Overview & Scrutiny

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:

Tuesday, 26th June, 2018

7.00 pm

Room 102, Hackney Town Hall, Mare Street, London E8 1EA

Tim Shields
Chief Executive, London Borough of Hackney

Contact:
Tracey Anderson
☎ 020 8356 3312
✉ tracey.anderson@hackney.gov.uk

Members: **Cllr Mete Coban, Cllr Polly Billington, Cllr Sade Etti, Cllr Richard Lufkin, Cllr Sam Pallis and Cllr Steve Race**

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

1	**Election of Chair and Vice Chair**	
2	**Apologies for Absence**	
3	**Urgent Items / Order of Business**	
4	**Declarations of Interest**	
5	**Minutes of Previous Meeting**	(Pages 1 - 12)
6	**Economic Community Development Board**	(Pages 13 - 14)
7	**Economic Regeneration**	(Pages 15 - 16)
8	**Employment and Skills**	(Pages 17 - 18)
9	**Introduction to Working in Hackney**	(Pages 19 - 26)
10	**Working in Hackney Scrutiny Commission 2018/19 Work Programme**	(Pages 27 - 38)
11	**Any Other Business**	

Hackney

Access and Information

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

Public Involvement and Recording

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 http://www.hackney.gov.uk/l-gm-constitution.htm or by contacting Governance Services (020 8356 3503)

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 room. 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.

This page is intentionally left blank

Hackney

Working in Hackney Scrutiny Commission 26th June 2018 **Minutes of the previous meeting and Matters Arising**	Item No **5**

OUTLINE

Attached are the draft minutes for the meeting on 5th February 2018.

ACTION

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

This page is intentionally left blank

Hackney

London Borough of Hackney
Working in Hackney Scrutiny Commission
Municipal Year 2017/18
Date of Meeting Monday, 5th February, 2018

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 and Cllr Clare Potter**
Apologies:	**Cllr Nick Sharman**
Officers In Attendance	**Paul Horobin (Head of Corporate Programmes), Andrew Munk (Head of Employment and Skills) and Stephen Haynes (Director – Strategy, Policy and Economic Development)**
Other People in Attendance	
Members 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 Apologies for absence from Cllr Sharman.

1.2 Apologies for lateness from Cllr Moule.

1.3 Apologies for leaving early Cllr Ozsen.

2 Urgent Items / Order of Business

2.1 There were no urgent items and the discussion was as per the agenda.

3 Declarations of Interest

3.1 None.

4 Minutes of Previous Meeting

4.1 Cllr Coban advised his apologies for the last meeting were not recorded. Minutes to be amended for point 1.1 to note Cllr Coban's apologies for absence.

4.2 Minutes of the meeting held on 14th December 2018 were agreed subject to the amendment noted in point 4.1.

RESOLVED	Minutes were approved subject to the amendment in point 4.1.

5 Economic and Community Development Board Update

5.1 At the last Working in Hackney (WiH) Scrutiny Commission meeting the revealed the Economic Community Development Board was still in the development phase for their Economic Development Strategy. In replace of the scheduled update the Commission was given the opportunity to provide critical challenge to the development phase of this strategy.

5.2 The Chair welcomed to the meeting Stephen Haynes, Director, Strategy, Policy & Economic Development, Paul Horobin, Head of Corporate Programmes and Andrew Munk – Head of Employment and Skills from London Borough of Hackney.

5.3 The Chair opened the discussion by explaining the Commission was holding a workshop style session to look at the officer's work on the draft economic strategy in advance of the officers presenting the final draft to the Economic Community Development Board for agreement. The Chair explained the Commission had the opportunity (unusually) to engage at a very early stage in the process. The aim from this discussion was not to co-produce the strategy, because the Commission does not want to compromise its role as a critical friend, but to review the progress made and provide critical challenge to the proposed content.

5.4 In the meeting Members reviewed with officers the draft strategy and split into 2 groups to discuss the following 2 questions:

1. Members were asked to identify any gaps in the Strategy?

2. Members were asked if the strategy content identified with Hackney and addressed the challenges specific to Hackney.

5.5 The Director, Strategy, Policy & Economic Development commenced the session with the following opening comments:

5.5.1 The Council and Mayor of Hackney are committed to an economic development approach that is about ensuring no one gets left behind and that has tackling inequalities at the heart of the strategy.

5.5.2 The Council is focusing on inclusive growth and this is explained in the strategy. The Centre for Local Economic Strategy has commented marrying growth with social inclusion is like 2 sides of the same coin. It's not just about income and developing an area from a purely economic prospective; but also about making sure the community is involved in the process; can benefit from that process and sees where the value lies in taking this approach. The Council is developing its community strategy and makes reference to the themes in this approach.

5.5.3 The officer explained the council is making efforts to communicate vigorously about this inclusive approach to economic development. Highlighting it was the first time the council combined structural change – services shifting their focus – with a strategic approach so they can have the right team, doing the right things, for the right reasons. This is a strong set of drivers and it is being communicated to officers these are top mayoral priorities.

5.6 The Council is holding a number of discussion on:

- In work poverty
- The role of the council and partners to support residents to move and progress in their career
- Skills and the hollowing out of the labour market
- The impact of welfare reform, Universal Credit and employment support.
- The groups facing employment challenges: over 50s, disabled, long term unemployed, young black men and women in certain professions.

5.7 The Economic and Community Development Board was established November 2016. The Board is focusing on the long term vision and has identified 3 thematic areas for the work of the strategy.

- Theme 1 - Helping to create liveable, sustainable and economically resilient places where economic growth and change can benefit everyone.
- Theme 2 - Encouraging and support diverse businesses to thrive across a dynamic borough.
- Theme 3 - Supporting people to live well and develop skills that are fit for the future, allowing them to connect with employment opportunities across London.

5.8 The Board will review the development of the strategic framework and give feedback at their next meeting in March 2018. The comments from the Scrutiny Commission's workshop will feed into the framework being drafted. After the Board has signed-off the strategy it will be made public.

5.9 Members enquired if Brexit was being viewed as an opportunity as well as a challenge?

The Head of Employment and Skills advised it is a key feature of the regional and sub regional work for skills devolution.

The Head of Corporate Programmes pointed out the strategy will have to evolve because economics is changing. Therefore the strategy would not be a static document. The officer highlighted the Council was monitoring the Brexit factors closely. It was noted that a study commissioned by the Mayor of London has anticipated Hackney will lose 2111 jobs.

5.10 Group 1 – comments

I. Members commented the gaps stated are aspirational and do not give the reader any sense of the action to be taken to address the gaps identified.

II. Members queried how councillors would use this strategy when they have a person asking for help with employment.

III. Members highlighted in terms of access to work Hackney has special groups they need to focus on like: care leavers, ex-offenders, long term unemployed and residents with a disability. Members wanted the strategy to give them a better understanding of how the council priorities these groups and the criteria they used.

Officers explained the strategy will not meet the needs of all community groups. The focus is on identifying, using the information available, the groups they will target and to implement specific interventions where there are challenges to address.

IV. Members liked the focus on place and officers explained the focus could be on place, cohort or a mixture of both.

V. Members highlighted the strategy did not give them a sense of where resources would be focused. Members asked of it would be on need or where input could create success; an opportunity for a win.

VI. Without more detailed information about the specific action to be taken, Members expressed difficultly in advising if the Council should spread themselves thinly or focus on particular groups.

VII. Members wanted to see more about partnership working in the strategy because the council does not have unlimited resources. Members highlighted some of the actions will required a more joined up approach between agencies. Members suggested the strategy states which agency will be responsible for what.

VIII. Members referred to areas in their ward that have been regenerated and other areas that have not. The talked about residents continually expressed the feeling of being left behind and pushed out. Long term residents were of the view the new residents coming into the borough were better educated, resourced and have the ability to shape council policies, town centre developments, markets etc. Members suggested the strategy should seek to address how they can get long term residents - those who have lived on council estates for 50 years – involved in shaping their local area.

IX. Members referred to the successful campaigning to reopen the Chatsworth Road market. Members pointed out at the time of campaigning it was not envisaged that this would turn into a food market but would be a mixed market. The officers pointed out Chatsworth Road market was community led.

X. Members acknowledged the limits of the council in being able to shape or influence economic development a particular way. However they asked if there was a role for the council to help shape a space/place so it better meets the needs of the local community. For example Members suggested the Council could state the Market's Traders Association membership should include 3 or 4 members from x communities to help keep the diversity in the space.

XI. Members pointed out they have residents who come to them asking for help to get access to a market stall. Requesting for support with the charges for a stall and acquiring goods for their business and asking for general business support information. Members asked if the council could make allowances for those individuals with limited resources to access the business opportunities.

XII. Members suggested a way local people can contribute to economic development is through a local plan but for one Ward this process has been stopped and started.

XIII. Members highlighted another challenge with economic development is a space can become an exclusive space when it has shop units. They have noticed it is harder for the Council to shape places like this. They suggest the council thinks about how it can add flexibility to the use of the space for shop units in regeneration areas.

The officers advised the council recognises more could be done. Particularly in relation to how they use their own assets.

XIV. Members referred to the corridors referenced in the strategy and noted it does not include wards like Brownswood to the north of the borough and suggested the strategy could talk more about tri-borough borders and how to address the issues with places like Seven Sisters Road and Blackstock Road. Making reference to how there could be better integration with other boroughs. Officers pointed out these parts of the borough require strong advocacy from local councillors within the local area too.

XV. Members commented the strategy has the ingredients you would expect to find in any strategy, the challenges outlined represent a broad picture it does not currently standout as Hackney specific. Members were of the view the strategy currently highlights actions/challenges that could be applied to neighbouring boroughs. Members advised to answer this question about the strategy being Hackney specific they needed to see the evidence that underpins the strategy. Members thought highlighting challenges or concerns about the gig economy and young black men were Hackney specific challenges.

XVI. Members suggested the Council should be more innovative in relation to its use of Section 106 powers with developers. The Council should encourage developers to not just employ but educate local people too. Presenting a stronger social impact for the local community.

XVII. Members highlighted the perception of the council with small business is that the council is only an enforcer. Members were of the view having the statement ‘working with businesses’ was not specific or did not give an indication of the action to be taken to achieve the board statement. E.g. it could state ‘use the Council’s contact through regulatory services as a building block for further engagement’.

XVIII. Members were of the view the strategy should reflect the impact of housing costs in the borough as this is a unique challenge to Hackney.

The officers explained in the strategy they acknowledge the challenge but do not address it with solutions. The strategy acknowledges that just getting a job does not enable the person to cover their costs because the cost of living in London is high. So the focus is on how they can help people into work but work that pays well.

XIX. In general Members liked the direction of travel for the strategy; but highlighted currently it was aspirational and they wanted to see more information about what success would look like when the desired outcomes were achieved. Members discussed an example of what a more meaningful statement would say Members' highlighted older workers have experience but have difficulty accessing the job market and young people have a lack of experience and find it difficult to enter the job market. The aspirational action would state "work with young people to provide employment opportunities or work with older people to access the labour market." A practical action would be a statement about implementation of an initiative that brings these 2 groups together.

XX. Members highlighted it is important to acknowledge in the strategy the Council cannot provide all the resources. The Council is well placed to facilitate and the council should focus more on the role of a 'facilitator' and do more in that sphere. The strategy should place emphasis on this role. Using other levers to influence and not just assume the role of a service provider.

5.11 Groups 2– comments

I. Members agreed with the 3 thematic areas identified for the strategy and commented they require separate attention and agreed with splitting the themes.

II. Members referred to the action about involving local residents in visions and plans for local areas. Members suggested this needs to be in a meaningful way so residents can relate to the plans. Members asked officer to describe what this will look like in the strategy.

III. Members advised there are currently gaps in the methods used for consultations with residents and businesses. Members highlighted from their conversations with local businesses in Stoke Newington, who have been there for 40 years, they express the view of having no say and feeling pushed out. Members suggested the Council's current communication channels with local businesses needed to go further than the current methods used.

IV. Members liked the proposal for the introduction of area steering groups. Members were of the view the ECDB or s similar structure needed to expand into the local community bringing in the voice of key stakeholder in the community. Members queried if the area steering group would be officer led. Members were of the view if the area steering groups were set up and included officers it should also have members of the community on it to create a sense of shared ownerships.

V. Members highlighted the council is in a time where it has limited resources and therefore needs to create shared ownership to tackle some of the social challenges they face. This would also help to target the voice of the groups the council was trying to reach. Members pointed out it is not simply about communicating a message.

VI. Members pointed out through their campaign work they noticed a number of BME businesses that were not digital or active on social media. Members pointed out this section of the business community did not seem to be reflected or highlighted in the draft strategy. Members commented the number of businesses that operate like this is unknown and the council needs to

remember they represent a percentage of micro businesses in Hackney. Member's instinct is they make up a big group of that segment. Some of the micro businesses are not digital, speak little English but can have international links and this is not necessarily known by the council. The Council needs to look at this and think about how the strategy can capture these businesses. This group could represent a high percentage of micro businesses not included or thought about. Members suggested there is some kind of check carried out for this group.

The officers explained the council recognises that there are a number of businesses that do not use digital services and they are conscious they capture visible businesses such as retail.

VII. Officers pointed out for the recent business survey the Council used their economic regeneration officers to help access these businesses by going out with the paper survey to fill it in. However this is quite labour intensive and cannot be replicated by the council often. The council is thinking about how they can encourage them to engage and the different ways to do this.

VIII. Offices pointed out 9 out 10 businesses in Shoreditch are micro businesses meaning they employ less than 10 people. The challenge for the council is building a relationship with so many micro businesses.

IX. Members pointed out the challenge for Hackney is how to deliver a more positive message about apprenticeships. Members suggested the Council contributes to the delivery of a more positive message about apprenticeships. Helping to change the narrative and views about the value of apprenticeship. Delivering this message to employers and parents. It was pointed out that currently parents can view the encouragement of apprenticeships to mean the young person is not doing well in school. The Council recognises that parents do not place the same value on technical education like academia.

X. Members pointed out the council is doing work to identify the thriving industries and growing work sectors for the strategy. Members commented this should lead to more emphasis on careers information and should be incorporated into careers advice so young people are being steered into the right careers. Relevant stakeholders should be thinking about the message communicated in career guidance. Member commented it may seem obvious but it is not highlighted in the strategy.

XI. Members pointed out there is no reference to social entrepreneurship and social enterprise. This is important given the social problems in Hackney and limited council resources. Members suggested the strategy looks at how the council can help social enterprises tackle these problems. Members pointed out in relation to business support often social enterprises fall between the gaps. Viewed primary as a provider of resident views and not as an organisation that provides input or solutions for business support. Members suggested the strategy could identify their barriers and consider how they could be support. Members commented maybe social enterprise falls in the shared ownership group.

XII. Members commented Hackney is very diverse and this needs to feature strongly in the strategy.

XIII. Members referred to Stoke Newington Business Associations and pointed out its membership mainly consisted of shop owners on Church Street. Members highlighted the shops on Church Street are very different to the shops on Stoke Newington High Street in terms of the demographic they serve. At the time

when the council was engaging with the Stoke Newington Business Associations they thought they were representative of businesses but they were not. Members wanted to make sure the strategy helps ensure these groups are representative.

XIV. Members referred to Stoke Newington High Street's one way system and described how Church Street is at one end and has developed into a niche space with a specific clientele and the Dalston end of the high street is more active. However the businesses in the middle of the high street are struggling. Members advised the Council's place shaping work needs to incorporate effective change for all. Members talked about this being achieved through things like the local plan which allows residents and businesses to feed in their views about change.

XV. Member commented place shaping is new and not something everyone understands. Officers advised Hackney Council is ahead of the curve when it comes to place shaping to meet local need. Officers explained the aim is for all places to have their own identify and sense of direction that everyone can relate to – residents, businesses, ward councillors etc.

XVI. Members were of the view this is still new thinking - how Hackney does creative space. Officers explained the council is trying to align different services and interests e.g. planning, transport, economic development, employment interests and estate regeneration so it has one coherent prospective in relation to place shaping in the borough.

XVII. Members highlighted in relation to employment the strategy could be more ambitious and forward thinking. The view is the strategy is focused on the current work and has less focus on the future achievements it wants to see too. Members suggested there is a bigger section on the direction of travel.

XVIII. Member referred to Brexit and suggested the council could be communicating this as an opportunity to help with skills development locally and to encourage larger organisation with the resources to support social enterprises with up skilling. For example a social enterprise could be teaching coding to girls and an organisation could provide business support in the form of resources to help them do their work. This in Members opinion would help the skills system in Hackney to be more business led. This needed to be emphasised more in the strategy. Members commented this could help to create a shorter distance between business and skills.

5.12 The Chair thanked officers for their attendance and for supporting their workshop discussion.

Officers agreed to take away the comments from the Commission to feed into the development of the strategy.

6 Future World of Work and Skills - Event Notes

6.1 The notes from the Working in Hackney (WiH) evidence event held on 29th November 2017 were noted on pages 21-46 of the agenda.

6.2 The Chair commenced the discussion with a recapped of the review to date. The Chair highlighted the Commission has heard from Resolution Foundation, Fabian Society, IPPR and Central London Forward about the predications, challenges and future impacts on the future world of work and skills in the next 5-10 years.

6.3 The Commission would be conducting an afternoon of site visits on Monday 19th February 2018 to 2 workspaces in the borough. The visits would be to the Bootstrap in Dalston and The Brew in Shoreditch.

6.4 The Chair explained the aim of the site visits was to get a better understanding of self-employment in Hackney and the changing work environment. Members agreed to send out questions in advance to the businesses being visited.

6.5 In addition to site visits to the Commission would be hosting a focus group discussion with residents on Monday 19th February to talk about employment and obtain their views about the world of work and skills.

6.6 The site visits and focus groups would give the Commission information about local views and experiences and they could compare this to the expert's views they have heard from. Members agreed to send out questions in advance of the focus group so that residents could prepared for the session. The focus groups would be grouped as follows:

- Self employed
- Part time and Full Time employment
- Casual/temporary and zero hours contract.

6.7 The Chair suggested the Commission holds a further evidence session focusing on skills to hear from skills providers. In response to this a Member suggested this may duplicate the work carried out by Community Safety and Social Inclusion Scrutiny Commission (CSSI) in their Apprenticeship Review recently. It was noted this review heard from skills providers. It was suggested this report was reviewed for any significant gaps to follow up on.

6.8 The Chair pointed out the focus on skills was to consider how the Council could maximise employers input into skills.

6.9 The Chair advised the WiH review report would focus on the following areas which they have identified are specific to Hackney, in relation to the future world of work and skills.

- A rise in self-employment.
- Local Employers and their involvement in skills.
- Housing and land values and the impact of Hackney's property prices and land values on local employment.
- Polarisation of jobs between high and low.
- Brexit Impact the anticipate impact on sectors like construction, hospitality and retail.

7 Working in Hackney Scrutiny Commission 2017/18 Work Programme

7.1 The next WiH is scheduled for Wednesday 14th March and the Chair suggested this meeting date was moved to Monday 12th March 2018.

Members present at the meeting agreed to move the meeting date.

ACTION	Members agreed the date change. The WiH meeting would be moved to 12th March 2018.

7.2 The Members discussed the work programme and considered the next session scheduled in the work programme. The session scheduled was a discussion on inequalities. The Chair proposed they move the inequalities discussion to the new municipal year and hold a further evidence session for the review on skills.

ACTION	Members agreed.

8 Any Other Business

8.1 None.

Duration of the meeting: 7.00 - 8.45 pm

Hackney

Working in Hackney Scrutiny Commission 26th June 2018 **Presentation about the Economic Community Development Board**	Item No **6**

Background

In November 2016, the Economic and Community Development Board was established to re-set the Council's approach to economic development, ensuring that it was both joined-up and focussed on ensuring that the benefits of economic growth reach all of Hackney's communities.

To drive this work the council established this internal Board. This Board consists of the Mayor and 2 Cabinet Members and senior officers of the council. There are work streams under the Board to enable them to deliver the cross cutting work. The Board provides political leadership and works with senior managers to ensure work is progressing and having effect, and to openly discuss the challenges associated with this work and the priorities that require specific focus.

ACTION

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

This page is intentionally left blank

Hackney

Working in Hackney Scrutiny Commission 26th June 2018 **Presentation about Economic Regeneration**	Item No **7**

Background

Economic Regeneration

This team works to guide development in Hackney's key growth areas - Hackney Central to Dalston, Shoreditch and the A10 corridor, and Hackney Wick. It aims to develop strategic partnerships with public and private sector partners to drive the transformation of these areas, bringing housing, economic and social benefits to the borough's residents.

The team also develops policies and cross-borough projects that deliver a range of other benefits, such as converting disused garages for use as affordable workspace or supporting the fashion sector.

In major town centres and growth areas, officers co-ordinate local Council services such as street cleansing and markets to bring improvements - as well as ensuring business have easy access to assistance, advice and information to help them grow.

Action

The Commission to note the presentation and ask questions.

This page is intentionally left blank

Hackney

Working in Hackney Scrutiny Commission 26th June 2018 **Presentation about Employment and Skills**	Item No **8**

Background

Hackney Works is the Council's employment and skills service. They deliver a range of employment support services and initiatives including Hackney Works, the Apprenticeship Programme, Hackney 100 and a supported employment service to local businesses.

Action

The Commission to note the presentation and ask questions.

This page is intentionally left blank

Hackney

Working in Hackney Scrutiny Commission 26th June 2018 **Introduction to Working in Hackney Scrutiny Commission**	Item No **9**

Background

Please find attached a briefing note about the Working in Hackney Scrutiny Commission's remit and the work it carried out last year.

This page is intentionally left blank

Working in Hackney Scrutiny Commission

Overview and Scrutiny was introduced following Local Government Act 2000. Local authority Overview and Scrutiny has been strengthened down the years through a variety of legislations. These include:

- The Police and Justice Act 2006
- The Local Government and Public Involvement in Health Act 2007
- The Local Democracy, Economic Development and Construction Act 2009
- Health and Social Care Act 2012.

Overview and Scrutiny (O&S) in local authorities is the process for holding the Executive to account, ensuring transparency in decision making and encouraging engagement by residents in the way local services are provided.

Traditionally this focused solely on the operations of the council, either through pre-decision scrutiny (where scrutiny committees review the production of formal plans and strategies etc) or reactive reviews that look at the impact and performance of any existing council service. Increasingly the role of elected Members through Overview and Scrutiny focuses on decisions taken not just by the council but by local partners as well, across the whole range of services in the public, private and voluntary sectors. The Centre for Public Scrutiny (CfPS) – the national body for scrutiny - devised the following four principles for Effective Overview and Scrutiny.

1. Provide challenge to policy makers and decision makers in the role of a 'critical friend'.
2. Enable the voice and concerns of the public
3. Be carried out by 'independent minded governors' who lead and own the scrutiny role
4. Drive improvement in public services locally.

Membership of O&S commissions is politically proportionate. Scrutiny is non-adversarial[1] and non-partisan[2]. The role of scrutiny is to be a "Critical friend" challenging decision makers within LBH as well as external agencies.

[1] Non-adversarial means there is a spirit of co-operation, a passive stance, the parties are willing to reach a mutually satisfying resolution to a problem. There is persuasion rather than coercion.
[2] not partisan means not affiliated to, influenced by, or supporting any one political party

REMIT

The Commission scrutinises the provision of services covering the prosperity of the borough and development, in particular economic development, employment and large scale schemes.

Title	***Scope***	***Key partners and local organisations***
Working in Hackney Scrutiny Commission	**Employment and Skills** • Employment and training opportunities • Ways into Work • Apprenticeships • Libraries element of Public Realm • Adult learning element of Education and Schools • Voluntary sector **Regeneration** • Supporting Town Centres • Supporting Business • Macro economic development. **Public Realm (Strategic transport business licensing and planning)** •	**Hackney Council directorates:** • Chief Executives Directorate • Neighbourhoods and Housing Directorate ***Partnerships:*** Economic and Development Partnership Board

CABINET MEMBERS AND CABINET MEMBER QUESTION TIME

The Commission's remit covers the following Cabinet Member's portfolios:

- **Cllr Guy Nicholson, Cabinet member for planning, business and investment.** 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.

- **Councillor Carole Williams, Cabinet member for employment, skills and human resource.** Cllr 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.

- **Cllr Feryal Demirci, Deputy Mayor and Cabinet member for health, social care, transport and parks.** Cllr Demirci has lead responsibility for: adult social care, older people, supporting people, health and wellbeing board, public health and the relationship with the wider NHS, health devolution and integrated commissioning, mental health, public realm and streetscene, strategic and local transport, liveable neighbourhoods, parks, clean air and tackling pollution, parking control

  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. The Cabinet Members are asked to come and answer questions on 3 pre-agreed areas. This is similar to Select Committee operations in the House of Commons, same format. All Cabinet Members and the Mayor have to attend at least one of these a year.

  Last year WiH held 2 cabinet question time sessions with Cllr Nicholson and Cllr Williams.

  For Cllr Nicholson the session 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.

  For Cllr Williams the session covered:

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

RECENT REVIEW

The Commission's time is mainly taken up with its review and the Commission usually carries out one major review each year. Once the review report is agreed it is sent to Cabinet for an 'Executive Response' and this goes on the Cabinet Agenda. Some scrutiny reports and their responses are also debated at Full Council.

When reviews are completed there is a system of recommendation trackers whereby officers are required to come back after 6 months to demonstrate the progress made and to provide updates on the implementation of the recommendations from the review.

The Working in Hackney Scrutiny Commission was established last year and completed its first review ***The Future of the World of Work and Skills in Hackney***.

This review set out to explore trends in the changing labour market, the changing skills system and how it all impacts on London's economy. The Commission wanted to examine the impact that macro level changes will have locally and to

identify the policies and practices that will help overcome the challenges. In the review the Commission looked at the support which will be needed within the current Skills system to enable local residents to progress and change careers if they wish.

Attempting to look five years ahead the Commission explored the changes in demand in the labour market the trend resulting in changes such as Brexit, climate change and our ageing population. The review examined the nature of employment, the likely changes in the business environment, workforce and the nature of work itself. What the impact will be of automation and robotics and its impact on supply. This review focused on the employment trends that were amplified in Hackney.

SITE VISITS AND OTHER APPROACHES TO EVIDENCE GATHERING

The commission meetings are just one way in which the commission collects evidence for its in-depth reviews. Members also go on site visits and use other formats such as focus groups or observing groups or activity. The latter is more appropriate if Members are speaking to service users on sensitive issues which would be difficult for them to discuss in an open committee. The notes recorded from external site visits are placed in the agendas.

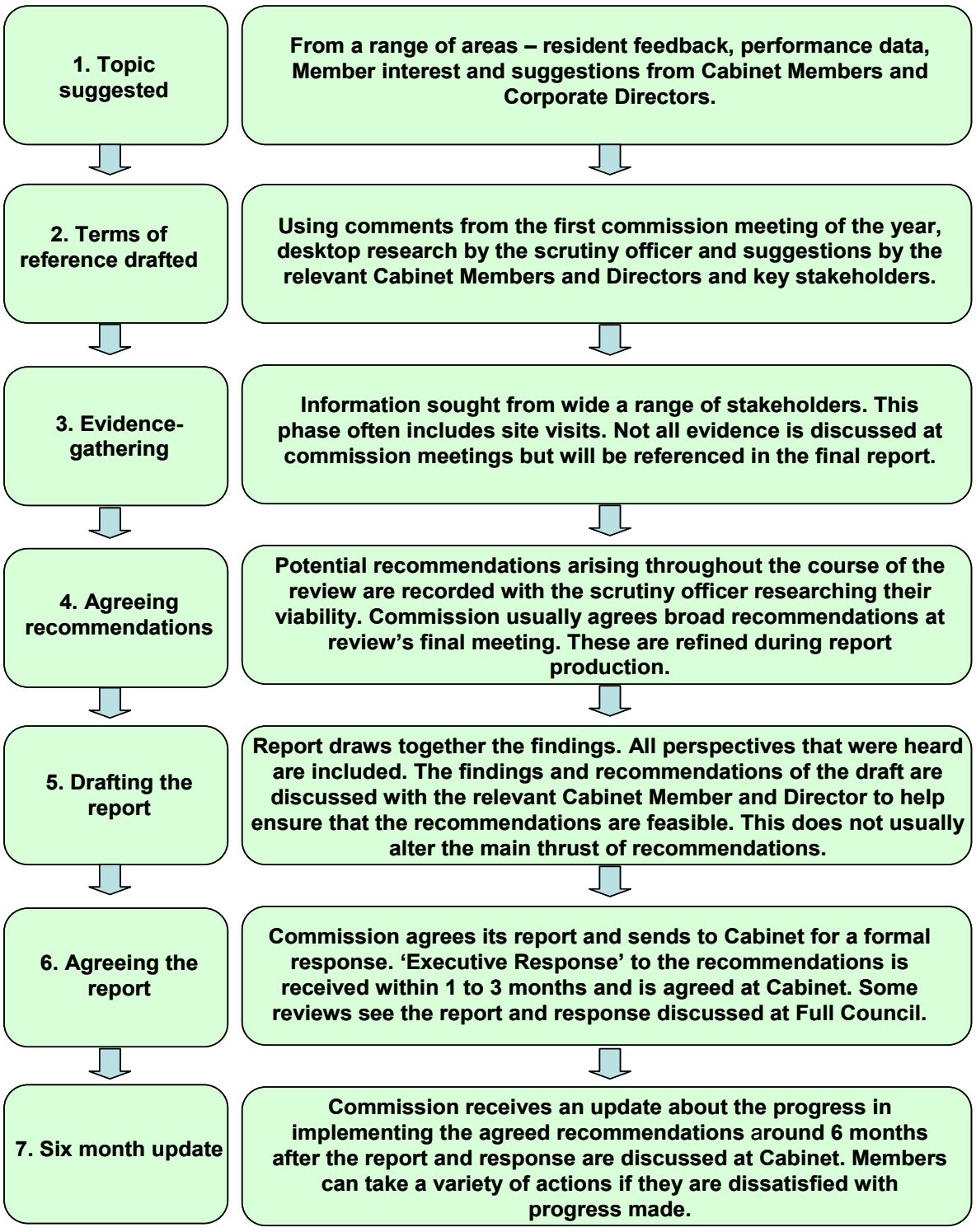
OTHER DISCUSSION ITEMS IN 2017/18

In the Commission's first year they decided to hold a series of thematic discussions in 2017/18.

- For the thematic discussions and engagement with local businesses the commission started the year with a discussion about the council's current approach to economic and community development.
- A discussion about the employment and skills service focused on the vision of those services.
- The employment support and the integration of employment support initiatives discussion covered the employment support available for people who are not job-ready and how the different employment support initiatives in the borough worked together or could work together better.
- The local economic assessment update was a presentation outlining the most recent data for Hackney covering population, work and the economy.
- There were two Cabinet Member Question Time Sessions with the Cabinet Member for Planning, Business and Investment and the Cabinet Member for Employment Skills and Human Resources.
- The update from the Economic and Community Development Board took a new approach and used the first update session to provide some 'critical friend' challenge to the development phase of the new *Economic Development Strategy*. This was carried out via a Workshop format, breaking into groups to analyse sections of the emerging strategy document.

LIFECYCLE OF A REVIEW – A BRIEF GUIDE

The schematic below shows the processes involved in the completion of a typical scrutiny review.



This page is intentionally left blank

Hackney

Working in Hackney Scrutiny Commission 26th June 2018 **Working in Hackney Scrutiny Commission Work Programme suggestions for 2018/19**	Item No **10**

Outline

New Work Programme 2018/19
The Commission is asked to consider and make suggestions and agree the review and one off discussion items that will be scheduled in the Commission's work programme for 2018/19.

To aid this discussion detailed below is the remit area of the Commission and information about the criteria to use when deciding if a topic suggestion should be a review or one-off items discussion.

	Working in Hackney
High level remit as per constitution	Prosperity of the borough and development, in particular economic development, employment and large scale planning and transport infrastructure schemes.
Statutory functions:	None.
Services falling into remit	**Employment and Skills** • Employment and training opportunities • Hackney Works • Apprenticeships • Adult learning (element of adult education) **Public Realm** • Libraries element of Public Realm • Strategic transport business licensing and planning **Strategy, Policy and Economic Development** • Voluntary sector **Regeneration Delivery** • Economic regeneration • Supporting town centres • Supporting businesses

	Working in Hackney
Standing items (assuming full carry over from previous Commissions). Once a year unless stated otherwise:	• Question Time sessions with Cabinet Members for: ➢ Employment, skills and human resources ➢ Planning, business and investment ➢ Deputy Mayor and Cabinet member for health, social care, transport and parks.

Action

The Commission is asked to agree its review and the one off discussion items they would like to schedule in the Working in Hackney Scrutiny Commission work programme for 2018/19.

Working in Hackney Scrutiny Commission

Suggestions for WiH Work Programme for 2018/19

This list is a compilation of suggestions and comments from Councillors, stakeholders, officers and the Executive.

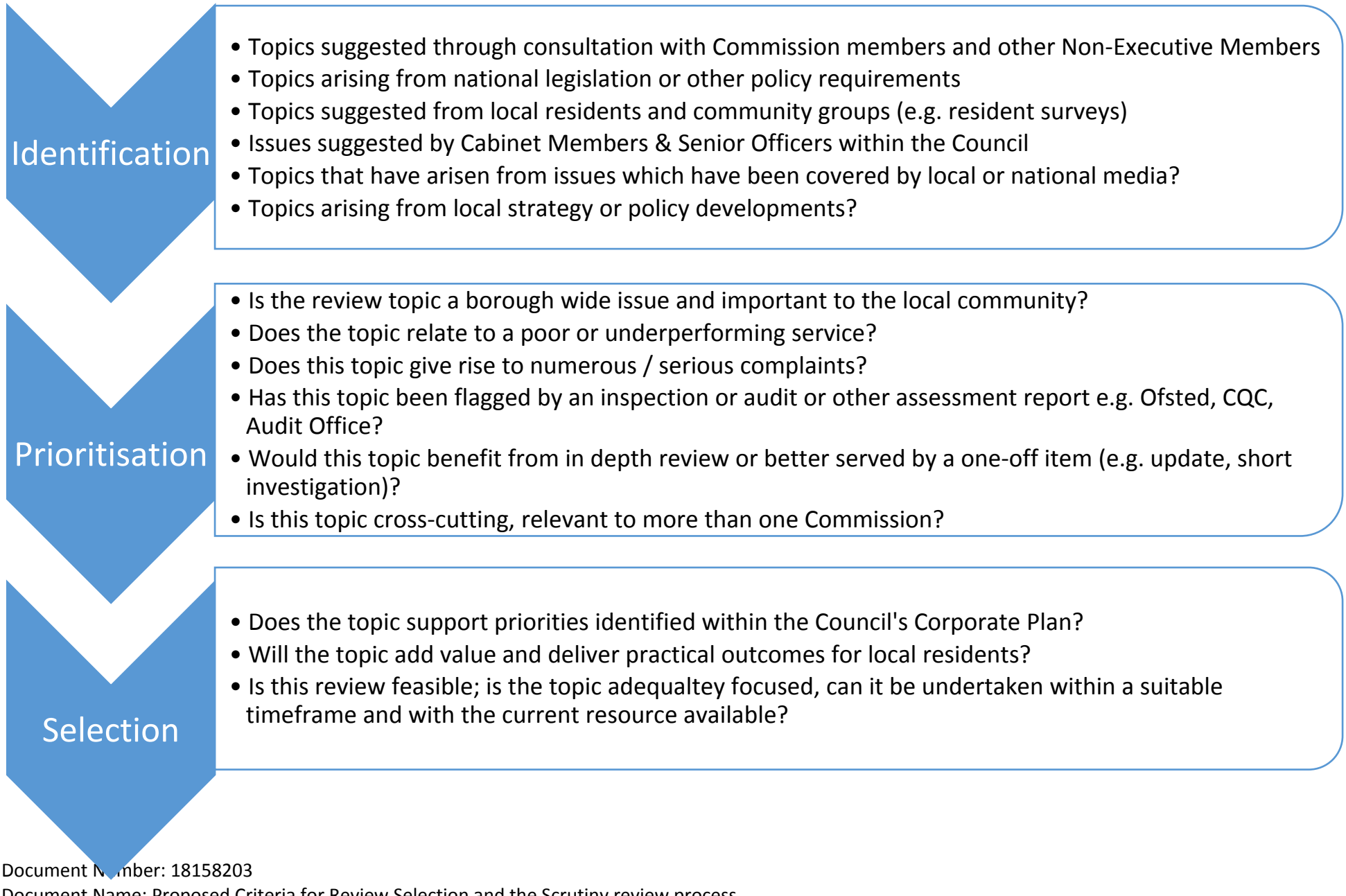
Working in Hackney Scrutiny areas		
Suggestion	**Suggestion from**	**Description of item**
Inequalities in work	Topic from previous work programme not covered in 2017/18.	(The focus of the topic needs to be defined).
Council leasing and LLW / local labour.	Ian Williams	Update on this items will be provided at the meeting
ICT and Digital - local labour / different ways of working.	Ian Williams	Update on this items will be provided at the meeting
Cost of living and ability to fill key roles in public sector.	Ian Williams	Update on this items will be provided at the meeting
Sustainable procurement policy - Council is developing	Ian Williams and Commission	Review of the Council's Sustainable Procurement Strategy including approach to outsourcing / insourcing.
How the council carries out reviews of contracted services.	Cllr Rennison	Delivering the manifesto commitment to review contracted services as these come up with a view to bringing these in house where possible.
Transport infrastructure – stations like Clapton, Hackney Downs modernisation to take increased flow of people into the borough and using the station	Consultation log	Last year the Commission raised concern about the significant growth in terms of the interchanges at stations like Clapton and Hackney Downs - by almost 3 million

		people a year and the impact this could have on employment growth in the borough. Following investment to improve the railway connectivity in the borough. The Council was expecting further investment by TfL as soon as the stations became connected. The Council expected 2 things: a) That the station infrastructure would grow and expand and increase its capacity b) That developments would start to happen around the stations.
TFL changes to bus routes in Hackney	Commission / Chair	Transport for London does not properly consult on reductions in frequency of bus routes but the Council understands that further cuts are to be introduced this year.
Stoke Newington Gyratory - Stage Two	Consultation log	Consultation on removal of Stoke Newington one-way system. This will be led by TfL with the Council's input. TfL are undertaking further modelling work and will be consulting on one proposed option.
Crossrail 2	Commission / Chair	Update on the progress and development
Gambling Policy 2019-2022 Consultation	Consultation log	Update on the consultation
Britannia leisure centre development – provisions, impact on local community	Chair/ Commission /	This is a large scale mixed development

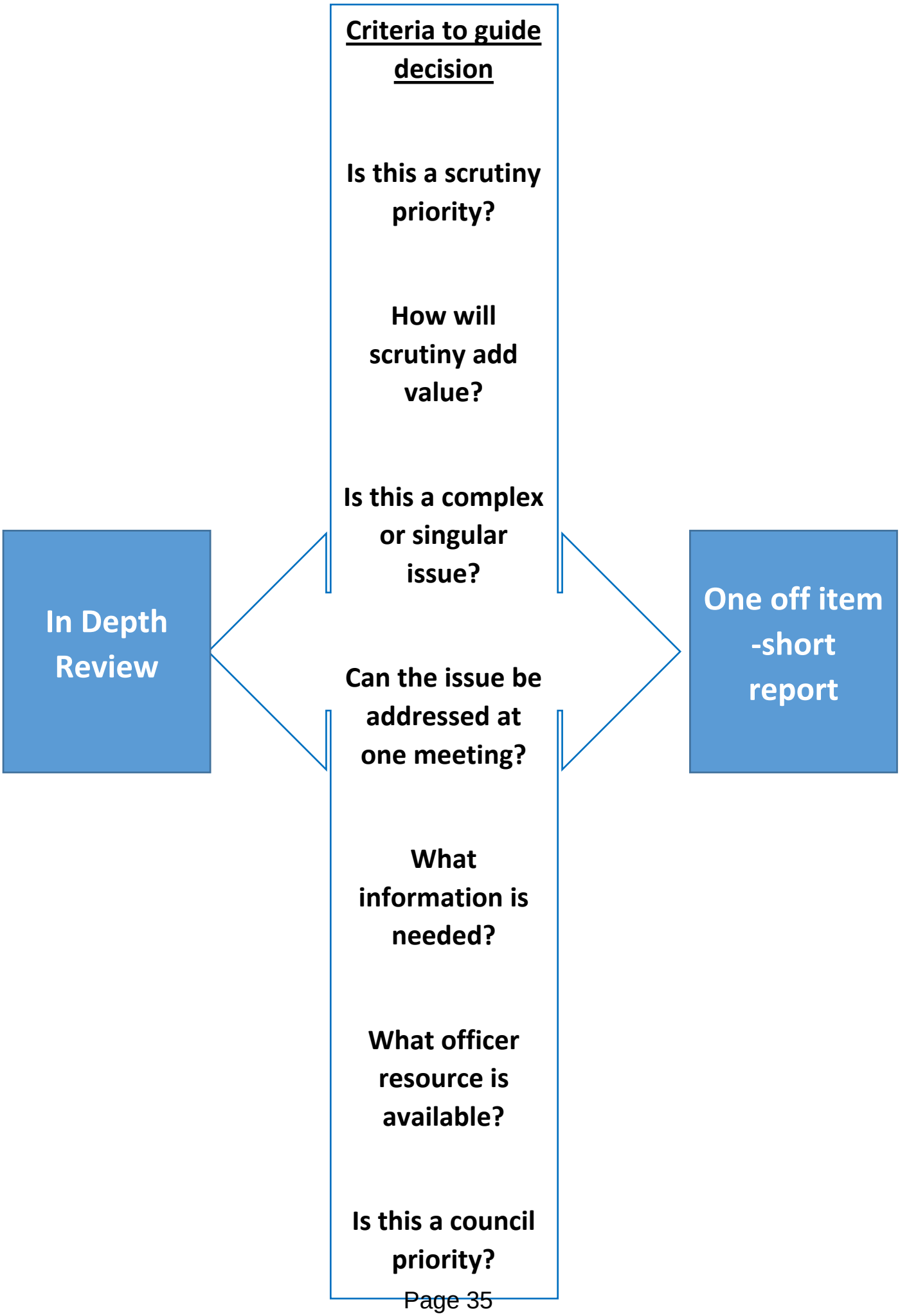
	Consultation log	
Hackney Council Voluntary and Community Sector strategy	Officer request to add to work programme	New strategy in development
Hackney Council Advice Services Review	Cllr Rennison and Cllr Patrick	Update to Scrutiny about its aims, principles and work to date. Timeline for update is anticipated to be October 2018
An analysis of which specific groups are most underrepresented in the Tech City workforce.	Cllr Williams / Stephen Haynes / Sonia Khan / Suzanne Johnson / Paul Horobin/ Andrew Munk	This could include a particular focus on underrepresentation in STEM sectors – a key area of ongoing growth in Tech City, as well as the London and UK economy more widely
An analysis of the particular concerns and interests of businesses in Tech City – with a focus on STEM businesses	Cllr Williams / Stephen Haynes / Sonia Khan / Suzanne Johnson / Paul Horobin/ Andrew Munk	The objective is aimed at understanding how the business community could be better connected with the local community
A detailed analysis – both quantitative and qualitative – of barriers facing residents from various equalities groups (age, gender, class, disabilities) to access opportunities in Tech City	Cllr Williams / Stephen Haynes / Sonia Khan / Suzanne Johnson / Paul Horobin/ Andrew Munk	The Commission to explore best practice from elsewhere in London and nationally/internationally with a focus to understand the barriers that equality groups have in accessing economic growth opportunities - around how to best connect areas of high economic growth and new emerging job sectors, with areas of high deprivation but with a specific case study featuring a growth sector and growth area e.g. Tech City and Hoxton residents.
An exploration of best practice from elsewhere – in London and nationally/internationally – around how best to connect areas of high economic growth and new emerging job sectors, with areas of high deprivation.		

A look into practical solutions and methods specifically relevant to Shoreditch and its local economy - including securing local jobs via s106 obligations and development agreements	Cllr Williams / Stephen Haynes / Sonia Khan / Suzanne Johnson / Paul Horobin/ Andrew Munk	
Business engagement event - with BME businesses - July 2018 In relation to the set-up of business forums and how they support SMEs in a meaningful way.	Cllr Coban	Chair is proposing to hold an engagement with business owners from BME communities in July 2018
Brexit and the Council's engagement with businesses - risks and mitigating impact How we can use the uncertainty of Brexit to encourage businesses to invest more into local training and education for our younger residents, as they are likely to be quite concerned about the loss of European workforce. This potentially can be an opportunity to encourage the larger businesses to do more, in terms of training and development with underrepresented communities.	Cllr Coban and Cllr Gordon (SP Chair)	

Identification, prioritisation and selection of topics for in-depth scrutiny review and work programme items

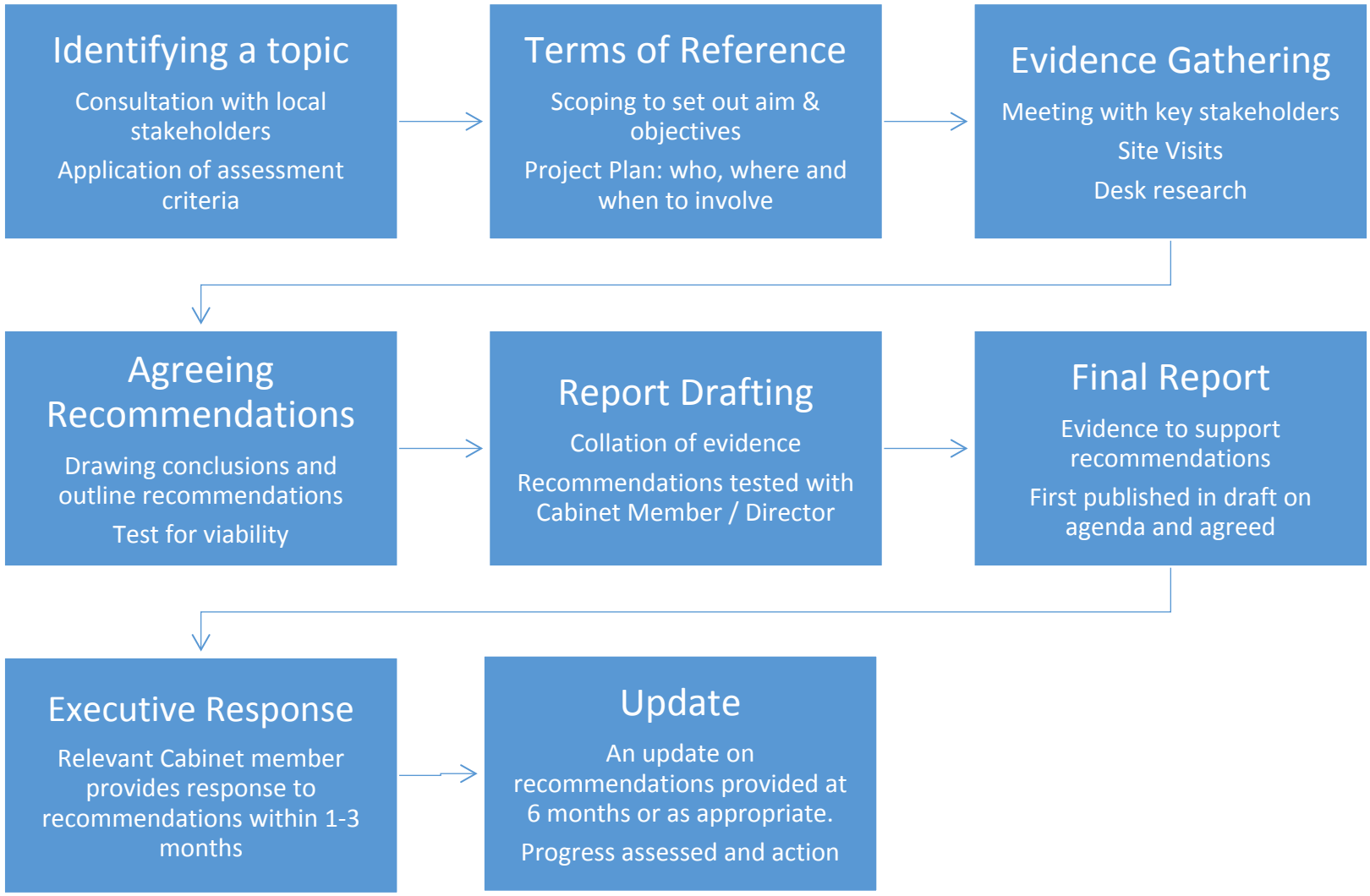


This page is intentionally left blank


Criteria to guide decision
Is this a scrutiny priority?
How will scrutiny add value?
Is this a complex or singular issue?
Can the issue be addressed at one meeting?
What information is needed?
What officer resource is available?
Is this a council priority?
In Depth Review
One off item -short report

This page is intentionally left blank

Lifecycle of a Review



This page is intentionally left blank