

Proposal for a scrutiny review by Governance and Resources Scrutiny Commission - Terms of Reference

Report title: Devolution – The Prospects for Hackney

Municipal year: 2015/16

1. Terms of Reference

- 1.1 The Governance and Resources Scrutiny Commission proposes a short review to explore the implications of the devolution process for Hackney. It starts from the understanding that this process has important implications for the borough.
- It could help the borough deal with its substantial financial challenges by creating new revenue streams, as well as more wide ranging responsibilities;
 - It could help create more effective public services by creating space for more preventative and joined up approaches to the big social challenges in the borough;
 - Devolution is redrawing the map of English local government and this has huge implications for the powers, scope and finances of Hackney Council.
- 1.2 Albeit there is the opportunity to create space for more preventative and joined up approaches for public health and social fund. The Commission is mindful that the devolved powers will be followed by cuts in budget. As councils takes on bigger responsibilities/budgets the potential risk of underfunding/overspending grows. Devolution of responsibility without devolution of necessary budgets could expose council budgets to additional pressure and could pose a risk to existing council services.
- 1.3 The Commission believes that the Council needs to consider and debate accountability and the impact of devolution on accountability structures particularly looking at how to bringing totally different systems of accountability in different organisations (notably NHS / Local Government) together.
- 1.4 The Commission believes that the Council needs to consider and debate what devolution may mean for the borough and that a short scrutiny review could help inform those discussions and engage the wider public and our local stakeholders in that discussion.

1.5 Core Questions

The overarching question framing this review will be 'What are the implications of London wide devolution for Hackney and how the borough can make the most of the opportunities?' The Commission intends to complete a review to answer the following:

- What does devolution mean for the emerging governance landscape of London (pan London, sub regional, borough) and what are the implications for Hackney?
- What could devolution mean for Hackney's economy and for improving its public services and what should Hackney be asking for in terms of further devolved powers and budgets?
- What are the implications for the council's finances and its governance structures?

2. **Background**

- 2.1 The government has embarked on a programme of devolution deals with England's large towns and cities and their surrounding regions. This is most advanced in Greater Manchester which has been devolved control over budgets in areas including transport, employment support, business support, skills and the NHS. Deals have now been agreed with a larger number of areas, including the Leeds, West Midlands and Liverpool City Regions. All these areas will soon have elected city regional mayors with significant new powers over economic regeneration and public services.
- 2.2 London already has its own elected mayor and city regional authority with devolved powers over policing, planning, economic regeneration and transport. As such it has been left at the margins of the broader discussion around devolution, which has focused on narrowing the north/southern economic divide under the banner of the so-called 'northern powerhouse'.
- 2.3 However, London's mayor and boroughs have submitted a proposal for a wide ranging further devolution of powers to and within London, covering employment support, the criminal justice system and health and social care. At the sub regional level some groups of London boroughs have come together to call for devolved budgets at the sub regional and borough level.
- 2.4 Recently Hackney has been selected for a borough level 'integration pilot' covering health and social care, which will lead to the devolution and pooling of health and care expenditure in the borough, bringing together primary and secondary healthcare and health and social care.

3. Key Stakeholders

3.1. Key stakeholders to be approached could include the following:

Sector / organisation	Stakeholder
Service users / general public	•
Council depts and services	•
Other London Boroughs / Councils	•
Government departments and executive bodies	•
Non-governmental organisations / lobby groups	•
Academics	•
Private sector	•
Representatives of target groups	•
Other external	•

4. Methodology

- 4.1 The Commission will carry out this scrutiny review between February and June 2016, incorporating 3 formal meetings held in public. The meetings will be used to publish and scrutinise information from within the Council and from external organisations in relation to the core questions set-out above.
- 4.2 Scrutiny meetings are conducted monthly and for the duration of the review, the evidence gathered will be collated and published at these meetings. Desk research will be undertaken initially and throughout.
- 4.3 Alongside the formal meetings the Commission will use other methods to gather evidence during this review. These are likely to include site visits to other local authorities and organisations that have embarked on integrating services across the public sector.

Dependencies (what other activities could impact on achieving timelines etc)	Impact
TBC	TBC

If you are proposing to commission external work...

- 4.4 Identify the need for information, analysis or advice, including the limits and gaps in existing information, and identify how this work will contribute to the aims of the project.
- 4.5 Demonstrate why this need cannot be met with in-house work.
- 4.6 Demonstrate why this need cannot be met from work that someone has already done, published information, etc. – outline your search for existing information and what you found
- 4.7 Outline clearly what the external contractors would be contracted to do.

5. Timetable

- 5.1 Highlight when different corporate aspects of the review are likely to be completed.

Task	Envisaged Timetable
Draft Terms of Reference, desktop research, consulting experts, confirming Executive Link Officer/Members	February 2016
Agreement of terms of reference	February 2016
Formal / informal committee meetings	February – April 2016
Site visits	TBC
Report drafting	July 2016
Consult Executive Link Officer/Members on draft findings and recommendations	June 2016
Schedule for Legal/Finance comments	July 2016

Consideration by Commission/OSB/Cabinet/ Council	September 2016
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5.2 Briefly note what topics will be considered at each meeting, and who will be responsible for providing the information.

Month 20xx	
Topic	Responsible Officer/Partner
TBC	TBC
Month 20xx	
Topic	Responsible Officer/Partner
TBC	TBC
Month 20xx	
Topic	Responsible Officer/Partner
TBC	TBC

5.3 Include information about relevant external events (consultations, legislation, conferences, strategy launches, reports by other bodies, etc) and how these tie in with your proposed timetable.

5.4 Where applicable, outline the timetable for approving external commissioning, letting the contract, undertaking the work and feeding into the review. The main project timetable should also note when the work will be undertaken and when the output will be received.

6. Expert Guidance and Commentary

Policy Team (Contact:)	
Links to relevant strategies and existing policies	
Check for relevant Equality Impact Assessments	
Business Analysis and complaints (Contact:)	
Relevant performance data	
Service improvement reviews linked to these targets / performance data	
Projects and Programmes (Contact:)	
Relevant corporate programmes or support projects	
Links to existing work	
Communications and consultation (Contact:)	
Ways of engaging the local / specialist press during the review (where applicable)	
Opportunities and links to wider local publicity	
Legal (Contact:)	
Legal Implications for review	
Finance & Resources (Contact:)	
Any anticipated costs associated with conducting this review	

7. Background Papers

7.1 List of background papers used to inform the TOR:

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8. Executive Links & Response

8.1 The following corporate stakeholders on this Terms of Reference are:

Contributor	How have they been consulted on proposal
Council Lead Director	Tim Shields, Chief Executive
Council Lead Officers	TBC
Executive Member(s)	Mayor Jules Pipe and Cllr Guy Nicholson

Contact

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