy and Partnerships highlighted the Council did ask residents in the 'Hackney a Place for Everyone' survey if they thought jobs in the borough were for them. There could review this insight again but overall the response was mixed.

The Cabinet Member for Employment, Skills and Human Resources pointed out the questions and comments raised by the Members of the Commission were the same questions by the Economic and Community Development Board (ECDB). They have to look at the data on the changes in the labour market, type of economy and contract type affect different equalities groups. In regards to the over 50s they need to consider how this data effects a number of cohorts over 50 not just the over 50 male. They will be taking a strategic view on this going forward and consider from the work they are already doing some of the local patterns and trends. Some of the work already done is the changes to Hackney Works, the Apprenticeship Programme and Hackney 100 programme.

- (v) **Members enquired about the Council's view on why Hackney has a higher proportion of over 50s compared to other areas?**

The Head of Policy and Partnerships advised people appear to be leaving employment for health reasons and this has a link to age. Health conditions for the long term unemployment are over represented in Hackney. There are links between the state of the borough's health and higher unemployment statistics. The other thing to do maybe to segment the data further so you are looking at other issues such as gender, ethnicity, austerity. For example the data showed a point in time when a lot of women joined this group. The view when looking at this data was that it could have been linked to austerity. In terms of the data the officer recommended they look at the relationship between health conditions of the over 50s their skills and employment. There is various data sets they can draw on.

The Head of Public Health informed the Commission the Public Health service is commissioning work for over 50s through health, based on the health inequalities insight. Data shows that at the age of 50 they have residents living with 1 or more health condition. That is the stage in life that health inequalities starts to materialise.

- (vi) Members asked officers to reflect on the data and the picture it portrays. Members enquired if the data showed whether the Council was in control, could influence and shape the changes in the economy or did the Council feel like gentrification was just happening with no levers to influence, shape etc. If the Council could influence what areas could they make a difference?**

The Head of Policy and Partnerships explained the Council had carried a lot of work to help maintain employment and businesses within the borough. There are issues that are new trends they need to consider further but they have the starting point to look at these trends.

The Cabinet Member for Employment, Skills and Human Resources advised the council has a focus on employment. So the council feels it has some ability to influence and will not just be leaving the borough to change. The Council is using the levers available to them to try to help shape the borough like aiming to match the skills of residents to those required in the local labour market. The refocus of Hackney Works is to tackle the areas identified in the Members question and the inequalities too.

- (vii) Members pointed out 9 out of 10 businesses in Hackney are classified as micro business with less than 10 people employed by the business. How does this compare to other areas?**
- (viii) Members referred to Hackney experiencing high fluctuations in self-employment rates. Members enquired how they could understand this better.**
- (ix) Members also enquired if there was granular data on what people who were self-employed are doing and if it was related to the gig economy.**

The Head of Policy and Partnerships informed Hackney was not that far off the London rate Hackney is 90% compared to inner London at 88%. The officer advised this could be linked to the physical space in the borough to accommodate big businesses. Therefore to some extent macro businesses are limited by the space in the borough. It was also highlighted there is something in the ecology of businesses in that some businesses might be attracted to Hackney for co-location.

In relation to self-employment the Head of Policy and Partnerships advised they are not keen to draw conclusions about self-employment from the fluctuations or whether it was linked to wage insecurity. The officer pointed out this is an area the council needs to investigate further before they draw to conclusions.

Based on the number of residents with high level qualifications, the officer offered the view that this might be a mixture of people who are doing this type of work through choice rather than being forced into it, like the gig economy, cleaners etc.

It was also pointed out that becoming self-employment has was a route out of the DWP process. There are a group of people opting for self-employment rather than going through the JSA process. They have received reports and noted that people struggle with budget management.

6 Employment Support and the Integration of Employment Support Initiatives

- 6.1 The Chair welcomed to the meeting Councillor Carole Williams, Cabinet Member for Employment, Skills and Human Resources; Andrew Munk, Head of Employment and Skills; Gareth Wall, Head of Public Health and also in attendance was Paul Horobin, Head of Corporate Programmes, Corporate Strategy from London Borough of Hackney.
- 6.2 The Commission asked the Council to provide information about its employment support service Hackney Works (formally known as Ways into Work) in relation to the following:
1. How the Council is helping to support residents that are further away from the current needs of the job market and;
 2. How the Council supports or provides a platform for employment support initiatives in the borough to work together.
 3. In addition the Commission asked for comparisons of LBH's work in this area to other similar employment support programmes.
- 6.3 The Cabinet Member for Employment, Skills and Human Resources opened the presentation with an overview the main points were:
- Employment and skills is a Mayoral priority therefore quite a significant priority for the Council. The Mayor has made a number of commitments to the Council's employment support service Hackney Works (formally known as Ways into Work).
 - The Hackney apprenticeship programme was launched at the start of the year (2017). The Council will be doing another tranche of recruitment for the programme early next year (2018). In addition to further work on a pre apprenticeship programme.
 - The Council relaunched the Hackney 100 programme just before the summer. The programme provides paid work placements for 16-19 year olds in growth sectors locally.
 - Established the Economic Community Development Board (ECDB) taking a strategic overview. A number of Executive members sit on this Board.
 - Working on an apprenticeship forum and this will be launched later this year (2017).
- 6.4 The Head of Employment and Skills made the following points:
- 6.4.1 The Council's employment support service Hackney Works (formally known as Ways into Work) is expanding. This service is delivered across 3 hubs: Hoxton; Homerton; Woodberry Down. The 3 hubs selected represent the highest areas of deprivation in the borough.
- 6.4.2 Within the team of employment advisers there are a number of specialist employment advisers focusing on key areas like welfare reform, the Government's troubled families' agenda and supported employment. The service provision has now broadened to include in the offer support for under-employment.
- 6.4.3 Hackney Works has a range of services like access to a personal adviser and action planning support, CV development, training, apprenticeships and work

placements. Everyone gets a personal adviser and part of the adviser's role is to help with areas outside of employment support like housing advice and money advice.

6.4.4 A corporate apprenticeship programme is now established. The team is supporting the delivery of 100 apprenticeships across the Council. The apprenticeships created are across a diverse range of Council service areas. All apprentices are aged 18+ and paid the London Living Wage.

6.4.5 The Hackney 100 programme provides paid work placements for 16-19 year olds in local growth sectors. Phase 2 of programme was launched in Sept 17. 50% of participants will be for people from economically disadvantaged backgrounds.

6.4.6 Hackney Works also plans to focus on employability training and in work support because employers have commented on the importance of soft skills.

6.4.7 Priority areas for the service are:

1. High quality employment opportunities.

A focus on the quality of work to match the work aspirations of residents.

Recognising that people may need training and that the journey is not linear - will often need formal training and mentoring.

Work placements and apprenticeships will be key stepping stones and payment of the London Living Wage is important.

2. Residents with health conditions and disabilities.

A high proportions of ESA claimants have mental ill health. Hackney Works will be establishing new outcome focused supported employment service.

Working closely with partners Council/NHS/VCS to deliver this agenda.

3. Addressing underemployment.

A focus on people in the job market and coming back to work. There has been an increase in the number of residents not earning the London living wage.

Promotion of the service to wider cohort including graduates and low skilled employees.

Building relationships with key employers to broker the range of opportunities and strengthen the relationship with Adult Learning to upskill residents.

6.4.8 Although there is a standard service offered by Hackney Works each hub is unique to its geographical location and the needs of residents in that area. Each hub has strong partnership working and relationships with key local stakeholders such as Here East, Berkeley Homes and hospitality businesses.

6.4.9 The officer summarised the work of each hub:

Hoxton Hub

1. Close links with businesses in Shoreditch including hospitality; tech and business services
2. Use of hub to host information and recruitment sessions for businesses
3. Partnerships with Hackney Community College and Hoxton Job centre
4. Referral links with neighbouring Hackney Housing estates to connect residents with opportunities
5. Working with Adult Learning to deliver ESOL and employability programme – aimed at supporting residents to move into better quality employment.

Homerton Hub

1. Currently co-located with libraries to provide users with access to jobs and training. This hub will be moving to the Gascoyne Estate.
2. Strong links with the volunteer centre Hackney to provide upskilling opportunities for the longer term unemployed.
3. Business facilitated employability workshops focused on raising aspirations of Young Black Men in partnership with East London Business Alliance (ELBA)
4. Working relationships with local housing providers e.g. Tenant Management Organisations (TMOs)
5. Team will move to new employment, health and housing hub in early 2018 co-locating with Public Health and Hackney Housing.

Woodberry Down Hub

1. Based in Redmond Community Centre Hackney Works now has established presence within the local community
2. Close partnership working with Berkeley Homes to enable access to jobs and apprenticeships linked to Woodberry Down Regeneration
3. Partnership work with training providers to upskill residents e.g. ICT, hospitality and construction. Focus on job opportunities in wider borough and region – as well as locally.
4. Referral and outreach links with Children's Centres, Youth Centres, Health Centre and Housing Providers
5. Regular calendar of events including jobs fairs and community engagement.

6.4.10 Hackney Works employment support uses the individual placement support approach this focuses on:

1. Competitive Employment - Discussions about vacancies begin as early as the first appointment. Suitable vacancies discussed and volunteering opportunities too.
2. Client preference - Job matching is based on client choice and preference linking what they want to do and are able to do in a positive way.
3. Unlimited In Work Support – Hackney Works recognize getting a job is the start of the process. In-work support is provided for as long as needed.
4. Zero Exclusion- Open to anyone with a health condition (diagnosed or self-diagnosed) and self-referrals accepted too. Hackney Works moved to accepting self-referrals from 1st September 2017.
5. Employer Engagement Officer within the team. Employer engagement involves approaching employers for recruitment opportunities based upon client preference.
6. Welfare Benefits Counselling - All clients referred to the Council's benefit advisers for better off calculations.

- 6.4.11 An addition the Hackney Works team is creating pathways to successful careers for young Hackney residents. The areas of work include:
- Managing the council's apprenticeship and work experience programmes
 - Working with businesses to create opportunities for young people through social value commitments
 - Engagement with schools and colleges.
- 6.4.12 The Hackney Works team works closely with Planning and Housing Regeneration teams to support businesses to create opportunities for Hackney residents. The work with Planning is to lever the use of Section 106 money obtained by Planning. This includes supporting businesses to deliver the relevant components of S106 agreements via Employment and Skills plans.
- 6.4.13 There are agreements with developers that have created local labour and apprenticeship targets to help focus on disadvantaged groups and other areas of employment as well as construction opportunities.
- 6.4.14 Hackney Works also works closely with the Council's procurement team to leverage the council's role as a major purchaser of goods and services in order to create employment and apprenticeship opportunities for residents.
- 6.5 The Head of Public Health made the following points:
- 6.5.1 The Head of Public Health is the lead officer for Hackney Council's integrated health and social care with the local NHS - Prevention work stream.
- 6.5.2 Integrated commissioning is the work to get the services paid for and delivered by the NHS and the council working together. The driver for doing this is to get the best spend for every Hackney £1 in terms of health and social care. The mechanism for doing this is a pooled (£1/2 billion) resources from the NHS and Council's budget.
- 6.5.3 This work is expected to have an impact on local wait times for beds, how social care services and NHS services operate and prevention services.
- 6.5.4 An Integrated Commissioning board has been set up and the members of the Board include Hackney's Executive. There are 4 work streams set up and each of these work streams (**prevention, planned care, unplanned care and children**) has a number of things it is asked to deliver by 2018/19.
- 6.5.5 Employment support comes into the Prevention work stream. Prevention currently has 20 areas they are working on. There is also 3 big deliverables they are focusing on for integration in the prevention work stream they are:
- Making every contact count – getting this training out as far and wide as they can.
 - Self-care and social prescribing
 - Supportive employment. With a particular focus on people who have learning disability or mild to moderate mental health needs. Aim being to increase the employment rate for that cohort.

- 6.5.6 Public Health have identified that there are 2 things you can do to keep healthy throughout life:
- to have a really good start age 0 - 5 and;
 - have a job.

Public Health's aim is to push that message out and try to keep people in work even through health issues.

- 6.5.7 Integrated Commissioning presents an opportunity to change how services are provided locally this includes how they work with the Hackney Works team.

- 6.5.8 Services commissioned by Public Health include:

- Employment Coach – In the NHS they have a phrase 'Making every contact count'. They have trained employment coach's in Job Centre Plus offices in the Work and Health Programme with interview techniques to cover topics from health to work.
- They have a service in GP surgeries providing financial information and advice to patients who have made enquiries through their GP. Officers are based in the reception area of the GP surgery. The advice might cover welfare or employment support.
- There is also the Employability hub. This targets 50s and over to get them back into work
- Public Health are engaging in the project on the Gascoyne 2 Estate to bring the community hub back in use. A joint piece of work with employment and housing services. Public Health will run and commission a number of wellbeing classes and health improvement services from that hub.

- 6.5.9 Previously in the council employment support was delivered by various departments in different ways. In addition the council had Lee House which delivered employment support to people with learning disabilities by East London Foundation Trust (ELFT). The recent changes being made to the service operating out of Lee House is aimed at getting more of this cohort into employment.

- 6.5.10 The model being used in the borough is individual placement support which means providing support to the individual and the employer.

- 6.5.11 Through close working with the NHS Public Health have identified a number of projects like with employment support being delivered in the borough.

- A European social funded project being delivered by City and Hackney Mind in partnership with the Shaw Trust.
- The local CCG was awarded funding from the Department of Work and Pensions to provide employment support services in IAPT at the Homerton Hospital.

- 6.5.12 Under the Prevention Work stream they are bringing all the services that carry out work in the area of health and employment support together to make it as efficient as possible and to reduce duplication. They will also be joining up with the VCS services locally so they can have a co-ordinated approach to working with employers.

6.5.13 Public Health are leading on bring local stakeholders (statutory bodies and the VCS) together as an informal group so they can carry out joint recruitment of staff and co-ordinate their service approach.

6.6 Questions Answers and Discussions

- (i) Members referred to an evaluation framework and enquired if Hackney Works held any data, comments or suggestions from businesses on how useful they think the service is or had developed a framework to measure success.**
- (ii) Members enquired about retention statistics that could demonstrate how long an individual stayed employed and progressing to higher positions in their career. Members asked if Hackney Works captures this data or if they will be capturing this data to measure success.**
- (iii) Members enquired about the Council's approach to capturing employment opportunities for council properties rented out. Members pointed out at a previous WiH meeting a business informed them they were success with their application to rent a council business property because they had committed to employment through Hackney Works. Is the approach well used to help local resident into local employment?**

The Head of Employment and Skills informed the Commission they are developing a new set of Key Performance Indicators (KPIs). To date their KPIs have been tied to external funding which had a focus on job numbers. Hackney Works will be looking more at local issues and local challenges so they can begin to develop a set of KPIs to measure performance.

On feedback from employers they have anecdotal data on how useful they find the service. The Council's aim is to have a really strong offer to local business and employment rate will become part of the ask and offer. The experience of users is another area of focus and will be capture more through the new website.

Of key importance is developing a good relationship with the business and local developers in the borough, so they can have those type of conversation about work placements and apprenticeships.

- (iv) Members made the following comments and queries:**
 - a) What we are hearing is health service reaching up and employment service reaching down. This was an encouraging step in the right direction.**
 - b) The key issue was to establish a client focused service from health to employment support.**
 - c) The other gap is helping people through the stages of employment from health, volunteering to employment.**
 - d) A G&R's review highlighted that there were people in the middle spectrum of support that were not being supported. The research showed the journey to work was complex and involved confidence building and stage by stage involvement in community and work. The review concluded that support services needed to be client focused. What the Commission discussed in the review was having a person responsible for an individual from the beginning of this journey.**

- e) **Members expressed the view the current measurements for evaluation were not adequate to identify the initiative that were successful. Members suggested the gaps in data needed to cover the person's journey.**

The Cabinet Member for Employment, Skills and Human Resources informed the Commission the approach being adopted was a person centred approach and this was the direction of travel for the Hackney Works Service. The website is person centred.

The amount of data being collected has been reduced because they are having individual conversations. The council recognises there is some way to go in identifying and capturing the right data. What is important is what data they look at and how they analyse it. It was highlighted that this takes a significant amount of resources to provide this level of support.

Head of Employment and Skills advised the website was a joint project with ICT which included the views of service users about what the service should look like. The website was built from the service user prospective.

Hackney Works aims to influence and shape local employment and the project on the Gascoyne 2 Estate hub is part of that thinking. The aim of that service is to capture the people falling through the gaps in services. There was also the importance of working with employers to give the support.

Health services are adopting the individual placement support model. The centre for better health is an example of experiencing work before moving into employment. It is not completely focused on employment support but they also have models of pre-employment support that are working well too.

The Head of Public Health offered to send the Commission a report of a project by Peter Bedford Housing Association - a supported employment scheme in the borough for people with learning disability that was run by Peter Bedford – funded by the European Social Fund for two years from 2016. They were funded to get 18 people into work over a year. This was a high cost model.

The view was the more they could do with local co-ordination of services the better the outcomes they would achieve.

ACTION	Head of Public Health to circulate a copy of the Peter Bedford Housing Association evaluation report.
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- (v) **Members made the following enquires:**
 - a) **Is there support for workers who want to work from home?**
 - b) **Are there any concern about the loss of footfall by moving Hackney Works out of the library?**

- c) **Is there data on the needs of people with learning disabilities? Is there a high proportion of people with learning disabilities in Hackney?**
- d) **How is success measured to understand the journey and will the data be reviewed in a few years' time?**
- e) **There are groups that require further analysis e.g. care leavers and ex-offenders to ensure we target the right services to them.**
- f) **Members asked for more information about the resources needed for the employment support model.**

In response to the queries above officers advised they do not run or commission employment support services outside of the organisation. This was not part of their current employment support service work.

Hackney had recently completed a full in-depth needs assessment for people living in the borough with a learning disabilities. The officer agreed to circulate a copy of the needs assessment to the Commission. The measure of success for services that target people with learning disabilities is being developed.

ACTION	Head of Public Health to circulate a copy of the Learning Disability Needs Assessment report.
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In regards to the measure of success Hackney Works is currently in the process of developing a set of metrics to measure success for people moving into employment.

The loss of footfall following the movement of Hackney Works out of the library was not considered to be a concern because the officer was confident any loss would be made up through the hub's outreach work.

Hackney Works work closely with a team called 'Virtual Schools' who work with care leavers

Written into contracts with developers is social value to help priority groups which includes care leavers and ex-offenders.

The Cabinet Member talked of a case study of a Hackney resident who was an ex-offenders that the employment advisor highlighted was being held back by negative thinking despite having a lot of soft skills. Part of the process for Hackney Works is to change their mind-set. The refocus of the Hackney Works programme in this way is key to providing that type of change.

- (vi) **Members commented what was important was an understanding of the impact that is being made from this work. This is why the measures and evaluation was so important.**

The Head of Corporate Programmes explained it was important to capture employment metrics and health metrics, including information about sustaining benefits like a drug user staying in treatment. The data of both needs to be correlated.

7 Working in Hackney Scrutiny Commission 2017/18 Work Programme

- 7.1 The work programme for WiH on pages 121-126 of the agenda is for information. This is a working document which is regularly updated throughout the year.
- 7.2 Members commented if Hackney is to demonstrate success the Council needs to understand the resources needed to make a difference as they have been discussing under item 6.
- 7.3 The Chair advised the next meeting date for the Commission may change as she looks as doing a joint evidence session with the ECD Board in relation to the commission's review. Members of the Commission would be informed if the date changed.

8 Any Other Business

- 8.1 None.

Duration of the meeting: 7.00 - 9.05 pm



Working in Hackney Scrutiny Commission 14 th December 2017 Cabinet Member Question Time – Employment Skills and Human Resources	Item No 5
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Outline

In the municipal year the Commission holds question time sessions with the Cabinet and Senior Officers to ask questions about performance and decision-making within the Council related to their portfolio areas.

Invited guest

Councillor Carole Williams has lead responsibility for: employment strategy and partnerships, ways into work, apprenticeships, human resources and organisational development, trade unions, adult Learning, post 18 skills and equalities.

The questions submitted in advance covered:

- Jobs strategy and the assessment of success
- Evaluation, measures and identification of success
- Key commitments and deliverables by May 2018.

Action

The Commission to hold a Q&A session with Cllr Williams about the services and decisions within her portfolio.

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<p>Working in Hackney Scrutiny Commission</p> <p>14th December 2017</p> <p>Cabinet Member Question Time – Planning, Business and Investment</p>	<p>Item No</p> <p>6</p>
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Outline

In the municipal year the Commission holds question time sessions with the Cabinet and Senior Officers to ask questions about performance and decision-making within the Council related to their portfolio areas.

Invited guest

Councillor Guy Nicholson has lead responsibility for: planning - performance and policy, economic development, strategic infrastructure development town centres, Olympics legacy, markets, licensing policy (working with chair of licensing) and culture.

The questions submitted in advance covered:

- Economic Strategy
- Evaluation, measures and identification of success
- Balance of job types and benefits of large corporate organisations moving into the borough.
- Key commitments and deliverables by May 2018.

Action

The Commission to hold a Q&A session with Cllr Nicholson about the services and decisions within his portfolio.

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<p>Working in Hackney Scrutiny Commission</p> <p>14th December 2017</p> <p>Working in Hackney Scrutiny Commission Work Programme for 2017/18</p>	<p>Item No</p> <p>8</p>
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Outline

Attached is the work programme for the Working in Hackney Scrutiny Commission for 2017/18.

This is a working document that is regularly updated.

Action

The Commission is asked for any comments, amendments or suggestions for the work programme.

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Overview & Scrutiny

Working in Hackney Scrutiny Commission

Rolling Work Programme June 2017 – April 2018

All meetings take place at 7.00 pm in Hackney Town Hall unless stated otherwise on the agenda. This rolling work programme report is updated and published on the agenda for each meeting of the Commission.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Thurs 15th June 2017 Papers deadline: Mon 7 th June	The Council's Approach to Economic and Community Development	Corporate Strategy Chief Executive Directorate Stephen Haynes	Presentation about work strands and Council's current work
	Employment and Skills	Corporate Strategy Chief Executive Directorate Stephen Haynes	Presentation about Employment and Skills Service
	Work Programme Discussion	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	To agree a review topic and discussion items for the work programme.
Wed 5 July 2017 Papers deadline: Mon 26 th June 2017	Support to Local Businesses	Various	Invitation sent out to local businesses and council service areas that support local businesses
	Work Programme Discussion	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	To agree a review topic and discussion items for the work programme.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Mon 18 Sept 2017 Papers deadline: Wed 6 th Sept	Employment Support and the integration of Employment Support Initiatives	Chief Executive Directorate Corporate Strategy Team and Public Health	Employment support for people who are not job ready. Information about the Hackney Works service and future direction of the service provision. Integrated working. A look at how the different employment support initiatives in the Borough work together or could work together.
	Local Economic Assessment	Chief Executive Directorate Policy and Partnerships Team	A presentation on the most recent data for Hackney covering population, work and the economy.
	Work Programme Discussion	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	Commission to review their work programme to make changes or suggest changes.
Wed 29 Nov 2017	Future World of Work and Skills Discussion in Hackney	Chief Executive Directorate Policy and Partnerships Team	This evidence session is to give the Working in Hackney Scrutiny Commission and the Council's Economic and Community Development Board information about the changing labour market, changing skills environment, data and trends. This information will be drawn from think tanks and academics. From the information presented we want to identify: <ul style="list-style-type: none"> • What London's economy will look like in the next 10 years? • The nature of employment – hub and spoke model, working from home, co-location, self-employment etc. • Sectoral trends – what the industries will look like based on trends, external drives, Brexit, technology (automation) • Skills devolution and the impact the funding changes • Inequalities – The potential for widen inequalities from the changes to employment and skills.
	Work Programme Discussion	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	Commission to discuss the evidence heard and next phase.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
Thurs 14 Dec 2017 Papers deadline: Mon 4 th Dec	Cabinet Member Question Time – Cabinet Member for Planning, Business and Investment	Mayor’s Office	<ul style="list-style-type: none"> • Economic Strategy • Evaluation, measures and identification of success • Balance of job types and benefits of large corporate organisations moving into the borough. • Key commitments and deliverables by May 2018.
	Cabinet Member Question Time – Cabinet Member for Employment Skills and Human Resources	Mayor’s Office	<ul style="list-style-type: none"> • Jobs strategy and the assessment of success • Evaluation, measures and identification of success • Key commitments and deliverables by May 2018.
	Work Programme Discussion	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	Commission to review their work programme to make changes or suggest changes.
Mon 5 Feb 2018 Papers deadline: Wed 24 th Jan	Economic and Community Development Board Update	Chief Executive Directorate Corporate Strategy Team	Update on the Board’s current work and strategy development.
	Terms of Reference for A Changing Borough – Skills needed in the next 10 years	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	Draft TOR for review.
	Evidence Session for long review	TBC	TBC

Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Work Programme Discussion	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	Commission to review their work programme to make changes or suggest changes.
Wed 14 Mar 2018 Papers deadline: Fri 2 Mar	Inequity at Work	Chief Executive Directorate Corporate Strategy Team Policy and Partnerships Team	
	Evidence Session for long review	TBC	TBC
	Work Programme Discussion	Overview and Scrutiny Chief Executive Directorate Tracey Anderson	Commission to review their work programme to make changes or suggest changes.
April 2018		PURDAH NO MEETINGS	