
**London Borough of Hackney
Skills, Economy and Growth Scrutiny Commission
Municipal Year 2023/24
Date of Meeting Monday 20 November 2023**

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

Chair	Councillor Polly Billington
Councillors in Attendance	Cllr Clare Potter (Vice-Chair), Cllr Gilbert Smyth, Cllr Jon Narcross, Cllr Fliss Premru, Cllr Joe Walker and Cllr Penny Wrout
Apologies:	Cllr Jessica Webb and Cllr Claudia Turbet-Delof
Officers In Attendance	Rotimi Ajilore (Head of Procurement), Merle Ferguson (Procurement Standards & Training Manager) and Dujon Harvey (Strategic Head - Employment, Skills & Adult Learning)
Other People in Attendance	Councillor Robert Chapman and Councillor Carole Williams (Cabinet Member for Employment, Human Resources and Equalities)
Members of the Public	
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Councillor Polly Billington in the Chair

1 Apologies for Absence

- 1.1 Apologies for absence from Cllr Webb and Cllr Turbet-Delof.
- 1.2 Officer Apologies for absence from the Strategic Director Economy, Regeneration and New Homes, Stephen Haynes.
- 1.3 The Councillor virtually in attendance was Cllr Chapman, Cabinet Member for Finance, Insourcing and Customer Services.

2 Urgent Items / Order of Business

- 2.1 There were no urgent items, and the order of business was as laid out in the agenda.

3 Declarations of Interest

3.1 None.

4 Cabinet Question Time 19:05 - 19:55

4.1 The Chair introduced the cabinet question time for Cllr Williams. By explaining that a key element of the scrutiny function is to hold the Mayor and Cabinet to account in a cabinet question time session.

4.1.1 The Chair explained that in the municipal year, the Commission holds a question time session with the Cabinet Member and senior officers to ask questions about performance and decision making within the Council related to their portfolio that was within the remit of the Skills, Economy and Growth Scrutiny Commission.

4.1.2 The Cabinet Member was asked to provide information to the scrutiny commission about the work the Council is doing in the topic areas outlined below. The 3 areas being discussed are:

1. The Council's Green Skills and Circular Economy Commission
2. National and regional challenges impacting the delivery of apprenticeships.
3. The Council's role in delivering technology training to older residents to build their confidence and ability to access and use the internet.

4.1.3 The Chair highlighted that bullet point 3 was a topic raised by a resident in the O&S public consultation.

4.1.4 The information noted in the agenda packs for the item are outlined below.

- Presentation on Green Skills and Circular Economy workplan
- Presentation Apprenticeship Programme Evaluation.

4.1.5 The Chair also explained that there is a fourth topic area about the work of the Diversity and Tech Commission was written update on page 29-30 in the agenda.

4.2 The Chair welcomed to the meeting Cllr Carole Williams, Cabinet Member Employment, Human Resources and Equalities and Dujon Harvey, Assistant Director Employment, Skills & Adult Learning.

4.3 The discussion item commenced with a verbal update from Cllr Williams covering the three areas outlined in bullet point 4.1.2 above.

4.3.1 The Cabinet Member highlighted that the presentation in the agenda outlined the proposals to deliver the Green Skills Commission. The work to date for the Commission's work has predominately been desk-based research. The insight runs up to April 2023 and provides insight into the London wide green skills demand for London and Hackney. This is in addition to recent publications

about green (London and Hackney) from the WPI Economics, Greater London Authority (GLA) and Oxford Economics research.

- 4.3.2 Primary indicators suggest that green jobs will be focused in power/energy, homes and building as well as in the reduce, reuse, recycle and repair sub sectors.
- 4.3.3 The council intends to review the data on a 6 monthly basis in preparation for green skills.
- 4.3.4 Central London Forward (a strategic partnership formed of 12 London boroughs) commissioned some early analysis of green skills that will provide details about the carbon retrofit labour demand across London. The analysis was carried out by whole life consultants. The analysis indicates that 81% of Hackney homes and 84% of other buildings have an ECP rating of up to C. To achieve an ECP rating above C will require personal labour over a significant number of years.
- 4.3.5 The Council's Employment, Skills and Adult Learning Service is using a proportion of funding secured by adult education. This is ring fenced to support the low paid and the unemployed to access the skills pathways into good jobs, through training for green skills and sustainable fashion. This will supporting the Council's strategic plans to maximise employment opportunities and ensure there is a just transition for displaced workers. In addition to addressing the underlying drivers for poverty and inequalities.
- 4.3.6 The Cabinet Member confirmed there are 216 course opportunities (up to level 2) for Hackney residents to retrain in affected areas e.g. construction and retrofit demand.
- 4.3.7 The Commission was also informed that ESOL had designed its training to connect with training providers and local employers and tailored their course content specifically towards the growth sectors and industries.
- 4.3.8 The current focus is on the wider eco system around green skills and the economy. This is yielding an understanding of where training and jobs are emerging.
- 4.3.9 ESOL and economic development will carry out a mapping exercise in March 2024. This feeds in from the commissioned work by Economic Development.
- 4.3.10 The Cabinet Member advised that whilst they have been doing work to underpin the research base for the Green Skills and Circular economy Commission, the work to deliver green skills is in progress and not reliant on the Commission being established. The sectors will include delivering solar panels for residential properties, EV charging etc.
- 4.3.11 In relation to the challenges facing apprenticeships the Cabinet Members started this verbal update by thanking officers for their work collating the data.
- 4.3.12 The insight in the presentation highlights the challenges facing London and Hackney's employers. This topic is also a key area of work by Central London

Forward (CLF). Overall figures from borough are being monitored regularly by London Council's too.

4.3.13 The key challenges are:

- a) Since the introduction of the levy the numbers have fallen sharply since 2017 academic year by 29% nationally and 15% in London.
- b) Hackney has seen a decline in numbers since the pandemic and this has not recovered.
- c) SMEs have been providing fewer apprenticeships since 2016. But there has been an increase in the number of larger employers offering apprenticeships.

4.3.14 In relation to apprenticeship numbers in Hackney the numbers increased in 2017-18 and in 2018-19. But for 2019/20 and 2020-2021 the numbers remained static at 133 and 134 for all starts across the Council's apprenticeship program.

4.3.15 The intermediate level apprenticeship starts have fallen but this is a similar picture across London.

4.3.16 In 2016/17 the number of apprenticeships for under 19s declined too. This declining number will contribute to the skills shortage in areas like construction and retrofit. This decline also reduces the opportunities for up skilling and the earning potential for non-academic learners.

4.3.17 This will also have implications for socio economic mobility and disadvantaged groups.

4.3.18 The Commission was informed that there has been a reduction in the number of young apprenticeships at level 2. This will have an impact on the opportunities for young people particularly for young people with low or no formal qualifications.

4.3.19 There are also challenges around the apprenticeship levy itself. CLF are expected to be lobbying the Government for reforms on how the apprenticeship levy can be spent.

4.3.20 In relation to digital skills for residents, the council has launched a new skills and learning opportunity for residents. This includes essential digital skills certificate in coding and creative computing. This also includes basic entry level skills for networking e.g. using social media and functional skills.

4.3.21 There is also a digital buddy's scheme for all levels, and this is free for all hackney residents. This can be accessed via the digital buddy's service or by emailing digitalskills@hackney.gov.uk / iag@hackney.gov.uk.

4.3.22 The Cabinet Member encouraged residents to sign up to the Hackney opportunities newsletter. Pointing out that it is distributed weekly and covers jobs, training, and apprenticeships.

4.3.23 The Cabinet Member highlighted that the newsletter issued that week featured information about adult learnings free online course.

4.4 **Questions, Answers and Discussion**

(i) Members commented that discussions to date have indicated that there are skills limitations for large scale green projects being completed by local traders e.g. solar panels. Members asked if the council had detailed information about the demand for green skills from local traders who might want to deliver services?

(ii) Members asked if there is a skills gap and if apprenticeships were a solution?

In response the Cabinet Member for Employment, Human Resources and Equalities from LBH confirmed there is a gap, but it will not be covered by apprenticeships. Although apprenticeships will be important for people who want to enter the labour market there will also be a requirement to upskill staff in the council and in the industries in current roles.

It is also important to note that there will be several jobs they currently have that might be classified as a green skill role, but the worker will still require more training. Therefore, a range of solutions will be needed to bridge the skills gap.

The Assistant Director for Employment, Skills, and Adult Learning from LBH provided details on the numbers from the research by CLF. The research refers to 10,000. The AD confirmed this is 10,000 person hours to retrofit homes e.g. electrical plumbing etc. The previous estimate was 5000 however 2200 of the 5000, relates to the net growth in jobs for construction / electrical.

Although the council understands the net jobs growth the traders are not clear about the skills needed. Despite having the estimate of 10,000 hours to retrofit homes there is still ambiguity on the number of people required and the skills level.

The AD referred to the presentation and pointed out that the council has started the work looking at the entry level skills. So, apprenticeships will be a feature. This starts from non-accreditation through to level 2 training. This will give individuals outside the labour market the ability to access the initial training to be able to transition to those roles.

It is also important to note the rationale for the work (funded by job and skills for Londoners) which related to concern that the emergence of the green sector and green skills requirements would displace the current workforce of plumbers, electricians, scaffolders etc. The current workforce will need new skills and some of these skills will be short courses. This was linked to the 216 courses referenced in the presentation. They will allow individuals to get the necessary certification so they will not be displaced from their current profession.

(iii) In a follow up question Members pointed out that retrofitting a building could be piece meal rather than taking a holistic approach. Members pointed out a cavity wall insulation could be carried out, but this would be in isolation and another problem could appear in another part of the building if the problem was not viewed holistically.

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The Chair pointed out that it would be difficult for the Assistant Director to respond to that questions because this does not sit in his purview. Adding that whole house retrofit sits within another service area.

In response the Cabinet Members for Employment, Human Resources and Equalities from LBH agreed with the Members and pointed out that the council is currently doing research to identify the skills requirements. However, the Cabinet Member acknowledged this was not just related to employment and skills but also included transport, housing etc.

The Cabinet Member informed the Commission the Council still needs to decide about how they will achieve this and if this will be across housing, by neighbourhoods or a smaller geographical area. Pointing out that there are still a few decisions to be made.

Although it is complex this cannot be delivered by the Employment and Skills Team alone. The Employment and Skills Team would be leading on the Green Skills Commission aspect, but this had a wider remit.

- (iv) **Members referred to the Executive's response to the Scrutiny's report on Net Zero. On page 91 in the agenda (the equality impact assessment) and commented they council needed to ensure the quality of training and jobs in the green economy were accessible to disadvantaged groups. Suggesting the apprenticeships were targeted at underrepresented groups. Members asked how the Green Skills and Circular Economy Commission will address this to make sure access was equitable?**

In response the Assistant Director for Employment, Skills, and Adult Learning from LBH informed the Commission this was built into the way the course delivery was designed and they were working specifically with training providers in the borough. In commissioning the courses, they had built in target-to-target disadvantaged groups with specific metrics around the demographics that were identified in the research as disenfranchised or underrepresented in the industries.

The AD pointed out that within construction there are different areas such as the build environment, procurement, finance etc. These are specific areas where people are disadvantaged with barriers disproportionately affecting people from some communities, particularly the higher skills levels in the green industries.

The AD informed the Commission that before establishing the commission, the Council's objective was to understand the full breadth of the challenges. The AD referred to the timeline in the presentation that outlined the planned working leading up to summer 2024.

The AD pointed out as indicated in Members questions an area of the challenge was how the council will ensure it is working with the right organisations and services, to make sure the commission is all encompassing and not just focus on developing skills.

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The aim is to understand how they develop skills that intersect with demographics, and they work with the correct and adequate partners in the borough.

The Council is also working with other boroughs in developing the green skills hubs etc. taking forward specific work in Hackney.

AD advised the Commission they had agreed an economic development plan with Kensington and Chelsea borough, and this was due to report in March 2024. This will also include place-based elements. The insight is showing that people will be displaced by the green transition in the borough. Therefore, for the people furthest away from the labour market and disadvantaged they will do outreach and skills delivery.

The skills delivery is an 80/20 model. That is 80% is commissioned and 20% is provided in house. The AD pointed out the council has mechanisms in place to pivot. Therefore, if they are successful with one disadvantaged group they can flex and change to another group as required.

In response the Cabinet Members for Employment, Human Resources and Equalities from LBH added not only does the council have a proven track record of delivering for disadvantaged and marginalised groups. The Employment Skills Team have led on the Diversity in Teach work. The Cabinet Member highlighted that the apprenticeship program and supported internship and training program was focused on groups that have been the most marginalised, disadvantaged and excluded from the labour market. This has been and will continue to be key to the way they deliver employment and skills outcomes for residents.

(v) Members asked what success for the Green Skills and Circular Economy Commission would look like?

In response the Cabinet Members for Employment, Human Resources and Equalities from LBH informed the Commission that she would like to see a different outcome to that of the tech sector. The Cabinet Members pointed out that this sector emerged organically in the borough which had some benefits but also created some significant barriers for Hackney residents in relation to jobs in the sector.

The Cabinet Member would like to see the Commission achieve inclusivity across multiple sectors including higher and further education. To have employers and residents deliver the best outcomes and be involved in the decision-making process. The Cabinet Member also wanted to see Members voices included too. The Cabinet Members also wanted to see more co-production work with residents through colleges, schools, or universities.

The Cabinet Member also wanted to see the inequality income gap narrowing in the borough so that every level of employment is without a diversity gap like they can see in construction. Visibility of the gaps closing for women, black and global majority people, people with a disability and LGBTQ residents. All accessing good quality well paid jobs.

(vi) Members asked about the most successful apprenticeships in Hackney and if this aligns with the largest sector in the economy locally.

In response the Assistant Director for Employment, Skills, and Adult Learning from LBH advised the historically the most successful apprenticeships were in IT (cyber security, infrastructure). However, this had changed since the pandemic and due to the structure of the council.

The IT footprint for apprenticeships had declined and they no longer had the largest apprenticeship group. The largest apprenticeships rate in the council was in construction. These apprenticeships are usually in level 2 or level 3 in traditional building trades like plumbing. This year they had 24 apprenticeship starts in the Council's DLO service. This mirrors the external apprenticeship market.

24 apprenticeship starts represents the size of a medium size construction site in the borough. The main difference between the two is that the Council's internal apprenticeships do not tend to get the same level of experience as they would in the external apprenticeship market because they are solely working on repairs.

The AD explained that when the apprenticeships were initially rolled out, they identified an experience gap with apprentices working in the Council's services compared to the external market. This was hindering their transition into a longer-term career or higher-level apprenticeship outside of the council.

The Employment and Skills Team have been in dialogue with the repairs service and commenced a pilot this year which includes a work experience element. The students can go into the external market to work with developers to give them experience of working on a live site (not council homes, community centres or buildings for repair). This is proving to have an impact.

The Council's apprenticeship program's retention rate and completion rates continuously tracks above the national average. The key objective is to ensure they have long term sustainability careers. The Employment and Skills Team track their apprentices to the best of their ability beyond the program.

(vii) Members commended the increase in construction apprenticeships and the Council's working to support students to get the full range of skills to complete their qualification. Members referred to page 16 and the points about successful apprenticeship hires. Members asked how the Council is ensuring the knowledge and experience it has acquired from running successful apprenticeships is being used to help smaller businesses (SMEs and micro business). Members queried how this experience was being shared to ensure all local apprenticeships were successful and that businesses want to continue them. Members queried if there was business mentoring, digital training etc.

In response the Assistant Director for Employment, Skills, and Adult Learning from LBH explained the Hackney apprenticeship network was established in 2018 in line with the manifesto commitments. This is the mechanism they use for sharing information. The network focuses on small and medium enterprises. A hallmark of the Council's internal program is pastoral support

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which includes mentoring as mentioned and an evaluation has found that this has had a significant impact on the success of the program. The Employment and Skills Teamwork with managers in the business and provide training to support their management and development of an apprentice. The AD pointed out the organisation need to adopt a different culture when taking on an apprentice compared to a normal hire.

The pastoral support is provided by an in-house team in the council which is quite small. There is one individual in the team that manages the pastoral support across the council's portfolio of apprenticeships.

A management training program has been developed for managers in businesses to understand pastoral support. There are plans to develop a wider network of mentorship and link this into their wider employment and skills program around pre-employment for apprenticeships. The council is aiming to align more closely to the wider market for the apprenticeship program network. This is to ensure they are better prepared.

The AD highlighted that a concern in the apprenticeship market is the shallowing out of level 2 and level 3 apprenticeships. This is due to the apprenticeship levy reforms. Businesses are becoming more stringent about who they select for their apprenticeship and their expectations are higher because there is less standards. It was pointed out under their pre-apprenticeship model the council's own employability program guides businesses extensively through the selection process to ensure they are getting the right people and that the people are matched to the right type of role.

The council is ensuring that the ongoing support given to individuals is not just about making sure they understand behaviours but also, they understand the industry they are entering into for the apprenticeship to track them from level 2 - level 7 and beyond.

In response the Cabinet Members for Employment, Human Resources and Equalities from LBH added she would previously refer to the council's apprenticeship program as a multi award winning program, but the pandemic has changed this significantly. However, it was the Cabinet Member's view that awards are key to driving up the quality not only for the council as an employer but also for businesses that employ apprentices.

The Cabinet Member agreed they needed to return to measuring what success looks like and what an equality apprenticeship looks like for apprentices across the borough.

The Cabinet Member pointed out that the work and lobbying by CLF in relation to the apprenticeship levy reform will be key to delivery of apprenticeships in partnership with SMEs and micro businesses. This needs to be resolved so employers feel they can take on apprentices and so they deliver a quality experience for Hackney residents across all levels. It will also be key for the council to focus on new starts as well as those transitioning later in life e.g. older workers.

- (viii) Members referred to page 17 of the report relating to apprenticeship vacancies advertised and queried why there was a big drop in the number of applications compared to those progressing into the second round?**
- (ix) Members commented that the Hackney Apprenticeship Network was successful in covering a range of factors and that the completion rate was high for teaching roles in schools. Members asked what could be done locally to improve those outcomes?**

In response the Assistant Director for Employment, Skills, and Adult Learning from LBH explained the volume of applications was linked to the advertisement. As a result, a wide breadth of people apply for apprenticeships, however a large proportion will not be suitable for various reasons. For example, some may not have the correct qualification level or the pre-entry requisites like functional skills / maths.

The council's short listing process is stringent and designed to match people to the right apprenticeship. As they go through this process, they will filter out people who might be applying for multiple roles (i.e. successful in 1 out of 6). In addition, there will be the behaviour elements and understanding the culture requirements for the roles too.

In addition, the recruitment timeline for an apprenticeship can take some time and this can impact on the drop off rate as people may have applied for other roles and found another job while going through the process.

The AD remarked that the council's communications strategy and advisements would look to provide a deeper understanding of the apprenticeship and the requirements. This may result in less people applying for the apprenticeships but should mean they apply for the right type of apprenticeship opportunity.

In response to the question about improving outcomes. The AD explained although they are not regulated the council uses the apprenticeship network as a mechanism to support businesses to access training providers approved by the council. The council has identified that there have always been some issues around quality of the training provision if the employer selects it themselves. Thus, impacting on the length of time an individual stays on an apprenticeship. Particularly if they do not have pastoral support.

The AD pointed out some training providers can be rogue and for Hackney they sign post employers to the training providers vetted by the council. The AD informed the Commission the program managers within the team do a lot of work to check the training provisions and work with procurement colleagues in relation to the training provider tender specifications for the council's programs.

- (x) Members asked if the council is learning from other boroughs in London about their apprenticeship programs and the challenges facing councils.**
- (xi) Members asked if the council has obtained the right balance in relation to supporting people into their first role and providing opportunities for existing staff to develop?**

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In response the Cabinet Member for Employment, Human Resources and Equalities from LBH informed this is constantly discussed with the Assistant Director. The Cabinet Member explained there is an expectation that apprenticeship opportunities are for young people, but the council's program has no upper age limit. They must get the balance right, but it also must be based on evidence from outcomes and the requirements across their local labour market.

In response to question 2 the Cabinet Member for Employment, Human Resources and Equalities advised the figures are monitored regularly by London Councils. The council has several good practices and is still a leader in London.

The council is aware there is an aging workforce so delivering for services that may require a new workforce or need talent planning will be key in terms of how people experience apprenticeships. The key to having an award-winning program is delivering what people want and is also shown in the feedback from managers and apprentices about their personal experiences.

- (xii) **In a follow up question about hiring Members referred to page 17 and reflected the time the process takes (approximately 6–12-months). Members asked if this was typical for apprenticeship recruitment and if this dissuaded some departments from taking on an apprentice.**

In response the Assistant Director for Employment, Skills, and Adult Learning from LBH acknowledged it was a long period of time and that it was affected by the downturn in the overall figures and the pandemic. The AD explained the lack of activity industry wide in all sectors for apprenticeships during the pandemic meant that services diverted from this in their service structure.

Prior to the pandemic the team was being approached by managers wanting to take on apprentices. The knowledge base of departments in relation to apprenticeship has declined - compared to their understanding in 2018/19 - therefore it is taking longer to broker apprenticeships with departments. E.g. understanding the benefits of having an apprentice, how to structure their payments, management requirements and pastoral support. If they can make sure the department is knowledgeable before recruiting an apprentice this can save time. This is being addressed in the team's service plan.

Currently apprentices can be seen as an additional resource to a service, but the success of the program is predicated on explain that apprentices bring skills and attract a level of work that they may not be able to attract without an apprentice. It is about pointing out that an apprentice brings additional skills to the team and with an accredited skill.

The AD added that where restructures are being carried out, they are seeing departments increase their apprenticeship footprint again.

- (xiii) **Members referred to the apprenticeship levy and asked how much will go towards a business when they take on an apprentice and how much of the levy covers the cost to a business?**

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In response the Assistant Director for Employment, Skills, and Adult Learning from LBH explained the levy covers the training element of an apprenticeship. It cannot be used to pay their salary or any other business cost. It must be spent on the cost of the apprenticeship.

The cost of an apprenticeship varies from a Level 7 costing approximately 14,000 to a level 2/3 costing less than a £1,000.

It was explained that a level 7 apprenticeship could be used to upskill a manager in a business to pay for a leadership course or cover the training cost of a level 2 new apprentice.

(xiv) Members referred to the Diversity in Tech work and the event in June 2023. Members asked what difference this piece of work has made to the sector?

In response the Cabinet Member for Employment, Human Resources and Equalities from LBH replied some global organisations were present at the Diversity in Tech events and having the conversation with employers was good. Also getting all employers into a room to discuss the diversity gap was an important achievement. This was a key ambition for local tech businesses.

Therefore, being able to bring them into a room to make a commitment to tackling diversity in tech is extremely important. Getting that verbal commitment as a peer group helps to give that commitment more impetus for delivery. The Cabinet Member added following the events they have witnessed some good practices emerging. But the council acknowledges that hiring practices and profit will always take precedence.

The Cabinet Member advised the Commission that a London Tech week was hosted at London Councils this year and that there are plans to hold another week next year (2024). An important role for the Cabinet Lead Member was to make sure the progress steps to close the diversity gap for digital tech and green skills continued for the borough. The Cabinet Member urged the Commission to read the full report by the Diversity in Tech Commission.

(xv) Members referred to resident requests to explore the council's role in delivering technology training for older residents to support building their confidence and their ability to access and use the internet. Members pointed out the rapidly changing forms of technology will have a significant part in this especially in relation to people returning to work or progressing within a job. This is also crucial to ensuring Hackney has an inclusive economy in the borough. Members asked the Cabinet Member to outline the work within her remit of responsibility that is supporting this for residents.

In response the Cabinet Members for Employment, Human Resources and Equalities from LBH replied that the adult learning prospectus was online and contained information about the training available. The opportunities within this training range from coding through to functional skills and includes an introduction to social networking.

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There is also a digital buddy scheme. This allows people to sign up to be a buddy or received training from a buddy. This is free for all residents by emailing digitalskills@hackney.gov.uk.

The Cabinet Member also encouraged residents to sign up to the Hackney Opportunities newsletter. This newsletter contains advertisements about jobs, apprenticeships, and training opportunities too.

The Cabinet Member pointed out that councillors could use this information to sign-post residents if they contacted them asking for information about the opportunities available in the borough.

The Chair thanked the Cabinet Members for Employment, Human Resources and Equalities, Cllr Williams and the Assistant Director Employment, Skills and Adult Learning, Dujon Harvey for their attendance at the meeting.

5 Sustainable Procurement and Insourcing Strategy 19:55 - 20:45

- 5.1 The Chair welcomed to the meeting Cllr Rob Chapman, Cabinet Member for Finance, Insourcing and Customer Service, Rotimi Ajilore, Head of Procurement and Energy and Merle Ferguson, Procurement Strategy and Systems Lead from London Borough of Hackney.
- 5.2 The Chair introduced the item and explained the Council proposed to merge the current Insourcing Policy and Sustainable Procurement Strategy into a new merged strategy.
- 5.3 The purpose of this item was to understand the key principles of the new strategy, how the new strategy had changed and how it aligned with the Council's strategic plans.
- 5.4 The Chair highlighted that Hackney's sustainable procurement strategy was a key tool for the Executive to use to achieve the manifesto commitments related to:
 - Community wealth building
 - Voluntary sector (commissioning and bidding for contracts)
 - Promoting local businesses (sustainable procurement by being able to keep delivery of good and services local)
 - Sustainability and net zero ambitions
 - Inclusive Economy (good employment).
- 5.5 This session would also give the Commission to opportunity to input into the developed of the new strategy.
- 5.6 The Cabinet Member for Finance, Insourcing and Customer Service commenced the presentation and made the following main points.
 - 5.6.1 The Council's insourcing strategy had been in place since 2018. The current strategy helped the council to promote a greener, better, and fairer society in their procurement activities - insourcing approximately 350 jobs.

- 5.6.2 The strategy was a refresh aimed at bringing insourcing and procurement together to establish a hierarchy.
- 5.6.3 The main purpose of the presentation tonight was to obtain the Commission's views and input into the refreshed strategy.
- 5.6.4 There were plans for further engagement with Councillors and the local community especially the voluntary and co-op organisations.
- 5.7 The Head of Procurement and Energy and Procurement Strategy and Systems Lead continued the presentation and made the following main points.
 - 5.7.1 The strategy was being drafted and currently Procurement had received input from stakeholder groups within the council.
 - 5.7.2 The officer confirmed that contributions from the Commission would inform the development of the strategy.
 - 5.7.3 Since 2018 under the current strategy some services had returned in house, and they had delivered a wide range of sustainable procurement outcomes. These are outlined in the agenda pack slides (*supplementary agenda pack page 11*).
 - 5.7.4 It was pointed out that over 330 contracted staff have transferred into the council. Providing them with better terms and conditions for employment being directly employed by the council.
 - 5.7.5 Several contracts have been insourced over the last few years and some of the employees are residents of the borough.
 - 5.7.6 The Council had secured 50 apprenticeship placements for residents in the borough.
 - 5.7.7 Procurement has worked with suppliers to ensure there are employment and skills opportunities available for residents in the borough.
 - 5.7.8 Procurement plan to build on the achievements to date and introduce a new set of commitments that will deliver greater community benefits to residents and businesses in the borough.
 - 5.7.9 The new strategy they are aiming to bring together 2 sets of objectives that are currently within 2 separate policy documents.
 - 5.7.10 The new strategy will also establish a hierarchy of considerations with insourcing first then procurement.
 - 5.7.11 The new strategy will make clear that insourcing will be a top priority for the council and the preferred option. However, they will continue to make sure they take into consideration the budget pressures facing the council.
 - 5.7.12 The strategy will also highlight the importance of maintaining a mixed economy for services to ensure that they continue to benefit from the

specialism and expertise available in the private and third sector. The officer pointed out that a mixed economy is necessary for a thriving community.

- 5.7.13 The document also references when a service may not be suitable for insourcing because it is not financially viable, practical, or feasible. The strategy's aim is to ask council services to consider alternative service delivery models like a co-op or to deploy methodologies that allow local suppliers and social enterprises to access the Council's contracting activities.
- 5.7.14 Over the last few years, the Council's spend with local suppliers has ranged between 20-25% of its total commercial spend.
- 5.7.15 The key principles underpinning the sustainable procurement element of this strategy have been the 3 main themes: a greener, better, and fairer society.
- 5.7.16 The strategy is proposing some key local initiatives to enhance the delivery of better outcomes for residents. The Council is aiming to introduce a robust local approach that will allow the council to retain a larger proportion of its local spend within borough.
- 5.7.17 The new strategy will contain some of the commitments that are in the current strategy and referenced as updated commitments. This will also include a fresh set of commitments that will allow the council to deliver greater community benefits in the future.
- 5.7.18 There is also a focus on how procurement will deliver on cross cutting priorities within the community strategy. These are: the council's net zero commitments; a fair and just transition to net zero and delivery of the climate action plan.
- 5.7.19 Although the Procurement has engaged with a few internal stakeholders there where further engagement plans with more stakeholder. A few workshops were planned which included a members' drop-in session. The feedback collated would inform the new strategy.
- 5.7.20 About monitoring and reporting on achievements. Procurement had implemented a contract management system. This would report on performance of contracts and help to report their achievements on the sustainable procurement outcomes.

5.8 Question, Answers and Discussion

(i) Members asked why the insourcing policy and sustainable procurement strategy was being combined and the benefit the merger would bring?

In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH explained it would give a hierarchy to the business models to consider before contracting a service. The hierarchy was created to allow the organisation to always consider insourcing first. However, this does not diminish the importance of organisations like social enterprises like co-ops, and the voluntary sector. The key consideration is can this service be insourced and is it practical for the council to do this. This is why it was critical to merge the policy and strategy.

The Head of Procurement and Energy from LBH added the merger will help the council and others to see insourcing is a priority for the council. If a service cannot be insourced, then they will consider how they can deliver social procurement outcomes.

(ii) Members referred to the insourcing work listed and noted it ended in 2022. Members asked if more insourcing had been achieved since 2022. If not, why not?

In response the Head of Procurement and Energy from LBH explained when a contract is due for renewal the first phase of the process is to consider insourcing.

The second phase required the procurement officer and the Cabinet Member to review the program of work with Directors and Lead Cabinet Members to consider the insourcing opportunities within services.

In the third phase the Procurement Team engages with Directors and Heads of Service to consider opportunities for insourcing.

The Head of Service cited as an example the DLO service and maintenance contracts. The officer explained as the contract evolves, they want to incrementally bring work back into the DLO service to expand the in-house service. Resulting in insourcing more of the work that is currently contracted out. The second example cited was Streetscene and the current tree maintenance contract. The team is in discussions to bring the service back in house within the next 2 years.

The Head of Service also pointed out that he meets with the Group Directors and Directors to identify opportunities to bring services back in house.

(iii) Members commented that they could understand the intended direction of travel in relation to insourcing. However, they queried if the council had the required level of expertise, ability to innovate, and the impact of new technologies on achieving some of the other goals in the sustainable procurement strategy. Members questioned the presumption towards insourcing particularly the DLO. Members queried if the council had the required level of technical expertise, ability to innovate and the economies of scale to do some of the jobs like net zero and a whole house retrofit.

In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH informed the Commission that not all contracts or activities are suitable for insourcing. The Cabinet Member wanted to reassure the Commission that the points listed in the question are considered when considering insourcing.

The Cabinet Member pointed out in essence Members wanted to know could operate the service and develop it. The Cabinet Member acknowledged the council has had quite a lot of consultancy contractors recently, but they also have excellent management within the council. For insourcing, it is important they recognised all those issues.

The Cabinet Member acknowledged that there will be some services that they will not be able to insource which may require very high levels of capital investments. Similar services like lift maintenance the engineer sections are quite technical and difficult and its unlikely that the council would be able to develop the skills for these areas. In developing insourcing, the council will need to make sure they develop their plans and have the mechanisms to build in capacity.

(iv) **In a follow up question Members referred to having a mixed economy and asked what had informed this narrative “where we can insource, we do where it is more difficult, we do not”.**

(v) **Members asked if insourcing is considered on a case-by-case basis and if there was a service previously outsourced that the council has concluded is too difficult to insource because it requires expertise the council does not have.**

In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH confirmed it is considered on a case-by-case basis due to the complexity. In the previous policy and under the new strategy the process will be to ask the question first. This means considering a whole service, part of a service and shared services. In essence they will ask all these questions before contracting for the future.

(vi) **Members asked if a service was too complex or too big for the council to manage on its own would it consider forming a co-operative or collective? So that it is was no longer either a council service or private sector service but another option in the middle.**

In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH replied absolutely. But if this approach was enshrined in law, it would make it easier for local authorities like Hackney to take this approach.

The Cabinet Member added the council does have some shared services in Adaptations for Social Services. But there are complexities with this area too because it requires negotiating with several other bodies too.

The Cabinet Member pointed out that while the Council has a clear set of principles; the execution of them is on a case-by-case basis.

The Head of Procurement and Energy from LBH added that it relates to the hierarchy of service delivery models as outlined previously.

- a) insourcing,
- b) then shared services,
- c) hybrid services,
- d) cooperatives etc.

The reason these have been suggested in the strategy is because the council has some experience of these service delivery models. For example, when the council was considering how to develop energy services, they opted to create a shared service with Haringey. Therefore, where they cannot

insource, they ask can they look at partnering with another organisation to share costs, structures etc. to deliver a more efficient service. If they cannot do this then they look at other models like a co-operative.

The Head of Procurement and Energy from LBH highlighted that he is in discussions with the lead Cabinet Member and other cabinet members about developing a cooperative approach to service delivery. The spectrum of service delivery models is being reviewed to consider the best options to provide value for money and a quality service to residents in the borough.

(vii) Members asked where the council cannot insource does it consider local relationships developed in the borough?

In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH acknowledged there was good partnership working in the borough particularly in Public Health and Social Care. Supporting these organisations is beneficial to the community. The Cabinet Member pointed out that some residents are in situations whereby they do not feel comfortable approaching the council or their councillor directly. Also, some view the council as the source of their problems. Therefore, at times the help and support provided by partner organisations would be a more suitable service than the council.

(viii) Members referred to their conversations with the VCS and informed Procurement that their request was for more inclusive procurement to tackle issues like structural racism in procurement. The Members pointed out that council may be unintentionally discriminating against several residents because of its procurement processes. In addition, the council could be missing out on the talent, aptitudes, and entrepreneurship of residents due to structural racism. Members pointed out this had been mentioned a couple of time by the VCS organisations and HCVS. Pointing out the commissioning process was excluding some organisations from being able to successfully bid for contracts with the council.

In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH explained that currently in the strategy development process they are listening. However, he pointed out that there will be some requirements and legislation that the council will need to adhere to. Procurement had planned a series of workshops with social enterprises to explore these issues further and will use this information to inform the new strategy.

In relation to the procurement processes it was important to ensure their processes and procedures were open and accessible. Notwithstanding large sums of public money were at risk and needed stewarding properly. Nevertheless, the council recognises it needs to ensure its systems are simple and to facilitate for organisations that are starting up. The Cabinet Member confirmed the problem had been recognised and that they were exploring other social enterprises like co-operatives with the Economic Development Team.

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The Cabinet Member explained the difference between commissioning and procurement. The Cabinet Member pointed out that commissioning relates to designing a service. Procurement is buying the designed service from another organisation. The Cabinet Member pointed out that there is pressure to deliver an efficient and effective service. But this will require some creative thinking. However, this approach will need to permeate the whole organisation and may need to be picked up as part of the wider transformation agenda in the council. It will be about getting services to recognise that there are other possible options in addition to the traditional ways of delivery.

The Chair referred to culturally appropriate services. The Member pointed out that the council will need to make sure they are not hindering the opportunity to procure those services because of barriers. This could be linked to not thinking about innovative ways to make sure the procurement strategy is fair and robust enabling the council to achieve the outcomes it desires such as procuring locally. In addition to making sure the council is a driver for greater equality in the community.

The Procurement Strategy and Systems Lead from LBH added during their consultation they engaged with HCVS and received some detailed feedback from the VCS sector.

In response to the question about engaging with commissioners the discussion includes the System Team now because they have realised that some of the barriers could be system related. This discussion is in progress.

- (ix) **In a follow up to the above questions Members referred to where the council may have a rule or innovative policy like the one recently agreed by Corporate Committee allowing victims of domestic abuse to take a leave of absence to attend legal proceedings etc. Members asked if the council had scope to ensure innovative and groundbreaking initiatives like these were adopted by the organisations the council choose to commission or procure from.**

In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH explained that the council may be constrained in terms of what it can specify the other issue in the culture of the organisation and the management structure to address these issues.

The Cabinet Member pointed out the council has the policy, and the Procurement Team can champion it, but it will require a culture change and the whole organisation will need to be on board. The council has made a commitment to do this, but he expects the transformation program to pick this up. In the meantime, the Cabinet Member acknowledged that there is still more work to be done.

- (x) **Members commented if the council must procure external services because it has limited capacity in house. They wanted assurance that if workers were employed to do the same role but were in different organisations, they would not end up with workers on different employment contracts (terms and conditions) and pay?**

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In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH referred to the council being a London Living Wage authority and the council insists this is applied to its contracts. The Cabinet Member pointed out this was hard to implement initially but it is widely accepted now. However, the council is conscious about other issues like fire and rehire. But under the current legislation it is unclear if councils have the authority to ban it. Nevertheless, the council recognises this is an issue that needs to be addressed. The Council's strategy remains to work within the current legislation but encourage good employment practices.

- (xi) **Members pointed out that in the presentation some of the language used showed ambition but not a commitment e.g. "campaigning for better standards and denouncing all employers on fire and rehire". Members asked why the council was not doing more to address this.**

In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH explained the council does not have the power to do more.

The Procurement Act 2023 is scheduled to come into force, and this has a stronger social value focus. However, employee rights are not a key focus. The Cabinet Member highlighted that the current legislation does not align with their desired approach, but they will keep lobbying.

- (xii) **Members referred to the previous SEG meeting in July with HCVS where they highlighted that VCS feedback critiqued the council's procurement and commissioning process. One of the critiques was that the council presented a one size fits all strategy that disadvantaged smaller organisations who were less resourced. So, although they were doing good work or providing a good service to the community. They did not meet the council's criteria for commissioning. Members acknowledged it was public money and therefore needed robust governance and processes in place. However, Members asked how the council's strategy will diversify to ensure smaller organisations can get access to the contracts available. Members pointed out that previously these organisations have felt disadvantaged in terms of the current strategy and process in place.**

In response the Head of Procurement and Energy from LBH advised they engage with their colleagues in the Economic Development Team to understand the current challenges and consider how they can remove the barriers these organisations are facing in terms of contracting with the council.

The Head of Procurement and Energy pointed out that in the strategy their objective is to retain a certain threshold of the councils within the local community. Procurement is considering how they can engage better with the voluntary sector community so they can bid for those contracts and potentially win.

The Head of Procurement and Energy also pointed out that for the first time the council had set a minimum of 15% for their quality evaluation in relation to social value. It is anticipated that this will help some organisations to come

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forward and demonstrate that they can deliver the council's aspirations outlined in the strategy. The officer pointed out there are a range of things they are looking to introduce through this strategy to enable those organisations to work with the council better.

The Procurement Strategy and Systems Lead from LBH added following the feedback Hackney council officers have had conversations about revisiting the old Hackney compact. The key principles of the compact are being reviewed to consider how these can be embedded in the strategy. An example of a principle is early market engagement.

The Procurement Team has engaged with the Economic Development Team and the Employment and Skills Team. There is also an internal forum that meets regularly to review the pipeline of work to identify suitable contracts and start early engagement. The Economic Development team will support the business engagement workshops. They are also in discussions about co-production and co design workshops. This work will feature in the strategy work plan which will be attached to the strategy document once produced.

- (xiii) Members commented in their view the document was aspirational because there are a lot of sustainable procurement challenges in relation to limited availability, range of sustainable supplier options and that the market may be more restricted with suppliers being unwilling or unable to provide sustainable goods and services. Therefore, finding suppliers that are committed to providing sustainable goods and service might be challenging. Members queried if the document was more aspirational than leading people to the market.**
- (xiv) Members asked if the current sustainable procurement strategy has overcome some of these challenges like price because a lot of sustainable services or products cost more.**

In response the Head of Procurement and Energy from LBH pointed out the strategy does indicate that the council will be amenable to paying a little bit more for sustainable products. If the council takes the view that a particular product will last longer than a cheaper product, then they will purchase the sustainable product. The officer gave an example of ICT equipment being purchased where the decision was taken to purchase the slightly more expensive product because it was more energy efficient than the other cheaper product.

The Head of Procurement and Energy pointed out in his view the strategy has delivered beyond being aspirational. The officer informed the Commission that the impact of the cyber attack has affected the level of information they can extract to demonstrate their achievements with the sustainable strategy. Notwithstanding the next steps was to scale up and progress beyond their achievements to date. In addition, they are working with their supply chain to see how they can improve.

The Procurement Strategy and Systems Lead from LBH added in relation to the council's supply chain this was not aspirational. The officer manages 6 contracts and if she asked for information on green spend, they can produce this information. For example, in relation to their spend on cleaning and

janitorial materials the supplier can show what they have spent and then highlight how they can improve. It was her view that their suppliers were better prepared in relation to spend information than the council.

- (xv) **Members referred to this being a refresh and commented that a lot of things have changed inside the council since the last strategy including the production of the Climate Action Plan (CAP). Members asked the Procurement Team to highlight how they have adapted and adjusted the strategy to meet new ambitions like the Climate Action Plan.**

In response the Head of Procurement and Energy from LBH informed the Commission that he manages the energy function too. The head of service pointed out that the CAP and Energy Strategy does not address supplier chain emissions for various reasons.

In terms of scope 1 and scope 2 emissions there are different strands of work and activity that are outlined in the CAP. The idea is to position the procurement function to help procure all these contracts as they are reviewed. This will not only focus on delivery but will also make sure they deliver local jobs, local skills and use the local supply chain. These are the objectives and the focus of their conversations with internal colleagues.

In terms of the changes in the strategy they are highlighting that there will be a need for close working relationships between procurement, commissioning, and service managers. Regarding how the council can secure green jobs at scale this will be reliant on the service redesign. The market will only respond to what the council puts out into the market. So internally the council needs to refocus. For example, the council's fleet maintenance service is largely focused on repairs and maintenance of combustion engines. The council will need to transition to the maintenance of electric vehicles to develop the local market. This will require securing contractors that can support the council with electric vehicle maintenance. This will help also help the council to secure green jobs and green skills. The council will need to rethink internally how it designs services as this will be key to unlocking green jobs within the procurement function.

- (xvi) **Members asked for clarification if the council made the decision not to include scope 3 emissions as part of their ambitions for the procurement strategy.**

In response the Head of Procurement and Energy from LBH confirmed this is correct. The officer pointed out that the baseline figures are difficult to determine in terms of capturing, monitoring, and reporting on how well emissions are managed. The officer explained if they have a contractor that is working for several different councils it would be difficult to what emissions relate specifically to Hackney. Within the council's own operations, they can demonstrate what they are doing locally to contribute to the wider national emission targets. However, if the council decided to focus specifically on identifying Hackney emissions from all areas, this would require a lot more resources to extract that information.

- (xvii) **Members commented that things have changed a lot externally with high inflation, stagflation, sluggish economy, and other difficulties that have**

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arisen in this context. Members also pointed that they were aware the financial resources available for procurement did not go very far and continue to be squeezed. Members asked about the challenges facing procurement as a result of these external pressures and how the revised strategy will respond to these challenges.

In response the Cabinet Member for Finance, Insourcing and Customer Services from LBH informed the Commission that he has been highlighting the financial pressures on the council for some time. The council has been conscious about obtaining value for money without sacrificing their procurement principles. However, he is confident that they can get both value for money, sustainability, and insourcing. The council has examples of insourcing where they have taken a service back in house which resulted in a better service, happier staff, and cost less to provide. This demonstrates that insourcing is not always the more expensive option.

The Cabinet Member pointed out where the council is unable to provide the service or commission it. They become more focused on incentive and using their softer powers e.g., planning policy and procurement. Therefore, where the council does not have the funding and resources to provide the service it will exercise its softer powers and influence. This is why the sustainable procurement strategy is an important policy.

The Chair thanked the Cabinet Member and officers for attending. The Chair requested for the Commissions' comments and observations to be used to feed into the development of the new strategy.

The Cabinet Member also offered the Commission Members access to follow up questions after the meeting.

The Chair added that one of her observations was that the revised commitments in the strategy were not (in her opinion) SMART. The Member added that they came across as aspirational and being an ambition instead of being a commitment and pledge with measurable outcomes. As they could demonstrate outcomes from the previous strategy the Chair recommended Procurement ensure they have good measurable processes and metrics for the new strategy.

6 Net Zero Report and Cabinet Response 20:45-20:55

- 6.1 The Chair introduced this item and informed the Commission that there were no offices in attendance for this item.
- 6.2 The reports attached in the agenda under item 6 was the joint scrutiny report on Net Zero the Chair pointed out that several recommendations in the report were made by the Commission and Cabinet had provided a response to those recommendations.
- 6.3 The Chair recapped on this item and outlined that it was recognised that to reach the UK's net zero ambitions will require all tiers of government, businesses, institutions, and communities to work closely together.

The Council declared a climate emergency in 2019 and has been building its vision to transition to net zero since. Hackney, and the UK generally, has made good progress in reducing emissions over the last decade, but it is recognised that faster and coordinated action will be needed to protect communities and the environment from the effects of climate change.

The Net Zero Review was established by Scrutiny Panel in October 2021. It was set up to look at what is needed to meet national and local net zero targets set by Government and the Council. This review also looked at how the Council planned to meet its ambitions in a manner that was affordable, efficient, and fair.

The review was an amalgamation of work by the overarching Scrutiny Panel and the thematic Scrutiny Commissions: Health in Hackney, Living in Hackney and Skills, Economy, and Growth during the municipal year 2021/2022.

The report and recommendations were finalised and agreed by Scrutiny Panel in April 2023 and the Executive response was agreed by Cabinet in October 2023.

- 6.4 The Commission was being asked to note the Executive response.
- 6.5 The Chair highlighted that 14 recommendations out of the 27 submitted were made by the Commission. The Chair asked the Commission to review the response and confirm the following.
- a) if they were satisfied with the Executive's response,
 - b) if they think the council was on track with the progress outlined
 - c) if in their view further work was needed by the council.
- 6.6 The Chair asked the Commission when reviewing the Executive response to consider if they were comfortable that the response is suitably ambitious and clear.
- 6.7 **Comments, observations, and questions**
- (i) The Chair commenced the discussion by pointing out she had concerns around the risks of waiting for others to make progress instead of doing the work. The chair wanted to see ambition and action in relation to the recommendations.
 - (ii) Cllr Premru acknowledged the work was in progress and developmental and referred to the points on partnership on page 42. Highlighting the current London wide picture of decentralised energy and pipeline schemes were a combination of future projects and collaborative investment opportunities. The Member referred to the North London Waste Authority and asked if the council was actively building on this work with other boroughs?
 - (iii) Cllr Premru also referred to page 43 and the impact of waste management work and objectives to reduce residual waste and improve food recycling and composting rates. The Member wanted to know if there this was scheduled for review (recommendation 22).

The Chair clarified the recommendations referenced related to the Living in Hackney Scrutiny Commission and would be monitored by this scrutiny commission.

- (iv) Cllr Smyth referred to page 49 and commented that the strategic officer's climate group was the tool to delivering the Council's three-year implementation and action plan. The Member asked for a report back from this group.

The Chair agreed.

The Chair commented that it was unclear what level of officer seniority was on this climate action group. Although the council had a director with climate in their title. It was important to make sure that governance processes were robust.

ACTION	Overview and Scrutiny Officer to add this to the work program suggestion list for 2024/2025.
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7 Minutes of Previous Meeting 20:55- 21:00

- 7.1 The draft minutes from the previous meeting on 19th June 2023 were circulated in the main agenda pack.
- 7.2 The draft minutes from the previous meeting on 19th July 2023 were circulated in the supplementary agenda pack.
- 7.3 The Chair noted the draft minutes from the previous meeting on 25th April 2023 area attached for public record because they were tabled at the meeting in July.
- 7.4 The Chair asked Members to agree the draft minutes from the meetings in June and July 2023.

Members agreed the minutes.

RESOLVED	The minutes for the meetings in June and July were agreed.
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8 Skills, Economy and Growth Scrutiny Commission Work Programme 2023/24 21:00 - 21:10

- 8.1 This item is about the work program for the Skills Economy & Growth commission for 2023-24. This working document is regularly updated.
- 8.2 The Chair explained that following the Commission's comments and suggestions at the last SEG meeting in July, the Chair and Vice Chair finalised the work programme. The full work programme was on pages 165-174.
- 8.3 The next meeting will be on 13th December 2023 at 7pm. At this meeting they will review the Levelling Up funding and the UK Shared Prosperity Funding. The Commission would receive an update on the council's allocation and how this funding will be spent and the expected outcomes.
- 8.4 The Chair informed the Commission that the items previously scheduled for the SEG meeting in October 2023 will be included in the work program for the new municipal year because there was no scheduled meeting in April 2024 due to purdah for the pending London Mayoral elections.
- 8.5 Cllr Premru asked if the Commission would be reviewing the libraries strategy post implementation.

The Chair confirmed this item was scheduled for January 2024 in the work program. Explaining that the previously combined item of Libraries Services and Library of Things, would be taken as two separated discussion items in the work program. The Chair confirmed that the commitment made by the Commission to review library services one year on was maintained within the work program.

ACTION	Overview and Scrutiny Officer to add this to the work program suggestion list for 2024/2025.
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9 Any Other Business

- 9.1 None.

Duration of the meeting: 7.00 - 9.05 pm