



AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held on **9 May 2016 at 7.30 pm.**

John Lynch
Head of Democratic Services

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Despatched : 28 April 2016

Membership

Councillors:

Councillor Troy Gallagher (Chair)	Councillor Martin Klute
Councillor Una O'Halloran (Vice-Chair)	Councillor Michael O'Sullivan
Councillor Kaya Comer-Schwartz	Councillor Caroline Russell
Councillor James Court	Councillor Raphael Andrews
Councillor Gary Doolan	Councillor Jilani Chowdhury
Councillor Rakhia Ismail	Councillor Clare Jeapes
Councillor Jenny Kay	

Substitutes:

Councillor Alice Perry	Councillor Alice Donovan
Councillor Nick Wayne	Councillor Satnam Gill OBE
Councillor Flora Williamson	Councillor Nurullah Turan
Councillor Mouna Hamitouche	Councillor Robert Khan
MBE	Councillor Paul Smith
Councillor Theresa Debono	
Councillor Alex Diner	

QUORUM – 4 COUNCILLORS

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2.	Declaration of Substitute Members	
3.	Declarations of Interest	

Declarations of interest

If you have a **Disclosable Pecuniary Interest*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

***(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.

(b) Sponsorship - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

(c) Contracts - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

(d) Land - Any beneficial interest in land which is within the council's area.

(e) Licences- Any licence to occupy land in the council's area for a month or longer.

(f) Corporate tenancies - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

(g) Securities - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to all members present at the meeting.

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5.	Matters Arising from the minutes	
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D. DISCUSSION ITEMS - IF ANY **Page**

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**F. MONITORING RECOMMENDATIONS OF SCRUTINY COMMITTEES,
TIMETABLE FOR TOPICS, WORK PROGRAMME AND FORWARD PLAN** **Page**

G. URGENT NON EXEMPT MATTERS

Any non-exempt items which the chair agrees should be considered urgently by reason of special circumstances. The reason for urgency will be agreed by the Chair and recorded in the minutes.

H. EXCLUSION OF PUBLIC AND PRESS

To consider whether, in view of the nature of the business in the remaining items on the agenda any of them are likely to involve the disclosure of exempt or confidential information within the terms of the access to information procedure rules in the constitution and if so, whether to exclude the press and public during discussion thereof.

I. CONFIDENTIAL ITEMS FOR CALL IN - IF ANY **Page**

J. EXEMPT ITEMS

The Public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed.

K. OTHER BUSINESS **Page**

The next meeting of the Policy and Performance Scrutiny Committee will be on 21 June 2016 **Please note all committee agendas, reports and minutes are available on the council's website:**

www.democracy.islington.gov.uk

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Public Document Pack Agenda Item 4

London Borough of Islington

Policy and Performance Scrutiny Committee - 14 March 2016

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at on 14 March 2016 at 7.30 pm.

Present: **Councillors:** O'Halloran (Vice-Chair), Comer-Schwartz, Court, Ismail, Kay, Russell, Andrews, Chowdhury, Hamitouche and Jeapes
Also Present: **Councillors:** Hull and Calouri

Councillor Una O'Halloran (Vice Chair) in the Chair

- 212** **APOLOGIES FOR ABSENCE (Item 1)**
Councillor Doolan, Gallagher, Klute, O'Sullivan, Convery and Ismail for lateness
- 213** **DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**
Councillor Hamitouche stated that she was substituting for Councillor Doolan
- 214** **DECLARATIONS OF INTEREST (Item 3)**
None
- 215** **TO APPROVE MINUTES OF PREVIOUS MEETING (Item 4)**
RESOLVED:
That the minutes of the meeting of the Committee held on 11 February 2016 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them
- 216** **MATTERS ARISING FROM THE MINUTES (Item 5)**
None
- 217** **PUBLIC QUESTIONS (Item 6)**
The Chair outlined the procedure for Public questions and the filming and recording of meetings
- 218** **CHAIR'S REPORT (Item 7)**
The Chair reminded Members that a visit would be taking place to see the Integrated Gangs Team, in connection with the Knife Crime, Mobile Phone theft scrutiny review on Friday 18 March at 11a.m. at Tolpuddle Street Police station and Members were invited to attend
- 219** **YOUTH OFFENDING SERVICE/KNIFE CRIME SCRUTINY REVIEW (Item 8)**
Councillor Joe Calouri, Executive Member Children and Families was present for discussion of this item.

During discussion of the report the following main points were made –

- It is important to ensure that early intervention measures are put in place to assist in preventing the cycle of criminal activity and the Council had approved an extra £0.5m in the budget for this

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- The relationship with the Police and young people is still a problem and the loss of community policing made this more difficult
- The poor inspection report on the YOS had highlighted that the co-location of the Police with the service had been a problem and the lack of access to Police computer records is still an issue that needs to be addressed and the Council were raising through the appropriate channels
- A new restorative justice worker has just been appointed and a Gangs Protocol established and work is taking place on alternative provision
- There is a need to listen more to young people and understand their concerns
- Reference was made to the morale of staff in the YOS team and it was stated that this is a challenge and there had been a significant turnover of staff and a new Head of Service is now in place and stronger management and changes to case management should improve the situation
- The view was expressed that Members should take the opportunity to visit the Youth Offending service to meet and support the staff in the extremely difficult work that they carry out
- The Gangs Protocol is an attempt to take a more holistic view in relation to protecting the Public and there is a need to communicate more effectively with parents about the risks to their children and of offending behaviour
- In relation to schools there needed to be more recognition of the problems of gangs and criminality and that every school should visit the Ben Kinsella exhibition to raise awareness
- There were discussions taking place with the Youth Council who were keen to raise awareness of the issues of gang culture and to ensure young people are listened to about their concerns
- In response to a question about whether the voluntary sector could play an increased role it was stated that it was felt that this could be the case in regard to universal youth services and the additional £0.5m monies approved by the Council would be used by voluntary sector providers and the challenge is for them to be more flexible and work in co-operation
- A Member expressed concern that despite a number of initiatives it did not appear that progress is being made and there is no clear overriding strategy for action
- Reference was made to the fact that the case management described in the report was lacking and that staff needed proper support and training to resolve this
- A Member stated that the Children's Services Scrutiny Committee had looked at alternative provision and intervention and early help and had made recommendations in this regard. It was added that the Youth Offending service would be recommended for scrutiny in the next municipal year
- The Executive Member stated that Camden had an effective Youth Offending service and that it would be useful to work with boroughs such as this to look at the types of interventions used
- The view was expressed that now the Borough Commander is on the management board this would focus attention on the issues and there needs to be an effective partnership, however the complexity of the lives of some of the individuals involved in crime is significant and the YOS has to deal with this and made it more difficult to encourage them away from criminality
- There is a need to be open and frank about the challenges to schools, parents and the wider Public
- In response to a question it was stated that of the 3 murders of young people in the borough only one was known to the Youth Offending service
- The Youth Offending service had exit strategies for young people who were known to them and transition arrangements with the Probation service for those young people turning 18

- Reference was made to the fact that if a child is excluded from school there will be a full family referral which will 'flag up' concerns and enable early interventions to be put in place to hopefully impact on future offending
- It was stated that whilst the number of young people coming into the YOS was slightly falling the complexity of the young people was increasing
- In response to a question it was stated that training is taking place for staff particularly in relation to case management and team building exercises were taking place with staff and feedback from staff was that the new management had made improvements
- Reference was made to the fact that memorial services should include other deaths of young people and not just commemorate those that are victims of knife crime and it was stated that work is taking place with one of the families whose son was the victim of a vehicle death
- The Executive Member stated that he had recently met with the Youth Council and that they felt that some young people felt that they could trust their school Police officers there is concern about trust with the Police
- The view was expressed that schools needed to be persuaded to be more open about highlighting certain things such as the dangers of gangs in organised assemblies and inviting former gang members to talk to young people
- In response to a question about the role of the Community Safety Unit it was stated that whilst the CSU is not a frontline service it did provide support and share information and did analysis work. In addition it had assisted in the setting up of the Integrated Gangs team and looked to add value. The CSU also worked with the YOS with co-ordination with the Police and provided information to them and worked with the MAGPI and on Domestic Violence and ASB and did training and policy work
- Concern was expressed that given the interwoven nature of youth offending and the drug trade there is a need to tackle this and the grooming of young people
- The Executive Member indicated that he had been in discussions that given the cross border nature of crime Trident should be more involved but he had been informed that Trident had more important priorities across London
- A Member stated that it is not always the case that young people who offend come from chaotic families and sometimes children of respectable families offended
- A Member expressed the view that the theft of mobile phones, the drug trade, moped theft and youth violence were all connected and the Police should take more effective action
- The Chair stated that if there were any further questions these could be taken up following the meeting with the Executive Member

The Chair thanked Councillor Calouri for attending

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QUARTER 3 PERFORMANCE REPORT (Item 9)

Councillor Andy Hull, Executive Member Finance and Performance was present together with Lela Kogbara, Assistant Chief Executive Strategy and Community Partnerships.

During consideration of the report the following main points were made –

- It was noted that there had been reductions in the number of children in alternative provision
- There had been an increase in the number of leisure visits and fewer late transfers to care and Islington were amongst the top 10 healthy schools boroughs
- There is a need to increase the number of disabled persons although improvements had been made in the number of BME staff in higher graded posts
- Partners repair times were still not satisfactory

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- In response to a question as to children missing in care it was stated that a previous report from the Director of Children's Services had looked at this in detail and that the data around children missing in care is looked at in detail at the Corporate Parenting Board
- With regard to youth offending there had been previous problems with Police involvement, however there is now co-location of services. There is a need to listen to young people in connection with their relationship with the Police and stop and search to get local communities to support the Police
- The view was expressed that with the reductions and further proposed reductions by the Mayor in funding for Safer Neighbourhood Policing it is likely that resources would be further stretched
- In response to a question it was stated that whilst GCSE results were below target they were above target nationally as London outperforms the national results figure
- Reference was made to the attrition rate in hate crime and that there is a lack of confidence in victims coming forward and that this should be an area of challenge when the Borough Commander comes to PPS in November to discuss the Annual Crime and Disorder report
- Measures had been taken by the Council to address hate crime and work is being undertaken with a focus on information for the learning disabled and work with the Hate Crime Forum and the Mosque to raise awareness. In addition, the Police are setting up a scrutiny process to enable the community to challenge them
- In relation to a question on homelessness it was stated that there were some people on the housing waiting list who had no realistic prospect of being rehoused and that demand in a borough in Islington will always be more than that which could be supplied. However the Council did have an ambitious programme of new builds and were trying to increase this wherever possible
- The view was expressed that there needed to be a positive message given to the Police that they should take all issues of hate crime seriously and that the recent fire bomb incident at the Finsbury Park mosque needed to be investigated fully in order to reassure the community that such acts are taken extremely seriously
- In response to a question as to the number of BME staff in the top 5% of grades it was stated that information on age/gender and ethnicity of these staff be provided to the Committee
- In response to a question on recycling it was stated that measures were being looked and that with regard to missed collections , whilst the performance is slightly down on last year, this is mainly due to vehicle maintenance issues involving the ageing fleet, however the fleet renewal is being looked at
- It was stated that the Executive Member Economic and Community Development is looking at measures that could be taken to address the fall in the number of library visits
- In response to a question as to the number of residents assisted into sustained employment it was stated that a system is now in place for tracking new entrants and that whilst this will not be 100% effective it will assist in providing more information about whether those assisted have remained in sustained employment
- In response to a question as to whether there has been an increase in the number of residents on ESA/incapacity benefit it was stated that the Council did support residents to challenge decisions and where possible encourage them back into work

RESOLVED:

That Members be provided with information requested above in relation to staff in the top 5% grades within the Council

221 **FINANCIAL UPDATE (Item 10)**

Councillor Andy Hull, Executive Member Finance and Performance and Steve Key, Director Service Finance were present for discussion of this item.

During consideration of the report the following main points were made –

- There is a £3.5m projected overspend which would be met from the contingency reserve
- Concern was expressed at the overspends in Environment and Regeneration and that this is currently £2.9m. Councillor Hull stated that this was due to an overestimate of possible savings and income generation measures, however this is addressed in the 2016/17 budget recently approved. There are savings however being achieved on the procurement of gas and electricity
- In response to a question it was stated that it is important that Members supported income generation proposals and that other departments, not just Environment and Regeneration, considered income generation measures
- It was stated that in regard to the fall in income of building control this is due to the 'cherry picking' of certain work by private companies leaving the Council with more difficult work. There is also work going on to see if services could be sold to neighbouring boroughs
- Councillor Hull stated that changes in the Chancellor's budget may affect the Council and that he would provide a briefing to Members following the Budget proposals
- A Member of the public referred to the underspend in certain Education budgets and it was stated that if he mailed his question then these queries would be responded to

RESOLVED:

That the report be noted and that Councillor Hull provide a briefing to Members on the implications of the Chancellor of the Exchequer budget proposals on the Council

222 **TAX AVOIDANCE SCRUTINY REVIEW - DRAFT RECOMMENDATIONS (Item 11)**

The draft recommendations of the Committee were laid round as a matter of urgency given the need for their approval before the end of the municipal year.

The Chair stated that if Members had any comments they should be sent to the Head of Democratic Services prior to the next meeting for consideration.

RESOLVED:

That the draft recommendations be approved and the final report be submitted to the Committee at the next meeting for approval

223 **TEMPORARY TO PERMANENT STAFF (Item 12)**

Councillor Andy Hull, Executive Member Finance and Performance was present for this item and David Daniels, Assistant Director Environment and Commercial Law was also present.

During consideration of the report the following main points were made –

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- It was stated that a report on the Parking data breach would be submitted to the Audit Committee in May

RESOLVED:

That the report be noted

224 MONITORING REPORT (Item G)

RESOLVED:

That the report be noted

The meeting ended at 10.00 p.m.

CHAIR



Policy and Performance Scrutiny Review

REPORT OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE TAX AVOIDANCE

London Borough of Islington
May 2016

CHAIR'S FOREWORD

The Committee conducted a scrutiny into tax avoidance, given its concerns at the recent high profile cases of big, and in some cases, multi-national companies engaging in tax avoidance, whereas smaller companies and individuals pay their appropriate share of tax, placing them at a disadvantage competitively.

The Committee have considered measures that they could take to ensure that companies face their tax liabilities and whilst the action that we can take is limited we have recommended a number of actions that we feel the Council can take to mitigate tax avoidance, particularly when allocating Council contracts.

The Committee hope that it's recommendations will be adopted by the Executive and where possible in future companies avoiding paying tax have their contracts terminated.

Tax Avoidance Scrutiny Review

Aim

The Committee carried out a scrutiny into the ability for the Council to only contract with companies and bodies that pay UK tax

Evidence

The review ran from June 2015 until March 2016 and evidence was received from a variety of sources

1. **Presentations from council officers** – Peter Horlock, Head of Procurement, Steve Key, Director Service Finance, Ramani Chelliah, Chief Contracts Lawyer

Objectives of the Review

The objectives of the review were as follows –

To understand how companies avoid paying UK tax, including parent companies that L.B.Islington deals with or has business links to providing a service to the Council and its subsidiaries

To understand our existing legislative requirements around procurement and contract management

To investigate how we can identify businesses that we contract with who avoid paying UK tax

To review and update our procurement processes, within the law, to exclude those businesses that avoid UK tax

To review and update, as necessary, our appointment process for consultants and agency staff

To explore whether the Council can use other powers it has e.g. licensing, to influence companies to pay their appropriate

Recommendations

That the Executive be recommended that –

- 1. The Pre- Qualification Questionnaire (PQC) should require tenderers to provide information on their tax compliance. It is proposed that the section on tax compliance is enhanced for contracts over £5m to provide additional information and allow for exclusion, where appropriate**
- 2. The Council's standard contract conditions be amended, for contracts over the value of £5m, to allow for contract termination in relation to non-compliance with tax payment obligations**
- 3. The published HMRC list of tax defaulters be periodically reviewed to ensure that no contractor that the Council uses is on the list, and if there is one, the contract be terminated using 2 above**
- 4. That letters be sent out to companies that the Council contracts with to remind them of their tax obligations. A list of companies will be made available for Council officers to view on the internet**

Main findings

Tax is a mandatory contribution levied by Government on workers income, business profits, or added to the cost of particular goods or services. Levying of tax is the principal mechanism by which the Government pays for the services and facilities that it provides and all taxpayers must pay their contribution. The majority of tax is collected and administered by the Government office HMRC, including demands for interest and penalties when incorrect levels of tax are paid.

Tax avoidance and tax evasion are often used as interchangeable terms although in fact they are very different –

Tax avoidance is taking steps to minimise your tax liabilities and is legal (although sometimes it can be against the spirit of the law), provided there is no objection from HMRC, and you have been open about your action. It is often considered to be taking measures for a tax advantage. On a small personal scale this is ensuring that the correct tax code is used, money is transferred to an ISA, artificial unnecessary transactions by business etc. On a large scale this could be paying a tax expert to find legal loopholes in the system.

Tax evasion is taking deliberate steps to falsify, mislead or defraud the payment of tax. Tax evasion is illegal and may lead to individuals being subject to ten years imprisonment. Examples of this have included hiding money offshore, significant physical or virtual online trading and not declaring the income, failing to file a tax return, i.e. not including your full income, hiding taxable assets etc.

HMRC provides guidance on the General Anti Abuse rule (GAAR) into reasonableness in regard to tax avoidance, as required under the Finance Act 2013. The GAAR has made it clear that a taxpayer may decide to operate as a sole trader or through a limited company, whose shares he/she owns or work as an employee. All are perfectly legal means of payment of appropriate taxation, either - by making payments on profits of the organisations, by way of a dividend, or immediate payment from the employee salary.

In September 2012, the Government tasked HMRC and the Cabinet Office to look at whether procurement could be used as a means of promoting good conduct in regards to taxation. The idea was to withdraw opportunities for initially central government contracts from the minority of providers who seek to either evade tax or utilise aggressive tax avoidance schemes. This move led to the Disclosure of Tax Avoidance schemes (DOTAS), and a policy note which mandated central government to ask questions in the procurement process on tax compliance and setting out how to handle the matter.

Under the now repealed Public Contracts Regulations 2006, a contracting authority was always able to disqualify providers if they had not met their taxation obligations in UK law. In preparation for the new regulations, the issue of taxation compliance became an increasingly interested area. This led to significant clarity being introduced in the Public Contracts Regulations 2015 – Regulation 57.

Subsequently, a national standardised Pre –Qualification Questionnaire (PQQ) or application pack has been introduced above EU threshold contracts, currently the goods or services threshold is those contracts which aggregate above £164,176, to ensure a simpler and more consistent approach to selection across the whole public sector authorities. It is designed to remove some of the bureaucracy and barriers which make it difficult for businesses, in particular smaller firms, to access public service contracts. The PQQ outlines the Council's ability to exclude organisations from fraudulent evasion of taxes, offences in connection with taxation and non-payment of tax and/or social security contributions.

The Council has limited powers to exercise discretion on matters of taxation and must adhere to the Public Contracts Regulations 2015. It can have a responsibility to promote tax adherence, but limited ability and to verify to take action against inappropriate tax adherence as this would be a matter reserved for the proper authorities, e.g. HMRC, Police and the Courts. The Council are not in a position to impose unreasonable or disproportionate taxation inspections beyond the scope of the PQQ.

Tax avoidance is by its nature a legal act. Suspicions of tax avoidance would not be sufficient grounds to terminate a Council contract, nor exclude an organisation from a procurement process. Tax evasion would need to be proven for the Council to act. Monies due from matters of tax evasion generally rest with the HMRC and thus, whilst the Council has a duty to report on suspicions of this nature, has no direct financial advantage from it.

The Committee considered evidence from the Council's Chief Contracts Lawyer in relation to this issue.

The Committee were informed that the Public Contracts Regulations 2015 has allowed the Council to enhance the enforcement of tax compliance measures and it is recommended that the scope of tax enquiries conducted by the Council is widened during the pre-qualification stage of the procurement process, for contracts with a value of over £5m and that provision is made to terminate such contracts for non-compliance with tax payment obligations.

The Council must exclude an economic operator from participating in a procurement procedure, where it has been established, by verifying in accordance with regulations 59 and 60, or is otherwise aware, that an economic operator has been convicted of cheating the HMRC, fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or the Value Added Tax Act 1994, or an offence in conjunction with taxation in the European Union within the meaning of the Criminal Justice Act 1993.

The obligation to exclude an economic operator also applies where the person convicted is a member of the administrative, management or supervisory body of that economic operator or has powers of representation, decision or control in the economic operator.

An economic operator shall be excluded where the Council is aware of the breach relating to non-payment of taxes and the breach has been established by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of the country in which it is established or with those of any of the jurisdictions of the UK.

An economic operator may also be excluded where the Council can demonstrate by any appropriate means that the economic operator is in breach of its obligations relating to non-payment of taxes. This is known as discretionary exclusion for non-payment of tax. The grounds for both mandatory and discretionary exclusion cease to apply when the economic operator has fulfilled its obligations by paying, or entering into a binding arrangement, with a view to paying, taxes due.

There are exceptions to mandatory exclusion and the Council may disregard the prohibitions related to mandatory exclusion on an exceptional basis or overriding reasons relating to the public interest, such as public health or protection of the environment. The Council may also disregard the prohibitions related to discretionary exclusion where such an exclusion would be clearly disproportionate.

In order to exclude an economic operator from participation in a procurement procedure, the Council needs to establish, by verifying in accordance with regulations, or is otherwise aware, that the economic operator has been convicted of any of the offences that give rise to mandatory exclusion.

Regulation 59 relates to the European Single Procurement Document (ESPD), which is designed to be a standardised EU wide process for self-declaration provided at the time of submission of requests to participate. Such self-certification will include the status of the economic operator in relation to the grounds for exclusion. These provisions are not yet in force.

The Council must accept the following as sufficient evidence that none of the cases specified in regulation 57 apply to the economic operator –

- In relation to mandatory exclusions the production of an extract from the relevant register, such as judicial records, or failing that, of an equivalent document issued by a competent judicial or administrative authority in the member state or country of origin or the country where the economic operator is established showing that those requirements have been met
- In relation to mandatory and discretionary exclusion for non-payment of taxes a certificate issued by the competent authority. Where the country in question does not issue such documents or certificates they may be replaced by a declaration on oath made by the person concerned before a competent judicial or administrative authority, a notary or a competent professional or trade body.

With regard to the mandatory exclusion for tax evasion, the period of exclusion is 5 years for the date of exclusion, subject to exemptions and self -cleaning. In relation to discretionary exclusion for tax evasion, the period of exclusion is 3 years from the date of the relevant event.

Self -cleaning is a means by which an economic operator in one of the situations of discretionary or mandatory exclusion may provide evidence to the effect that measures taken by the economic operator are sufficient to demonstrate its reliability, despite the existence of a relevant ground for exclusion.

In order for the Council to be satisfied the economic operator shall prove that it has –

- Paid or undertaken to pay compensation in respect of any damage caused by the criminal offence or misconduct
- Clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities and
- Taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct

The measures taken by the economic operator shall be evaluated taking into account the gravity and particular circumstances of the criminal offence or misconduct (i.e. requirement for transparency),

The Committee consider that there should be changes to the Council's current procurement practice. The standard form of Pre-Qualification Questionnaire used by the Council asks the tenderer for a declaration in relation to whether any of the grounds for mandatory exclusion apply together with supplementary information where relevant. The standard form of PQQ contains additional provisions in relation to discretionary exclusion for non-payment of taxes but these provisions currently only apply to central government contracts over the value of £5m.

The Committee therefore recommends that the Council amends the standard form of PQQ in order for these provisions to also apply for Council contracts over the value of £5m. The qualifying threshold of £5m has been adopted by the Cabinet Office, in order to avoid adding an administrative burden to lower value procurements and to small businesses and we feel that this threshold should be adopted for similar reasons.

It was noted that the threshold of £5m is actually not high, as it actually appeared as it covers the whole length of a contract, i.e. a 10 year allocation of a contract this equated to £500,000 per annum.

In practice this would mean widening the net of enquiry at PQQ stage for Qualifying Contracts to cover a broader range of Occasions of tax non-compliance including:

- a. A relevant tax authority successfully challenging the supplier under the General Anti-Abuse rule or the Halifax Abuse principle, or under any tax rules or legislation that have an effect equivalent or similar to the General Anti-Abuse rule or the Halifax Abuse principle
- b. The failure of an avoidance scheme which the supplier was involved in, and which was, or should have been, notified to a relevant tax authority under the Disclosure of Tax Avoidance Scheme (DOTAS) or any equivalent or similar regime and/or:
- c. The suppliers tax affairs give rise on or after, a date to be specified), to a criminal conviction in any jurisdiction for tax related offences, which is not spent or to a penalty for civil fraud or evasion

The amendment recommended to the standard form of the PQQ is a deviation and the Council would be required to send to the Cabinet Office a report explaining the deviation.

It is also recommended that a specific right to terminate the contract is included within the terms of Qualifying Contracts. This may be done by including additional contract clauses, which provide for a warranty from the supplier in relation to its declarations on Occasions of Tax non-compliance at contract commencement: an ongoing obligation to inform during the term of the contract for breach of warranty or breach of duty to inform.

The Committee did request whether a list of companies that had been found guilty of tax evasion could be made available, in order that we could ensure that the Council did not procure contracts with any firms on the list unless they had self-cleansed. HMRC maintain this list.

The Committee investigated changes to the Council's procurement rules where companies who avoid tax could be refused contracts. There are some companies in Islington that are part of large organisations who supply goods and services to Islington Council and have been accused nationally of avoiding tax. However, the Council can only challenge a company's tax status by asking more detailed questions. The only instance where the Council can decide not to contract with a company on tax grounds is when they have been found by HMRC to evade tax, and then only until they pay their unpaid tax burden.

Conclusion

The Committee have made recommendations, which although not as comprehensive as we would have liked do reflect the limited ability the Council has to affect procurement opportunities with companies that are guilty of tax evasion.

MEMBERSHIP OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE – 205/16

COUNCILLORS 2015/16

Troy Gallagher – Chair
Una O’Halloran – Vice Chair
Jenny Kay
Martin Klute
Michael O’Sullivan
Raphael Andrews
Jilani Chowdhury
Rakhia Ismail
James Court
Caroline Russell
Kaya Comer Schwartz
Dave Poyser – replaced by Councillor Clare Jeapes
Gary Doolan

Substitutes

Councillors:
Alice Perry
Nick Wayne
Flora Williamson
Mouna Hamitouche M.B.E.
Theresa Debono
Alex Diner
Alice Donovan
Satnam Gill
Nurullah Turan
Robert Khan
Paul Smith

Acknowledgements: The Committee would like to thank all the witnesses who gave evidence to the review.

Officer Support:
Peter Moore – Democratic Services
Lead officer/s- Steve Key, Peter Horlock – Finance and Resources Department

APPENDIX A – SCRUTINY INTITATION DOCUMENT

SCRUTINY REVIEW INITIATION DOCUMENT (SID)
Review: Tax Avoidance
Scrutiny Review Committee:
Director leading the Review: Steve Key, Assistant Director - Service Finance and Procurement
Lead Officer:
Overall aim: To only contract with companies and bodies that do not avoid paying UK Tax.
Objectives of the review:

1. To understand how companies avoid paying UK tax including parent companies and subsidiaries.
2. To understand our existing legislative requirements around procurement and contract management.
3. To investigate how we can identify businesses that we contract with who avoid paying UK tax.
4. To review and update our procurement processes, within the law, to exclude those businesses that do not pay appropriate tax.
5. To review and update, as necessary, our appointment process for consultants and agency staff.
6. To explore whether we can use other powers we have (e.g. licencing) to influence companies to pay their appropriate tax.

How is the review to be carried out: (Use separate sheets as necessary for 1-4 below)

Scope of the Review

To review the current situation within Islington and examine how others deal with this issue

Types of evidence will be assessed by the review: (add additional categories as needed)

1. Documentary submissions:
 - a. HMRC information
 - b. Tax advisers information
 - c. Public Contract regulations 2015

2. It is proposed that witness evidence be taken from:
 - a. Representative from Procurement
 - b. Representative from HR
 - c. PWC or another tax expert
 - d. HMRC
 - e. Large companies that we contract with who have been accused of tax avoidance

3. Visits
 - a. To be identified

Additional Information:

Programme	
Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	29/6/15
2. Timetable	
3. Interim Report	7/12/15
4. Final Report	21/1/15



ISLINGTON

Annual Report of the Executive Member for Economic and Community Development

Update on the Voluntary & Community Sector

Cllr Asima Shaikh

Policy & Performance Scrutiny Committee

May 2016

Voluntary & Community Sector Development Team

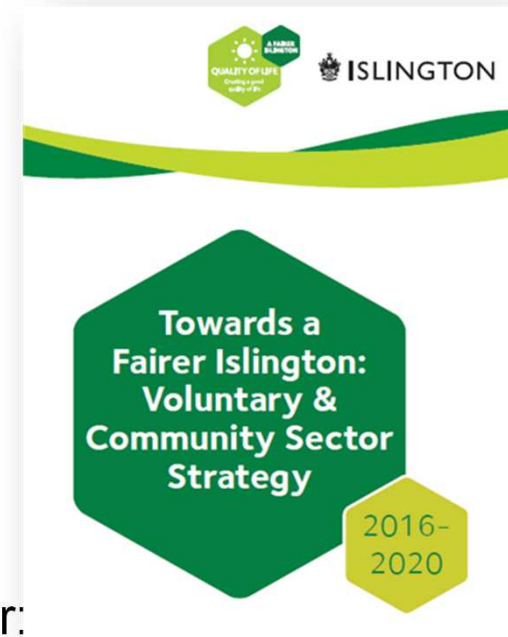
New Voluntary and Community Sector Development Team established:

- Greater emphasis on developing outcome driven, effective partnerships with the VCS - whether we fund them or not.
- Responsibility to help build capacity in the sector, promoting its reach, engagement and long-term sustainability.
- Seeking to support the sector to attract investment into the borough for programmes of activity that respond to the needs of local residents and promote resilience in local communities.
- A new way of working with staff clustered around thematic and demographic priorities
- Stronger links with other corporate departments to influence the way that the whole Council works with the VCS and our portfolio of council funded VCS organisations.



Islington VCS Strategy 2016-2020

- Developed in response to consultation with the sector and key stakeholders
- Responds to Council priorities
- Focuses on outcomes for residents
- Recognises the importance of an independent and financially resilient sector
- Places greater emphasis on strategic partnership working between the council and the VCS
- Focus on resources and infrastructure for the sector: financial, physical space and capacity building
- Adopts a whole-council approach



Our Vision

We're determined to make Islington fairer: to create a place where everyone, whatever their background has the same opportunity to reach their potential and enjoy a good quality of life

We need Islington's VCS to work independently and in partnership with mainstream services to...

Address and prevent complex social issues.

Support residents to be resilient and independent.

Promote cohesion and champion the needs of Islington's diverse communities.

Support neighbourhoods to develop and grow.

Be dynamic and responsive to local need in creative ways.

Provide and signpost residents to high quality advice and guidance

We will support Islington's voluntary and community sector through...

Funding: Small-grants, Partnership grants programmes, Training and Development, Discretionary Rate Relief.

Contracting: Commissioning organisations to deliver services and ensuring social value is included in our approach to commissioning.

Premises: developing a borough-wide premises strategy that maximises the use of our buildings.

Working strategically with key partners to provide leadership and build the capacity of the sector, promote volunteering, support fundraising, establish networks, and maximise our collective impact in neighbourhoods.

Advice Review

- § Extensive Review of Islington's Advice offer in terms of cost, quality and resident experience
- § A model developed with key stakeholders with resident journey at the centre
- § A whole-council approach: £1.5 million – bringing together funding from Chief Exec's, Housing and Adult Social Services, CCG and aligning monitoring processes.
- § A pro-active focus on prevention and early intervention
- § An ongoing dialogue with potential for additional funding to respond to changing need.
- § A systems approach that will require partnership across key partners.



Partnership Grants Programme 2016-2020

Grant fund of £2.67 million secured for VCS Grants (including Advice)

- § VCS Grants fund of £1.163 million protected
- § Joint working with Housing and Adult Social Services to align £241,000 of funding into the VCS Grants programme for Advice
- § Partnership established with Islington CCG – to secure an additional £100,000 for delivery of an integrated approach to advice in Islington.
- § Creates the foundations for future VCS engagement with the emerging Prevention Alliance at both a strategic and delivery level
- § New Grant Funding agreements will begin in September 2016



1. Delivery Partners

For organisations working directly with residents to deliver activities and services that improve outcomes and help make Islington a place where everyone, whatever their background, can enjoy a good quality of life. **Grants up to £20,000 (Fund £320,000 - £400,000)**

2. Strategic Partners - Borough-wide

For organisations that deliver high quality leadership and support for the sector, maximise the VCS's influence and increase its capacity to be efficient, resilient sustainable and responsive to the changing needs of our communities. **Grants up to £40,000 (Fund £170,000 - £210,000)**

3. Strategic Partners – Neighbourhood Partners

For organisations that provide leadership roles at a neighbourhood-level and work in partnership with voluntary and community organisation to develop and coordinate a high-quality offer of services and activities for residents. **Grants up to £60,000 (Fund £475,000 - £525,000)**

4. Strategic Partners – Volunteering

For organisations that can provide a borough-wide volunteering brokerage service; promoting a culture of volunteering and supporting voluntary and community organisations to develop systems for recruiting and managing volunteers effectively. **Grants up to £40,000 (Fund £40,000)**

5. Strategic Partners – Advice

For organisations that can provide high-quality generalist and specialist advice and support services, from outreach activities through to specialist litigation. **6 strands up to £550,000 each**



Partnership Grants Programme 2016-2020



Strand	No. of Applications	Total Requested	Available (Range/Max)
Borough-wide	11	£438,725.38	£170,000 - £210,000
Delivery	53	£959,318.63	£320,000 - £400,000
Neighbourhood	14	£814,000	£475,000 - £525,000
Volunteering	2	£80,000	£30,000 - £40,000
Advice (Strand 1 - Access & Outreach)	2	£250,000	£200,000
Advice (Strand 2 - Primary Access Channel)	4	£132,812	£50,000
Advice (Strand 3 - Triage)	4	£185,000	£100,000
Advice (Strand 4 - Generalist)	3	£742,134	£350,000
Advice (Strand 5 - Targeted Specialist)	3	£388,784.98	£250,000
Advice (Strand 6 - Specialist)	1	£550,000	£550,000
Advice Sub-Total	(8 organisations / consortia)	£2,248,730.98	
Total Applications	97	£4,560,774.99	



Community Chest 2015-2016

- 102 community groups applied to Islington Council's Community Chest in 2015-16
- 57 community groups (56% of applicants) were awarded funding, totaling grants of just over £222,000
- 14 (25%) of the 57 funded groups were new to Islington Council's Community Chest
- 18 (32%) of the 57 funded groups have received 5 or more grants



Ward Partnerships

- Ward Partnerships are informal arrangements to support local democracy in Islington which bring together ward councillors, service providers and communities to identify and tackle local issues
- They do not have delegated powers or budgets, but can influence
- 15 Ward Partnerships – one for each ward (Finsbury covers two wards: Bunhill and Clerkenwell)
- Agendas are mostly driven by events and developments relevant to the local neighbourhood – though some discuss boroughwide issues
- Most common topics are Planning, Community Safety, Trees, Road improvements (particularly Old Street, Highbury Corner, Archway gyratories)
- Frequency of meetings depends on the need and appetite within each ward – some meet every 4-6 weeks, others once or twice a year, some also run community events
- They are supported by volunteers from across the council – each partnership has a coordinator to manage the meetings and a link officer to provide more senior / strategic support

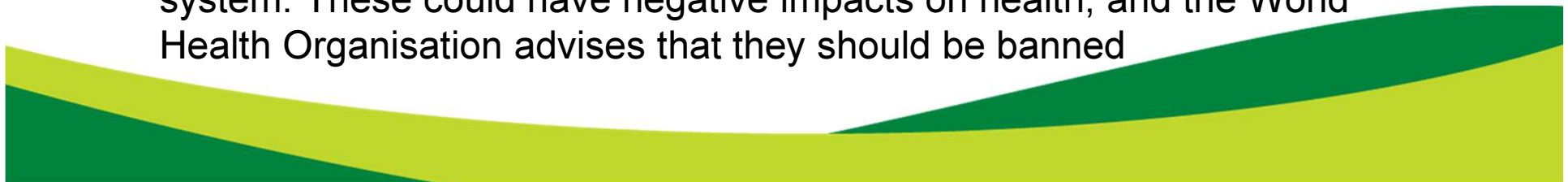


Ward Partnerships



Examples of topics covered by ward partnerships in 2015-16 include:

- **Canonbury:** discussed youth employment and apprenticeships at their June meeting
- **Finsbury** (Bunhill & Clerkenwell): invited Emily Thornberry MP to their meeting in September to discuss the Welfare Reform Bill
- **Finsbury Park** had feedback from Help On Your Doorstep in November on residents supported through their Connect door-knocking project and common issues (HOYD runs the Connect project in a number of social housing estates across Islington, including the Andover Estate)
- **Highbury East:** the Highbury Corner bridge works have been the key focus of discussion over the past year, together with redevelopment of Highbury Pool and a new pavilion at Highbury Fields
- **Highbury West:** held a discussion on the use of high frequency devices which were sold a few years ago and used by residents to deter animals (e.g. foxes) and by the Emirates stadium as part of their voice tannoy system. These could have negative impacts on health, and the World Health Organisation advises that they should be banned



Ward Partnerships

- **Hillrise** and **Junction** held a joint meeting in September to discuss the Archway gyratory and Archway town centre redevelopments
- **Mildmay** focused on Crime and Anti-social behaviour at their meeting in October with representatives from the Safer Neighbourhood Team and the Community Safety Team attending to discuss how to tackle local issues
- **St George's** held community consultation days in July and September to identify future priorities for the ward partnership
- **St Peter's** had a presentation from the Canal & River Trust on the use of towpaths, including the Regent's Canal towpath which runs through the ward. Transport for London also presented details of the proposed site of the Angel Crossrail station
- **Tollington** holds 2 community events a year to consult on resident priorities. In 2015-16 local people listed childcare and activities for children and families, adult learning courses for ESOL and employment skills, and support for mental health issues as their priorities



Local Initiatives Fund

- Budget of £240,000 per financial year: £15,000 per ward with £5,000 notionally apportioned to each Ward Councillor
- 174 local projects were awarded funding from Islington Council's Local Initiatives Fund in 2015-16
- 125 groups were funded in 2015-16
- 32 (26%) of the 125 funded groups were new to Islington Council's Local Initiatives Fund
- 30 (24%) of the 125 funded groups were awarded funding for more than one project



Future Focus and Key Challenges

- Strengthening leadership within the VCS and raising the profile and aspirations of the sector
- Strengthening collaborations with other corporate departments to embed an agreed approach to the allocation of premises and resources to the sector
- Strengthening the VCS's strategic engagement in initiatives such as the Prevention Alliance, Community Cohesion and Community Development Agendas
- Developing collaborative bids to lever funding to ensure that the needs of residents are met and the sector is properly resourced to deliver activities that deliver tangible outcomes
- Strengthening the Council's commitment and consistency to Social Value in commissioning
- Reviewing support arrangements for ward partnerships – there are a number of vacancies and challenges in recruiting and retaining staff volunteers due to pressures of work and family commitments





ISLINGTON

Policy and Performance Scrutiny Review

REPORT OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE KNIFE CRIME, MOBILE PHONE THEFTS, CRIME HOTSPOTS

London Borough of Islington
May 2016

CHAIR'S FOREWORD

The Committee carried out a review in relation to increased knife crime and mobile phone theft, in view of the worrying increase that has taken place in the borough in the past 18 months.

We have considered a great deal of evidence in relation to the often complex reasons why predominantly young people get involved in criminality and gangs and the interventions that the Council are taking, especially in relation to early intervention, to try to ensure that current younger children are not attracted to criminality.

The Committee have also considered the current enforcement measures that are being taken by the Police and the Council to target the relatively small number of prolific offenders that commit most of these types of crimes in the borough. We are pleased to note that additional resources have been put into the borough by the Police in recent months and the introduction of the Integrated Gangs Team, which we visited, should start to assist in more sharing of information and resources to target offenders. In addition the Committee welcome the additional £0.5m allocated in the budget to youth services.

The Committee are of the view, that more work needs to be done with schools to identify children at an early age to ensure that early intervention takes place and support can also be offered to families. The evidence that we received from Chance UK and Safer Aspire London shows the valuable work that they do, and the difference that mentoring can make to children's future lives.

In addition we feel that youth provision should be made more readily accessible and discussions should take place with the Council's Leisure provider and schools so that facilities could be accessed at reasonable cost.

The Committee had concerns over the recent critical inspection report of the Youth Inspection service and we questioned the Executive Members for Children and Families and Community Safety on the measures being taken to address the concerns expressed in the report. The Committee noted that the measures being taken and the changes in management of the service and in Police personnel and procedures would increase the effectiveness of the service, however it felt that given the difficulties the service faces more training and support should be given to staff, particularly in the area of case management.

The Committee also noted that the Children's Services Scrutiny Committee were intending to conduct an in depth scrutiny into the Youth Offending service and we welcome this.

The Committee has made a large number of recommendations, given the seriousness of the issue, that we feel will assist, especially in the long term, in reducing the incidence of knife crime and mobile phone theft in the borough and we hope the Executive will adopt our recommendations.

Knife Crime, Mobile Phone theft, Crime Hotspots Scrutiny Review

Evidence

The review ran from **June 2015** until **May 2016** and evidence was received from a variety of sources:

1. **Presentations from witnesses** – Ian Howells, Acting Superintendent – Islington Police, Borough Commander Islington Police – Catherine Roper, Mark Pearson and Andrew Pendleberry – Margate Task Force, , Ross Adams – Chance UK, Shareen Connolly plus young people and mentors – Safer London Aspire

Presentations from council officers/Members – Jennie Walsh and Theresa Ikoko – Islington Gangs Team, Catherine Briody, Victims and Offenders Service Manager, Councillor Paul Convery, Executive Member Community Safety, Tony Nagle, Head of Youth Offending Service and Targeted Support, Catherine Briody, Victims and Offenders Services Manager

2. Documentary evidence – Ending Gang violence and exploitation, Youth Offending service inspection report, Youth Crime Strategy
3. Visits – New River College and Integrated Gangs Team, New Horizons Centre

Aims of the Review

The Committee approved the following objectives –

- To better understand the issues and causes of knife crime and what the Council can do to reduce knife crime in the borough
- In parallel with the above, to review and improve what the Council and its partners can do to reduce mobile phone theft by thieves on bikes within the borough

The objectives of the review are set out in the Scrutiny Initiation Document at Appendix A to the review

RECOMMENDATIONS

The issues of gang and youth violence and its associated issues of vulnerability and exploitation impact on all statutory and many non-statutory agencies in the borough.

The Committee therefore recommend the Executive to adopt the following –

- 1. That, given the concerns expressed about sentencing, a briefing meeting be held with the Clerks at Highbury Magistrates Court, with the aim of informing them of the ‘local picture’, in respect of gang and youth violence and the community impact it is having and to support more appropriate sentencing for these types of offences**
- 2. That Integrated Gangs Team, together with the Police, set up an awareness raising programme for frontline practitioners working with young people in Islington, to increase understanding of the issues and the services available, with regard to gangs, violence and vulnerability of young people**
- 3. That in view of the fact that there are significant intelligence gaps in the drugs market locally and nationally through County Lines –**
 - i. The Child Exploitation (CSE) and Gangs Analyst develop a problem profile on County Lines from Islington, drawing on intelligence from statutory and voluntary sector organisations, to inform the co-ordinated response to gangs and organised crime groups controlling the drugs market**
 - ii. Whilst the Trident matrix can be an effective tool in identifying the cohort of gang members causing, or at risk of causing significant harm, it does not cater for the significant number of young people on the periphery of gangs. It is therefore recommended that the use of the ISCB Gangs Safeguarding protocol is encouraged to support agencies in identifying, referring and engaging this vulnerable cohort of young people in targeted gang prevention work, to prevent their rise to full gang status**
- 4. That, as a large number of mobile phone thefts take place at busy transport hubs and at shopping centres, MAGPI officers should develop a communication strategy to alert the public to the risks of using their phone in hotspot areas, and that local businesses be encouraged to contribute to funding this**
- 5. That the CSE and Gangs Analyst develop a problem profile on child sexual exploitation issues in Islington to increase knowledge of offenders and victims and to enhance the safeguarding of vulnerable young people at risk**
- 6. That the creation of the Integrated Gangs Team be supported and more cross border work take place by the Police and the Council with other neighbouring Police forces and local authorities to share information and co-ordinate activity, given that crime is not restricted to borough boundaries**
- 7. That whilst the Committee support the use of Stop and Search, this should only be used where appropriate and be proportionate. The Council should identify meaningful ways to involve young people in the process of holding Police to account on stop and search issues and to provide training for young people to help inform them of their rights and responsibilities**
- 8. That the work carried out in relation to Early Intervention strategies, as part of the Youth Crime Strategy, be supported as this is a vital element in deterring future cohorts of young people becoming involved in criminality**
- 9. That discussions take place with schools as to measures that can be taken to ‘flag up’ young people who are felt to be at risk or vulnerable to becoming involved in criminality, in order to ensure early intervention can take place. In addition, as it has been shown that many young people permanently excluded from school are at a higher risk of taking part in criminality, measures should be put in place to permanently exclude as few young people as possible**

10. That the work of the Police Safer Schools and other partners, e.g. the Ben Kinsella Trust be supported and extended to pupils in schools on crime prevention, knife crime and gangs and the CSE
11. That as the Committee heard evidence that many young people suffered from a lack of affordable sports facilities in their area, particularly the most vulnerable, it is of the view that discussions should take place with schools and the Council's Leisure provider, to investigate the possibility of the use of school and leisure facilities in the evenings and at weekends, this to include the provision of free/low cost options at Council Leisure facilities for young people. There should also be a review of the use of current Council community facilities for youth provision to ensure these are situated appropriately and are utilised in the most effective manner to meet current needs. In addition, as some young people are vulnerable to involvement in ASB and crime, Council provision and commissioned services should be encouraged to offer more evening and weekend facilities and that the hours of youth workers should be reviewed so that they are visible in crime hotspots at appropriate times
12. That the Committee heard evidence of the good work that Chance UK and Safer Aspire carry out in the borough in mentoring and working with vulnerable young people. The Committee noted that an evaluation of this work is currently taking place to assess its effectiveness. This evaluation should be made available when it is completed. Furthermore we noted that there are various funding sources across London that may be able to assist in supporting children in sports activities etc. and these should be looked at and accessed, where possible in relation to mentoring related activities
13. That, given the recent unsatisfactory report on the Youth Offending Service, we noted that measures are being put in place to address the concerns raised. However, more information sharing should take place with other boroughs with a good rating, in order to look at successful measures that can be replicated in Islington. We also recommend that given that the staff in the YOS team are probably suffering from low morale, that additional support and training should be given to them in undertaking often very stressful work
14. That as the Committee heard evidence of the high prevalence of mental health problems amongst young people involved in gangs and criminality, it is welcomed that there is a mental health worker situated in the Integrated Gangs Team. However we feel that more work needs to be carried out in establishing a more effective process to support young people when transferring from children to adult mental health services and investment, wherever possible, should be maintained and increased in mental health services
15. That the Council's housing policies be reviewed in respect of emergency moves out of the borough for young people and their families at high risk of gang related harm, and increase the links with the Pan London Gangs service, which can provide support in moving gang members to other boroughs
16. That consequent to the Crime Summit community event in April the following take place –
 - i. A meeting be organised with key stakeholders to discuss the outcome of the summit and proposals for the future way forward
 - ii. An action plan be developed for the 'community' strand of the Youth Crime strategy
 - iii. Support the Safer Neighbourhood Boards in delivery of actions and to identify ways of involving young people in their work
17. That the IGT and YOS develop further relationships with New Horizons Centre, who have secured external funding from the lottery to work with young people at risk of gang involvement and increase the reach to Islington young people
18. That, as it has been shown that engagement in Education, Employment and Training is a key pathway out of offending, the Council should look to provide increased

opportunities for young people, such as more use of apprenticeships for the Youth Offending service young people

Main Findings

Current situation in relation to Knife Crime, Mobile phone theft etc.

The Committee were informed that in 2014/15 there were 3000 named individuals under 25 committing at least 8,000 crimes in Islington and the levels of phone snatch theft had reached unprecedented levels, at over 300 per month.

Serious youth violence had increased by 40% and knife crime by 16% and there were 32,137 victims of crime in Islington and 21.2% were young persons aged under 25 years. 4,178 young victims were Islington residents. The most prolific offenders were being targeted and one person has been arrested 32 times.

The Committee noted that there are three main established gangs in the borough, ranked in the MPS top 20 for risk. The most arrested age group are 15-17 year olds and there has been a significant increase in arrests of 10-14 year olds.

In 2014/15 Islington was the 30th. of 32 London Boroughs for the highest crime levels and had the worst youth re-offending rate in London.

In addition, theft person snatch offences were 81% higher than any other London Borough and Islington had the 3rd. highest first time entry rates in London and the 2nd. highest rate of young people in custody.

The Committee noted that gangs that are operational in the borough are all subject to multi-agency disruption plans and Operation Attrition is targeting the top 50 theft snatch offenders operating in the borough. Two thirds of these offenders are linked to established gangs and are known for drug offences and violence.

The Committee heard evidence of current action that is taking place to address the rise in crime which include –

- Implementation of the Youth Crime Strategy
- Early Help and Family Support strategy, in partnership with the voluntary sector
- Activities for young people
- Safer school plans in partnership with the Police
- Specialist services – targeted youth support, youth offending service, 18-24 Gangs Transition service, Integrated Gangs Team, Child Sexual Exploitation focus
- Integrated Offender Management
- Employment support
- Ben Kinsella exhibition about knife crime
- Targeted ASB campaign in hot spots across the borough
- Intelligence gathering and sharing
- Targeted communications aimed at young people

Islington's strategy for tackling youth crime included prevention and diversion activities, provides early help to young people and their families to address the underlying risk factors that may lead to crime and anti-social behaviour and also to respond promptly at the first signs of an issue arising.

There are also sanctions, enforcement and reintegration, which increase the chances of achieving positive behaviour and life changes for those that have committed crime by delivering

effective and high quality Integrated Offender Management, Youth Offending services and the 18-24 Gangs Transition service (referred to later in the report).

There is also community engagement that supports the wider community to be part of the solution, sharing of responsibility, leading by example and actively ensuring streets and outside spaces are places, where everyone can confidently go about their daily life.

The Committee heard evidence that historically, before the recent tragic deaths in the borough, Islington had been a relatively low priority for MET Police resources and that additional MET Police resources tended to be prioritised on more high profile London Boroughs.

Whilst the Police had also directed more resources into the borough during recent months, and there is increased co-ordination, it should be recognised that it will be difficult to solve the problem of criminality using Police resources alone. The young people involved in crime often belonged to very chaotic families who have a history of criminal activity. In addition, the children becoming involved in criminal activity appeared to be getting younger. Many of these children had witnessed domestic violence or been subject to trauma, which made them more likely to offend and therapeutic responses need to be tailored to the needs of these children at the earliest possible opportunity and be effective as possible.

In the past 6 months the Committee noted that there has been greater co-operation between all the crime reduction agencies in the borough and they were working together more effectively. This increased co-operation has led to a reduction in the number of criminal offences from 444 at the beginning of the year to 225 offences currently, a reduction of 41%. There is a need however to provide effective offender management plans to deal with ex-offenders coming out of prison and put diversionary opportunities in place.

There has also been a more targeted approach to stop and search and more engagement and diversionary activities were being employed.

The Committee were informed that the introduction of Criminal Behaviour Orders had come into force into October 2014 and there had been 16 orders applied for in Islington and these stopped an individual going back into an area. However, it was noted that not all of the conditions imposed in these orders were solely geographical and that these orders were only granted if the Courts felt it absolutely necessary.

The Committee noted that whilst the aim is to protect the community, an individual is not always excluded from their own area, dependent on the circumstances involved, and especially where there are family ties, and these orders often related to individuals crossing borough boundaries to commit crimes.

The Committee considered evidence from the Borough Commander, Catherine Roper and the Executive Member Community Safety, Councillor Paul Convery in relation to the current situation and the measures being taken in response to the situation.

The Committee heard evidence that, given that there has been an 11% increase in crime from the previous year, this has demanded a strong response with additional police resources being made available and determined efforts on behalf of the Council and partners to adopt a co-ordinated approach to youth offending and the marked increase in knife crime incidents. Over the past year the priority offence type has been mobile phone theft snatch offences, which reached very high levels in April and May, with nearly 400 offences each month. The partnership is now focusing on offenders, rather than offence type and the integrated offender management arrangements have been streamlined to bring multi -agency focus on those individuals causing most concern.

Currently, excluding the Youth Offending service cohort, there are over 200 individuals identified as persistent and prolific offenders and these are managed across different multi-agency arrangements.

The Committee were informed that the Police are encouraging a more positive engagement approach with young people and more work is being carried out with youth groups, Faith Forums and there are also visits to troubled families and officers were encouraged to take a more calm and engaging approach with young people.

The Committee noted that the Safer Neighbourhood Board, in partnership with the Council and the Police, had hosted the third annual Crime and Safety summit on 5 March 2016. The aim of the event is to give residents and other community members a chance to get involved in influencing how crime and disorder in the borough is dealt with. This year the theme was tackling youth violence and knife crime, with an emphasis on the best ways to involve the community in prevention and diversion. Over 160 people attended, including residents, officers, community groups, Police and Fire Brigade and Councillors and Youth Councillors. The Committee has made recommendations as to how key stakeholders and Safer Neighbourhood Boards should be supported going forward.

There is also a more sophisticated mapping of crime and of the individuals involved and links with schools can help to identify those young people more at risk of entering into crime.

The Committee expressed the view that there is a need for more community intelligence and targeted Police work on possible organised crime links to identify mobile phone thieves and to look at the links between these thefts and the drugs trade. There is also the need to encourage businesses and work with TfL, especially at hotspots such as tube stations, to publicise action that the Public could take to restrict the risk of being a victim of mobile phone theft.

Young people, 15-20, continue to dominate the most arrested chart. Children and young adults, under- 25, continue to feature heavily in the offending statistics, particularly in relation to knife crime and serious youth violence. However, the arrest rate for under 15 year olds has declined considerably over the past year, which may indicate that some of the intervention strategies in place may be starting to work. Islington does however continue to have a high youth re-offending rate, and whilst the sentences given to young people are relatively short, it does enable effective interventions to take place when they are released, with better chances of influencing behaviour change post release.

By concentrating on offenders, rather than the offences that they commit, it has become clear that there is a significant crossover between anti-social behaviour and serious criminality at all levels and that many of the same individuals are involved. The integrated offender management strategy arrangements have been streamlined to bring multi-agency focus on those individuals causing most concern.

The Borough Commander informed the Committee, that whilst she felt that stop and search is a vital tool in alleviating crime etc. she had made her officers aware that stop and search needed to be proportionate, helpful, professional, and be carried out by officers in a polite manner.

The Committee are of the view that the recent spate of knife crime has made the importance of stop and search more appropriate to apprehend young people carrying knives, but this should only be done in the manner, as outlined above by the Borough Commander.

The Committee expressed concern that the current budget constraints on the Police and the forthcoming cuts in their budgets would have a detrimental effect on levels of crime and reduce neighbourhood policing that often provided local intelligence. It was also felt that there should be more co-ordinated work with neighbouring local authorities, even though we learnt a number

of these had previously taken place. The Committee also noted that the Borough Commander, whilst she could not specify what the neighbourhood policing model would eventually look like, is determined to maintain a Police community presence and continuity in an area and deploy resources flexibly, where required. There will also be bespoke packages for schools and other hard to reach groups within the young community and also opportunities for young people to engage in positive activities, such as Police cadets and as junior citizens.

Youth Crime Strategy

The Committee also received evidence in relation to the Council's Youth Crime strategy, and that as part of this an Integrated Gangs team has been set up to deal with the current group of young people committing these crimes, involving the Council, the Police and the Probation service. The team is co-located in Tolpuddle Street Police station. This is dealt with in more detail later in the report.

The strategy will also be to prevent another cohort of young teenagers from being lured into criminal gangs, by reducing violence by and against the identified cohort, and redirecting some of the youth service resource into detached youth work with individuals who may be at risk. In addition, the partnership with schools will be strengthened to make sure they refer children that they are concerned about and review the use of alternative provision for children and who are not attending mainstream schools. Regular visits should also be made to young people involved in crime to direct them to diversionary activities and education and support.

All 46 primary schools have also now been allocated a single point of Police contact, which is an existing Safer Schools Police Constable. During the past month the Police have been developing a consistent, sustainable and regular police educational programme for primary and secondary schools. The engagement programme will consist of 12 main inputs covering early engagement with primary schools and following it through with 5 inputs dedicated to secondary schools. The programme looks to introduce the following topics, - introduction to the Police, stranger danger, road safety, bullying, decisions and consequences, Gang exploitation, Child sexual exploitation. Girls in gangs, joint enterprise, online awareness and knife crime. All schools will be offered the programme via the Safer Schools officers from November.

In addition, there are named Police Officers in each Islington secondary school and also there is a new Youth Engagement Police Sergeant who oversees the Police work in schools.

Targeted Youth Service/Family Support

The Committee also received evidence from Islington Children's Services concerning the work undertaken by them in relation to Universal, Targeted and Specialist Child, Family and Young People's Services.

The Committee were informed that the Islington Healthy Schools team share information with all primary and secondary schools on a termly basis, which identifies suitable resources and evidence based personal, health and social education (PHSE) that can be utilised to address issues of personal safety, crime, anti-social behaviour and gangs. The majority of alternative education providers deliver a PHSE curriculum which addresses issues of personal safety, crime, anti-social behaviour and gangs.

Youth provision in Islington consistently provides young people with opportunities to engage and participate in activities and projects that contribute to their social and emotional development.

All universal youth work in Islington is commissioned and delivered with a co-production framework and prevention, through diversion, is most effective when providing opportunities that are genuinely aligned with young people's needs and interests. This is at its most powerful when young people are actively involved in the planning, design and delivery of their projects in partnership with youth workers and other professionals.

The outcomes framework governs how all universal youth work funded by the Council is commissioned and provided and outlines 7 outcomes, which the Council purchases for each young person who takes part in the offer. These outcomes are linked to managing offending and lifelong positive outcomes. In addition, through effective commissioning against the outcomes framework, youth work in Islington provides engaging projects and activities that divert young people away from negative behaviours and peer groups and engages them in more positive opportunities and community activities, which play a key part in prevention.

For example, universal youth provision works closely with Targeted Youth Support to share information, and identify young people at risk of offending and in addition works together with the young person to identify needs and interests to divert them from ASB. Of the current caseload of the Youth Offending service for those offenders living locally, 35% used youth provision funded by the Council in 2014/15. This represents 1 in 3 of the current YOS caseload and in the general population, the equivalent figure is approximately 1 in 5.

The Committee were of the view that more use could be made of voluntary sector providers, who have a high profile in the borough and organisations such as Chance UK and Safer Aspire,

In Islington, universal youth provision plays an important role in responding to early signs of youth crime and providing children and young people with opportunities to discuss and explore issues that may be worrying them or affecting them or someone they know. Projects can also play a part in rebuilding community confidence where neighbourhoods have been affected by youth crime. Universal youth work can address issues around knife crime or bullying and work to help people be more resilient and confident within their communities. Universal youth work will be supporting the implementation of the Youth Crime strategy and specifically co-delivering the Knife Crime Prevention Programme, with Targeted Youth support staff across youth and community settings.

The Committee were concerned that the current hours of youth workers did not always coincide the hours that young people needed to be engaged and therefore we have made a recommendation in this regard and also in relation to increasing provision of facilities for diversionary activities.

Family support work includes an early help service, which reaches 12% of Islington's population, age 5-17, and Children's Centres reach 87% of the under 5's population. Families First and the Islington Families Intensive scheme provide thorough and well documented analytical assessments, which in most cases led to clear, outcome focused support plans, which are co-produced with families. This allows a strong relationship to be built with families and have an impact on their lives.

Families First supports families with a very wide range of needs, such as those with emerging problems that have not used the service in the past, to those with complex histories. This appears to be effective for about 80% of the families it supports. Data available on outcomes achieved by families supported show that 68% of children and young people, with at least one unauthorised absence in the term preceding support, improved their attendance, following support. Exclusions, both fixed and permanent were not an issue for the majority of children and young people engaged in Families First. For the small number for whom this is an issue, 48% saw an improvement during the period during the period they engaged with Families First.

Islington Families Intensive Team (IFIT) works with families who have very complex needs and adolescents who are at high risk of entering custody, or being looked after. It is acknowledged that meeting the needs of these families poses a significant challenge and often has not been achieved by other services prior to referral. These are generally more difficult families to engage and are often resistant to support. The aim is to get families to a point, where risk is reduced to an acceptable level and the model of assessment is very comprehensive. In terms of key outcomes in 2013/14, there was a reduction from 24% to 7% of all children in this cohort, and for the first two quarters of 2014/15 exclusions reduced from 22% of the cohort to 10%. There has also been an improvement in unauthorised absence following intervention from the IFT and in offending behaviour.

Targeted youth support works with young people aged 10-21 years old (12-21 for youth counselling), who require additional support to enable them to make informed choices and maintain positive pathways. This support is specific, tailored interventions, aimed at young people and their families, who need extra provision on top of universally provided services. They work with young people from their own starting point, drawing in peers, partners and parents, as appropriate, challenging and enabling them to understand the consequences of their actions.

They also deliver work in local secondary schools, covering areas such as substance abuse, positive and healthy relationships, keeping safe, gangs, weapons awareness and joint enterprise. In the first 2 quarters of 2015 TYS delivered sessions in 4 schools to 78 pupils. There is also a strong emphasis on community based delivery, providing support within local community settings and working with local neighbourhood services to enhance community cohesion and prevent escalation of anti-social behaviour. Youth trucks are deployed together with detached teams across the borough, based on intelligence and ASB reports, working with young people where they meet and congregate, encouraging them to participate in group work and connecting them into their local area.

Targeted youth support are identifying early and intervening with young people affected or associated with gangs and group offending or coming to the attention of the Police, housing and ASB officers. There has been a 34% reduction in the rate of first time entrants to the Youth Offending service since 2013, and an 8% reduction in the rate of first time entrants from April 2014 – March 2015, which is better than London and the national average. The average age of young offenders is increasing alongside the number of young offenders decreasing, meaning that the flow of young offenders is being stemmed. On average over 2 years of tracking 85% of young people who completed a Triage intervention (an out of court disposal), following admission of an offence with the Targeted Youth service (TYS) did not go on to re-offend within 1 year of that intervention.

In 2014/15 TYS delivered over 500 group/detached youth work sessions and examples include, girls groups, Community events, young Dad's groups, boys groups at Elthorne and Mildmay, Islington Young Peoples Drug and Alcohol service, sexual health in the community, and other projects. TYS are working alongside the Youth Offending service, Children's social care, Victim support and the 18-24 Transitions team to establish the Integrated Gangs team.

The Committee are concerned that the current hours worked by youth workers do not always correspond to the times that they need to most actively engage young people at risk of offending and we have therefore made a recommendation in this regard.

Voluntary agencies

The Committee also received evidence from Chance UK and Safer Aspire London.

Safer Aspire London is a mentoring project for 11-18 year old young people at risk of involvement in ASB, offending and gangs. The mentors met regularly with the children, who were mainly referred from Families First, youth offending etc.

The scheme was currently funded by MOPAC monies until 2017 for early intervention for 11-17 year olds but it is hoped that the funding will continue after this although this was not confirmed.

The Committee also heard evidence from two young people who were benefitting from the scheme.

Chance UK provides an early intervention programme for 5-11 year olds through intensive monitoring and family support. Referrals mostly came from schools and would be in relation to concerns about mental health, hyperactivity, peer pressure etc. and work would be carried out with the child and the family and the Committee noted that there were high instances of parents who suffered from depression, anxiety and/or domestic violence.

The results of Chance UK were consistently good and 85%-95% of children graduating from the service had shown improved behaviour and 75% had improved social care and relationship with their families.

It was noted that the approach of Chance UK had changed over recent years and that now a more targeted approach was taken to assist the child/family concerned to enable them to access the most appropriate services. Chance UK services were externally evaluated and they are involved in a Randomised Control Trial which will provide further evidence of the value of the service.

The Committee noted the views of Chance UK that in order to put a legacy in place to continue progress, out of school activities, small scale projects and access to social and sports clubs and were of the view that discussions should take place with the Council's Leisure provider and schools to enable facilities to be used outside of school hours at a cost that is affordable.

Chance UK informed the Committee that they linked in with Families First to give them information as to possible sources of funding that could be accessed and that in terms of Council initiatives there were bits of funding across London that could be accessed in order to assist, based on the needs of the child. Chance UK did not monitor progress at present through to GCSE, but it felt that there is more collectively that can be done to assess how families were progressing. However, there is evidence to show that following intervention children re-engaged with education and school.

Chance UK stated that it is important to build trust with children and assess their coping skills and if there is an immediate need to access assistance. However it is often difficult to get parents to access a GP and counselling but an ongoing dialogue takes place about how things are progressing.

Chance UK now had a girls' programme, which involved 10 Islington and 10 Hackney girls, which has a focus on siblings of gang members. The programme also deals with child sexual exploitation and Chance UK stated that schools were well placed to be able to build up a picture of the child and the family.

Youth Offending Service

The Youth Offending service (YOS) principal aim is to prevent offending and re-offending by children and young people. The YOS is a multi-disciplinary team made up of health

professionals, Police, youth offending case managers and social workers. All young people are offered a comprehensive health screening service and where required access to speech, language and communication support, mental health assessment and treatment, substance abuse assessment and treatment and sexual health services. The YOS was inspected in 2014 and has been following an improvement plan. Most Islington children who receive an order supervised by the YOS do not reoffend, and as stated previously, re-offending in first time entrants is reducing.

However, youth violence and gang related offences, principally violence, robbery and drug offences are increasing and re-offending and custody rates of Islington young people are much higher than national averages, which in part has resulted in a recent increased police presence in the borough.

The age of those supervised on YOS orders is getting older with 16 and 17 year olds being most prevalent. A small but significant number of children and young people, known to YOS, present a high risk to themselves and others, around 40 young people of the current caseload of 120, have complex needs, including mental health and learning disabilities. This includes children and young people involved in sexually harmful behaviour, sexual offences and violence. These children and young people require high quality approaches and programmes that are evidence based and effective. Those who work with these children and young people need to have a high level of expertise.

The YOS work must take into account both the needs and risks of a high risk child or young person. Identification, assessment planning and management should be tailored to the needs, age and stage of development of the individual child or young person. Work to address the needs and risk of this cohort of young people includes intervention programmes addressing public order, robbery and motoring offences, a knife crime prevention programme and family group conferencing/family networking. In addition there is life coaching for young women, and all young people have access to a free phone line to contact their families or case managers. There are also risk management panels, alternatives to custody, transition work including resettlement and support into probation which are crucial in preventing young people remaining in the criminal justice system. There is also a probation worker and close integration with the Gangs Team.

National findings show that a significant proportion of those being released from custody are likely to reoffend. Islington currently has high numbers of young people in custody and it is therefore important that new interventions are developed to reduce the likelihood of re-offending on release. Work is being carried out with the North London Resettlement consortium to develop new methods of intervention to reduce re-offending in this cohort, such as anger replacement therapy, employment opportunities and good accommodation options for those that cannot return home.

The victims of crime by young people are most likely to be other young people. In addition, there is strong evidence that many young people who commit crimes have, before they became offenders, been victims themselves. This includes the children who come to the attention of services and some brought into the criminal justice system, on welfare grounds, as victims of neglect and abuse, many as a result of domestic violence or parental substance misuse. Strengthening the response to young victims is therefore imperative, to prevent offending and other negative outcomes. There is a close link with schools to combat bullying and problem behaviour.

The Committee considered witness evidence in relation to the most recent report on the Youth Offending Service, which highlighted a number of deficiencies. This is the third unsatisfactory report on the service in the past few years and gave the Committee a great deal of concern and we received evidence from the Executive Member Children and Families in this regard.

The Committee noted that the poor inspection report had highlighted that the lack of co-location with the Police had been a problem and the lack of access of the service to Police records is also an issue and that work is being carried out to address this.

The Committee were informed that new management had been introduced and better training for staff introduced, particularly in the area of case management. The Committee were of the view that given the fact that there had been a significant turnover of staff and that morale in the team must be low it is imperative that training and support be given to staff, as this is a service where staff deal with some of the most difficult young people in the borough and can be often stressful.

The Committee also were of the view that schools, in particular, could play a part in school assemblies by highlighting the dangers of gang affiliation, child sexual exploitation etc. and that this should be encouraged. There is also the need to effectively engage with parents about these dangers and the risks to their children of offending behaviour.

In addition, the Committee were of the view that L.B.Camden had a good YOS and that it would be useful to share information with them and other high performing boroughs about the types of interventions used that had proven successful.

The Committee noted that if a child is excluded from school there is now in place a full family referral which will flag up concerns and enable early interventions to be put in place to hopefully reduce future offending. In addition we noted that whilst the numbers coming into the YOS is slightly reducing the complexity of the needs of the young people was increasing.

Visit to Integrated Gangs Team (IGT)

The Committee also considered evidence from Acting Superintendent, Islington Police, Ian Howells, Jennie Walsh, Forensic Psychologist in the Gangs Team and Theresa Ikoko, Gangs Team Transition service worker. Since January 2016 the 18-24 Gang Team workers have become part of the Integrated Gangs Team.

The Gangs Team engage with those at risk of offending and also offenders and looked at a series of issues such as housing, employment and mental health and tried to remove these barriers. A number of individuals had been in Pupil Referral Units or alternative provision, and lacked social skills. In addition, some had been involved in criminality through family relationships or violence. The Gangs Team also engage with partners to share information and is now focusing on outcomes.

There is mental health expertise in the team, with a clinical psychologist being a member of the team, which focuses on young people with multiple risk factors and at the time the Committee received evidence that over 35 young people had been seen by the psychologist based in the team. Young adults are actively engaging with the mental health service, who otherwise would not meet the threshold for adult mental health services.

There are a number of difficulties faced by young people in turning their backs on crime, and housing is often identified as a major issue. It is often difficult to persuade these young people to have aspirations and enter training, college etc. as they could be at risk of losing benefit or their accommodation. There were increased pressures on young people to achieve and some turned to criminality and for some young people there was a sense of inclusion in being in a gang and being part of a group.

The Committee also visited the Integrated Gangs Team that are located at the Tolpuddle Street Police station. It was stated that the Police were committed to their involvement in the team and it is recognised that they needed to be in a partnership to not only operate an enforcement strategy, where necessary, but to support early intervention. There are also safer schools officers in secondary schools and there is a need to get key messages across to young people and the community of the dangers of gang involvement. The advantage of the Integrated Gangs Team is that all agencies are co-located and can share information.

The Gangs Team will not only look at the individual but also at family and known associates and the use of criminal behaviour orders that can limit the ability of an individual to enter into a particular locality however some gangs members often breached these orders.

The Committee noted that it is felt, despite representations from the Police, that the sentencing of the Magistrates Court is often inconsistent and in one instance a repeat mobile phone snatcher had committed over 50 offences before being given a custodial sentence. The Committee had concerns over sentencing policy and have made a recommendation in this regard.

The numbers involved in gangs is fluid and youth crime and gang membership were not always the same thing. The Gangs matrix consisted of around 165 individuals but separate to these many be other individuals involved in mobile phone theft who did not figure in the matrix and also others known to the Youth Offending service.

The Committee heard evidence from Abianda, which is a social enterprise project that worked with the Gangs Team and young women, affected by gangs, sexual violence and exploitation and is a 1:1 service to facilitate young women to make changes in their lives. The Star Project targets 18-24 year old young women and did not just look at sexual exploitation but also family relationships. The project assisted 20 young women a year and had developed a good model of practice and evaluations carried out had found that young women who had not previously engaged with services were now being engaged and to build up a trusting relationship.

There is a huge benefit in having a clinical psychologist in the Integrated Gangs Team and she carried out mental health assessments on the young people and assessed their needs. Often even if these young people did not have severe mental health issues, they did have anger or behavioural issues and they would be clinically assessed, needs identified and actions put in place with other services to assist.

Victim focused work also takes place within the IGT and work is also carried out with schools and the schools Police officers.

The Gangs Analyst informed us that she is also working with the rest of the Team to identify those at risk of child sexual exploitation and that in addition work is also taking place to look at the profile of young people who are involved in County Lines and how children who go missing are involved in this. Work is also taking place to look at data that could be used by agencies to get a more accurate picture across the board as to how social media feeds into the gang culture.

In addition, regular briefing meetings are scheduled for the Team to look at data and recent events that have occurred to analyse the best way of responding and assess any gaps in information.

The view was expressed that it would be useful to make an assessment of what works well in the voluntary sector in terms of strategies that could inform the additional £500,000 allocated by the Council to fund gang prevention work.

Mental Health provision

A key focus has also been on bridging the gaps in mental health provision for low level ASB cases, where individuals do not meet the need for intervention, or refuse to engage with support services. A clinical psychologist has been appointed, through Community Safety, to provide guidance and support to housing and police practitioners in dealing with vulnerable victims and perpetrators with mental health needs. This includes assertive outreach to encourage people to engage, including signposting people to the most appropriate support services.

As stated elsewhere in the report the Integrated Gangs Team now has a clinical psychologist to work with young people although the Committee are of the view that there needed to be better arrangements in place in relation to the transition from adolescent to adult mental health services.

Visit to New River College

The Committee visited New River College which is the Council's Pupil Referral Unit that works with excluded children, families and schools across Islington, including with children at primary level.

The Lough Road site is the main site, but there are small satellite sites across the borough and the medical PRU caters for children who have medical or mental health difficulties.

When we visited there were 121 children on the school roll, however this is above the number that there should be. These children came from all sorts of backgrounds and have highly individual needs. Some of the children excluded had been permanently excluded from Islington schools and some from neighbouring boroughs such as Camden and Hackney, but whose families resided in Islington. In addition there are pupils nominally on the school roll who were attending alternative provision.

The Committee were informed that about 50% of primary school pupils at the College are re-integrated into mainstream school and often health and safety care plans are put in place as part of the re-integration. The College had in the past year achieved its best ever academic results.

Reception class children were being referred to the PRU and some of these exhibited extremely challenging behaviour and family circumstances and we were pleased to note that the PRU are working with primary schools to re-integrate these young children into mainstream education.

The PRU had received a good OFSTED inspection and the College had also received additional funding, reviewed on a yearly basis, to have workers from the IFIT team, which is an early help service and assists vulnerable young people.

The College has a dedicated Safer Schools officer and this is working well with the current officer and this officer also assists the school with gang culture and has delivered talks about gangs and the College holds coffee mornings to foster relationships with parents and these were well attended.

Spot checks are carried out in the College to check that pupils are not carrying weapons and this helped to reinforce amongst some students that staff were ensuring that the College is a safe place to be. In the last four years there had been three occasions where knives had been found at the PRU. It is planned to give a future talk to pupils by the Police armed response unit on the dangers of gangs, guns and knives and how the Police respond to this.

The profile of the College, in terms of gender has changed, and now one fifth of the pupils at the PRU were girls. Some of these pupils are very challenging and having a CAMHS worker available had proven very beneficial. However at present there is only one girl in the Primary PRU. The issue of girls in gangs is something that the College is trying to address.

The Committee were informed that some schools in the borough tended to exclude more than others. Some pupils were on alternative provision, which meant that they spent time at organisations such as Spark Plug, but there is weekly contact.

In general pupils on alternative provision tended to be less successful at GCSE, than others attending the College full time and alternative provision is usually used for more specialist 1:1, however if alternative provision placements break down, the pupils usually came back to the College. Attendance at the College can be difficult to manage and the College had a member of staff who worked across all the sites, to maximise attendance and some additional MOPAC funding assisted in this. We noted that currently there were 12 pupils at the College on youth offending orders, which was much less than previously had been the case.

The Committee noted and were concerned that children excluded from school and placed in alternative provision often did not attend the alternative provision for a full days education and that this left them on the streets and potentially to get involved in criminal activity. The Committee felt that this is an area where more work could be carried out with schools. This would enable individuals and families to be targeted and preventative strategies put in place for those considered at risk of offending.

The Committee noted that the Children's Services Scrutiny Committee were currently carrying out a scrutiny review on alternative provision and the Committee welcomed this and felt that every attempt should be made to identify children at risk of offending at an early stage, especially at primary level, to prevent permanent exclusion from school and the young person and families given the necessary support. The Families First service, which is an early intervention scheme, could assist in this and every school now has a Families First representative. There is also the IFIT service, which works with adolescents, who have more intense difficulties, and also their parents, and while a very valuable service the Committee concurred that there is a need for the focus to directed to early intervention strategies in future to support behavioural change.

The Committee noted that there is a target of 50% in the Youth Crime strategy to prevent permanent exclusions and that the College should work closely with schools and the Local Authority in this regard.

Visit to New Horizons Centre

The Committee also visited the New Horizons Centre in Camden, which is a Centre that aims to enable young people to gain skills and knowledge to improve their life chances and help them move from adolescence to adulthood. It is the only day centre in Central London responding to the needs of homeless, vulnerable and disadvantaged young people aged 16 -25.

The Centre have recently secured new funding from the Big Lottery to work with 250 high risk youth offenders, many of whom are gang affiliated, who will be referred from Prison, Probation, Camden and the Youth Offending services. However, New Horizons have strong working links with Islington Youth Offending service and the 18-24 Gangs Team .

The Committee were informed that the Centre is open during the week and at weekends and the majority of the young people who attended were homeless and, that because of the high level of shortage of accommodation across London, it is becoming increasingly difficult to find accommodation for them. This is likely to become even more difficult when the benefit changes imposed by Government are introduced for 18-21 year olds. Counselling is available at the Centre 2 days per week, and there is an advice service, a laundry and a nurse on site to give health advice.

There is also an accelerated service to assist NEET's and young people often needed 1:1 assistance with accessing employment.

There were 38 full and part time staff employed at the Centre and there is also a volunteer programme in place, and work carried out by young people who volunteer is evidenced to their College. There is a 75% success rate in getting volunteer workers into employment and a number of staff in the Centre came through the volunteer programme.

The Committee were informed that for the past 3 years the Centre had dealt with young people referred from the Youth Offending service and were currently dealing with offenders from Islington gangs and young people who self-referred.

We heard evidence that some young people who wished to move away from gangs needed to be relocated, as it was not safe for them to remain in their area, and there is a problem with many of these young people suffering from mental health problems. The Committee are recommending that the Council review housing policies in regard to young people/families at risk of gang violence.

The view was expressed that there was a need to take a long term approach with regard to combating knife crime and there were a number of challenges, such as the cross border nature of gangs, and the large sums of money involved in drug dealing and this is an ever changing picture. One of the attractions of gang membership is the fact that many young people could not earn the money elsewhere that they did through drugs and this made it difficult to persuade some young people to stop.

The Committee were informed that a MOPAC strategy is being developed, which would adopt a more Pan London strategy, and that a more holistic approach could be taken to support young people where appropriate, or the appropriate enforcement action taken. There is also felt to be the need to take a more co-ordinated approach across boroughs to target young people, to enable them to access employment opportunities. The Committee are recommending that more apprenticeship opportunities should be made available for young people under the Youth Offending service.

The Committee also noted that New Horizons dealt with some of the gang members in the Easy Cash gang that operated in EC1 and where there were gang members in a London prison they were visited every 2 weeks and if at an outside London prison, every four weeks. Discussion also took place with gang members on alternative lifestyles and if necessary, work is carried out to try to find them accommodation outside of their area, if there was a gang association and if it is felt that it is unsafe for that person to return to his/her home area.

The Committee noted the view that there also needed to be diversionary opportunities put in place such as affordable youth provision and leisure facilities etc. to enable young people to access these and avoid drifting into criminality.

Margate Task Force

The Committee received witness evidence from two members of the Margate Task Force.

The Task Force is a multi-award winning, co-located integrated services team based at Thanet District Council in Kent. The team comprises of 30 staff from 14 statutory and voluntary organisations, delivering street-level social justice and safeguarding to the most deprived wards in Kent. The Margate Task Force aims to identify the most complex social issues and deliver a joint level service to respond to risk and vulnerabilities and has a specific focus on safeguarding children and young people at risk from gangs.

The main challenges for the Task Force were gangs operating County Lines (drug dealing by London Gangs into Margate) and sexual exploitation and has been operating for 4 years and consists of a variety of agencies including Police, Fire, Mental Health, housing, troubled families etc. and focused on delivering criminal justice, social justice and safeguarding. There is an understanding amongst the agencies involved that they need to operate in an integrated manner and work tended to concentrate on the two most deprived wards in Margate.

Most crimes committed are drug related and the integration of services had demonstrated the usefulness of sharing information and shown that over a third of crime emanated from just two wards, which had enabled resources to be concentrated in these particular areas. There were high numbers of vulnerable people in these wards and looked after children were going missing on a regular basis and there are high levels of child sexual exploitation. There are 46 nationalities represented in these particular wards.

The Task Force carry out street surveys to try to identify problems and vulnerable people and social issues present to be able to better respond to the risks to these vulnerable young people and to try to provide solutions.

Members were informed that there were 12 currently operating in Margate and gangs were coming down from London, in addition to local gangs, and these gangs were of varying ethnicity. There are a number of tactics used by the gangs to draw people into drug use and trafficking and sexual exploitation. The gangs targeted vulnerable people and gang members dealing drugs are rotated to avoid detection.

Young people as young as 9/10 years old are being used to courier drugs and even children from middle class families are now being targeted. Young people joined gangs for a variety of reasons, such as a sense of importance, social status, feeling part of a family, money etc. The large amounts of money that young people can make from being involved in the drug trade is a major deterrent in them leaving gang involvement, but the Task Force always 'left the door open' for them to seek assistance.

The Task Force were also involved in Family Support Panel meetings, where families and young people were able to express their feelings and concerns, and the Panel sought to agree a way forward. The age profile of the gangs is getting younger and the numbers of children going

missing is increasing. There had also been an increase in the number of unaccompanied asylum seeking children who had gone missing in Margate the previous year.

Members were informed that gangs organised street parties and lured young people, via social media, with promises of free drugs and alcohol, but then they made them become 'runners' in order to pay off their debts. The Task Force worked with schools and the PRU and health services to share information, which enabled a more comprehensive picture and a postcode joint agency approach and analysis.

The Task Force is also working on prevention and in dealing with young people who wish to exit gang involvement and schemes, such as the Duke of Edinburgh award scheme, are being used to enable young people to be able to put positive things on CV's.

It was noted however that there were difficulties in showing the cost benefits of the Task Force when it was first established, and there is a need for all agencies involved give a lead and commit resources and work in a collaborative manner to show the benefits of joint working. One of the problems that had been identified, is that youth workers who did a lot of engagement with young people, worked at nights and at weekends, whereas other Task Force members tended to work 9-5 and generally not at weekends. It was felt that this is an area that the Task Force needed to give consideration to in the future.

The Committee heard evidence that there is good youth provision in Margate and that this provision tended to adapt to the ever changing demands of young people. There were youth workers at centres to ensure that young people who may attend did not involve other young people in criminality and that those young people attending are kept safe.

The Task Force also carry out community work and engages in 'door knocking' exercises, where the Public are informed of the work taking place and the improvements being made and it is felt that the Task Force is having an impact.

The Task Force carried out work with schools in order to identify if there had been behaviour change, as this could be an early sign of gang affiliation or involvement. There were now instances of 12/13 year olds carrying knives and it is crucial to get CAMHS involvement in a number of these cases, due to the mental health concerns about some of the young persons.

The Committee were informed that Margate is also suffering, because of the benefit changes and the shortage of social housing, which is forcing many vulnerable and complex families to be moved out of London to areas where accommodation is cheaper. There is therefore a need to work with London Boroughs and across County Lines, in particular, to share information and carry out more cross border work. However joint working is sometimes difficult, due to the fact that Local Authorities had different ways of operating.

It was noted that a number of the referrals were received as a result of the street visits and also from schools, and it is easier and more advantageous to intervene, at an early stage, rather than when criminality and gang membership had become too entrenched

Resident Impact Implications

The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010).

The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to take account of disabled persons disabilities and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding. A resident impact assessment has been completed, which suggests that the youth crime strategy should have positive impacts on all relevant protected characteristics by ensuring the issues below are taken into account.

Age

The scrutiny relates specifically to young people, this is pertinent because of the specific issues relating to the prevalence of young people in the criminal justice system. For instance under 25 year olds currently make up the most arrested group in the borough and are also the majority of victims of youth crime. This means that the scrutiny will have a positive effect on young people.

Disability

Young people who are victims of crime are disproportionately affected by mental health and young people with learning disabilities are over represented nationally within the criminal justice system. The scrutiny heard from two Psychologist Forensic and Clinical and psychiatric and psychological support is offered within the Integrated Gangs Team and CAMHS in the Youth Offending service and there are recommendations on sustaining this important work, as part of the strategy.

Sexuality and Gender reassignment

There are no known differences or effects of trans-gender or gender reassigned people as a result of the youth crime scrutiny. It is to be noted that issues relating to hate crimes are picked up with the Council equality objectives and should issues become pertinent to youth crime they will be picked up in the Youth Crime strategy. This also holds true for the lesbian, gay and bisexual community.

Race

Black young people are overrepresented in the criminal justice system in Islington. They are also overrepresented in the figures for No Further Action meaning that they are likely to be identified as suspects in crimes, but less likely to have any follow up following an arrest. The Council has worked in partnership with the Police, to reduce the over representation of black young men in stop and search. If the overall disproportionality within the criminal justice system is to be reduced then the Council and partners will need to take specific steps to address this when implementing the strategy. If the strategy is successful then it should increase the chances that young people of all racial backgrounds will have a better chance of leading rich and fulfilling lives, not marred by the 'revolving door' of the criminal justice system.

Gender

Males are over represented in the criminal justice system.. Historically, females offend less often than males and those that do offend start later, stop sooner, and commit less serious offences than their male counterparts. (Home Office, 2014). In recent years however, that trend seems to

be changing as female roles in youth crime have become more understood. The 2011 report of the Children's Commissioner highlights the role of girls and young women in gangs – the hiding and transportation of drugs and weapons and as victims of sexual exploitation by gang members, including their 'boyfriends'. The Committee heard about the work of Abianda within young women in the Integrated Gangs Team and agreed that there should be more effective and targeted working with both boys and girls, which should address the specific issues faced by females.

Socio Economic status

Socio- economic status is not a protected characteristic under the Equality Act , but the Council takes the view that it is important that we try to minimise the disadvantage faced by poor and working class people, as exemplified by the Fairness Commission. It is the case that low socio-economic status persons are more likely to be negatively affected by crime, both as young men and perpetrators. This is due to a number of factors – the type and geographical location of their housing, the capacity of their parents, to provide material support, the nature of their education – state school or private school: the capacity of their parents to provide material support, the age at which their formal education terminates, the nature of qualifications (if any), they receive on completion of their education, their age at entry to the labour market and the nature of their employment (if any) and the type of leisure activities that they pursue. The scrutiny is likely to have a positive impact on people with low socio-economic status.

Safeguarding

The Council's safeguarding responsibilities take into account young people as victims and the Council works collaboratively with partners to identify and respond to the many risks faced by young people. The Council are concerned about the impact of domestic and other forms of violence and of young people falling vulnerable to cybercrime, internet or other forms of radicalisation or sexual exploitation. The Council and partners already have robust processes in place for safeguarding vulnerable children. The Youth Crime strategy should strengthen safeguarding arrangements for older young people.

Human Rights

In implementing the enhanced enforcement proposed in the strategy the Council will need to have due regard to human rights and seek legal advice, as appropriate.

CONCLUSIONS

The Committee were of the view given the recent incidents in the borough that the recommendations in the report should be adopted.

The level of criminality, especially with regard to knife crime and mobile phone snatch theft is too high and measures need to be taken in order to reduce this and to ensure that early intervention strategies are put in place to discourage future generations of young people becoming involved in criminality.

The current generation of young people that are involved in criminality and on the edge of criminality have to be subject to enforcement action, where necessary and to be offered support and diversionary opportunities, where appropriate.

The Committee heard a great deal of evidence in relation to the scrutiny and are of the view that the measures put in place by the Council have established a base on which to go forward in the future and reduce levels of criminal behaviour. This has to be done by both enforcement measures and early intervention strategies.

The Integrated Gangs Team model introduction and the additional monies allocated by the Council should assist in this and it is hoped our recommendations will contribute further to the work currently taking place.

MEMBERSHIP OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE – 2015/16

COUNCILLORS 2015/16

Troy Gallagher – Chair
Una O’Halloran – Vice Chair
Jenny Kay
Martin Klute
Michael O’Sullivan
Raphael Andrews
Jilani Chowdhury
Rakhia Ismail
James Court
Caroline Russell
Clare Jeapes
Kaya Comer-Schwartz
Gary Doolan

Substitutes:

Alice Perry
Nick Wayne
Flora Williamson
Mouna Hamitouche M.B.E.
Theresa Debono
Alex Diner
Alice Donovan
Satnam Gill
Nurullah Turan
Robert Khan
Paul Smith

Acknowledgements: The Committee would like to thank all the witnesses who gave evidence to the review.

Officer Support:

Peter Moore – Democratic Services

Lead officer/s- Catherine Briody, Victim and Offenders Service Manager

APPENDIX A – SCRUTINY INTITIATION DOCUMENT

SCRUTINY REVIEW INITIATION DOCUMENT (SID)
Review: Youth crime – youth violence, mobile phone theft, and crime hotspots
Scrutiny Review Committee: Policy and Performance Review Committee
Assistant Director leading the Review: Alva Bailey
Lead Officers: Catherine Briody
<p>Overall aims:</p> <ul style="list-style-type: none"> • To better understand the issues and causes of knife crime and what we can do to reduce knife crime in the borough. • In parallel with the above, to review and improve what the Council and its partners can do to reduce mobile phone theft by thieves on bikes within the borough.
<p>Objectives of the review:</p> <ul style="list-style-type: none"> ○ A review of Islington’s current performance on moped/mobile phone theft, bench marked with other areas with a focus on knife crime, moped theft and mobile phone theft and mapping of main crime hotspots ○ Review current approach by comparing and contrasting the work of Islington with other areas and identifying best practice ○ Consider the borough’s approach to youth crime as set out in the new Youth Crime Strategy and the actions required to achieve the necessary improvements. • To review and compare how the council is working with and providing support to families to prevent crime among children and young people and the effectiveness of such work. • To review the use of the full range of enforcement available to the partnership to encourage positive changes in behaviour as well as holding offenders to account. • To review the role of schools/young people in tackling knife crime and how they can contribute towards shaping solutions. • To review policing around knife crime and knife possession including the use of NFAs and impact of stop and search tactics. • To review policing of moped enabled crime. • To consider how we use the intelligence on crime hotspots to reduce theft in those areas and how local communities can assist with solutions. • To consider the role of the council in addressing the sale of stolen goods including mobile phones and bikes etc. • To increase the relationship with the key statutory partners in delivering a more robust collaborative approach to youth crime: YOS, police, National Probation Service, Community Rehabilitation Company, courts, secure estate • To consider the impact of mental health on knife crime and review the work around health in the YOS and 18 – 24 team (Forensic Psychologist) • To look at communication between neighbourhood police and the community, and how to improve public confidence • To explore the links between mobile phone theft and drug dealing and how we can use

tenancy law and other civil powers to address these

- To explore the role that local businesses can play in reducing thefts.
- To explore new methods of community engagement, and a young people friendly approach including using social media, virtual panels and other modern technology to tackle youth crime.

How is the review to be carried out:

This review is undertaken at a time when the borough has experienced a disturbing rise in youth crime, especially violence, which has caused widespread anxiety to residents, particularly families with children. The council is committed to stopping this rise in crime as a matter of urgency, and recognises that we all need to do more if we are to achieve the improvements required to turn the tide and prevent further harm to young people and community. This review will therefore be undertaken over a relatively short period so that the findings can inform improvements to the council's approach and the delivery of the new Youth Crime Strategy.

The review will look at various aspects of the council's work with young people and their families to prevent crime and keep young people safe, including the extent to which the community believe the council is tackling the issues that concern them most. It will examine opportunities to improve the effectiveness of the council's approach in delivering services to prevent and engage/divert young people at risk of being involved in crime, and the use of enforcement powers where young people continue to offend.

The review will involve a deep dive on to the causes and impact of knife crime and will include a focus on mobile phone theft and crime hotspot areas.

It will explore the extent and nature of youth crime and anti-social behaviour in Islington and the impact of current services and initiatives and consider good practice from other areas that can be replicated in Islington. It will explore with young people their experience and perception of youth crime and views on the police, and their thoughts on how we can reduce crime and improve the safety of young people.

It will specifically consider the proposed model for the new Integrated Gangs Unit in Islington which will involve a collaborative approach and in some cases co-location of council staff (YOS, 18 – 24 team), police, probation and JCP etc.

Scope of the Review:

Types of evidence will be assessed by the review:

1. Documentary submissions:
 - Crime statistics
 - Young people as victims
 - Strategic Assessment
 - Islington Youth Crime Strategy
 - London Mayors Gang Strategy

2. It is proposed that witness evidence be taken from:

- Metropolitan Police (Gangs / IOM / YOS teams)
- MET Police Borough Commander?
- Community Safety Partnerships Unit
- Anti-social Behaviour Team, including MAGPI officers
- Youth Offending Service
- Children's Services Safeguarding
- Legal Department
- Public Protection
- Local residents
- Local businesses
- Safer Neighbourhood Panel chairs and members
- Victim's families
- Youth workers and young people
- Ex-offenders/ ex-gang members
- Ward Panel members
- Voluntary and community sector representatives
- Islington Community Safety Board
- Mayor's Office for Policing and Crime
- Probation: NPS/CRC
- Victim Support
- Knife Crime charity
- Rep from Secure estate (Pentonville?)
- Two local MPs

3. Visits

- LB Lambeth
- Schools and head teachers
- Some scrutiny sessions to be held in community settings

Additional Information:

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Governance and Human Resources

Resources
Town Hall, Upper Street,
London N1 2UD

Report of: Assistant Director Governance and Human Resources

Meeting of	Date	Agenda Item	Ward(s)
Policy and Performance Scrutiny Committee	09 May 2016	G1	All

Delete as appropriate	Exempt	Non-exempt
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**SUBJECT: MONITORING OF RECOMMENDATIONS OF REVIEW COMMITTEES
TIMETABLE FOR TOPICS, POLICY AND PERFORMANCE
COMMITTEE'S WORK PROGRAMME, KEY DECISIONS**

1. Synopsis

To inform the Policy and Performance Scrutiny Committee of the timetable of the Review Committees scrutiny topics for the remainder of the municipal year, the timetable for monitoring the recommendations of the Review Committees, the current situation on the Policy and Performance Scrutiny Committee's work programme, and Key Decisions.

2. Recommendation

That the Policy and Performance Scrutiny Committee note the timetable and the arrangements for monitoring the recommendations of the Review Committees, the current work programme, and the key decisions.

3. Background

Attached to this report are the details of the work programme and timetable for the Review Committees for the remainder of the municipal year, the arrangements for monitoring the recommendations of review committees, key decisions details, and the Policy and Performance Scrutiny Committee's work programme.

PTO

4. Implications

4.1 Environment Implications

None specific at this stage

4.2 Legal Implications

Not applicable

4.3 Financial Implications

None specific at this stage

4.4 Equality Impact Assessment

None specific at this stage

Final Report Clearance

Signed by

Assistant Director Governance and Human
Resources

Date

Received by

Head of Democratic Services

Date

Report Author: Peter Moore
Tel: 020 7527 3252
E-mail: peter.moore@islington.gov.uk

OUTSTANDING SCRUTINY REVIEWS – UPDATED

SCRUTINY REVIEW	SCRUTINY COMMITTEE	DATE FINAL REVIEW REPORT SUBMITTED TO EXECUTIVE	PERIOD EXECUTIVE MEMBER RESPONSE TO REC'S DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE?	12 MONTH REPORT DUE TO ORIGINAL SCRUTINY COMMITTEE	LEAD OFFICER
2012/13:						
GP Appointment Systems	Health Scrutiny	JB 2 Dec & Exec 15 Jan 2014	Jan 2014 – Mar 2014	JB 19 May 2015 & Exec 18 June 2015	TBC	Julie Billett
2014/15:						
Income Generation	Policy and Performance	JB 21 April 2015 Exec 21 May 2015	June – Nov 2015	JB 12 Dec 2015 Exec 14 Jan 2016		Kevin O'Leary
Best Team	Policy and Performance	JB 6 Oct 2015 Exec 22 Oct 2015	Oct 2015 – Jan 2016	JB 2 Feb 2016 Exec 10 Mar 2016		Lela Kogbara
Estate Services Management	Housing	JB 23 June 2015 Exec 16 July 2015	Sept – Dec 2015	JB 3 Nov 2015 Exec 26 Nov 2015		David Salenius
Scaffolding / Work Platforms	Housing	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015	JB 3 Nov 2015 Exec 26 Nov 2015		Simon Kwong
Impact of Early Interventions in preventing escalation to statutory services	Children's	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015	JB 3 Nov 2015 Exec 26 Nov 2015		Nicky Ralph
Community Energy	Environment and Regeneration	JB 22 March 2016 Exec 21 April 2016	Oct - Feb 2015	JB June 2016 Exec July 2016		Garrett McEntee
Fuel Poverty	Environment and Regeneration	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015	JB 3 Nov 2015 Exec 26 Nov 2015		John Kolm Murray
Communal Heating	Environment and Regeneration	JB 6 Oct 2015 Exec 22 Oct 2015	Oct – Jan 2016	JB 22 Mar 2016 Exec 21 Apr 2016		Lucy Padfield
Patient Feedback mini scrutiny	Health	JB 1 Sept 2015 Exec 24 Sept 2015	Sept – Dec 2015	JB 3 Nov 2015 Exec 26 Nov 2015		Julie Billett

NEW SCRUTINY REVIEWS 2015/16:

SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
Smart Cities	Environment and Regeneration	JB May 2016 Exec June 2016	July - Nov 2016			Anthony Akadiri
CCTV	Environment and Regeneration	JB May 2016 Exec June 2016	July - Nov 2016			Simon Kwong
Alternative Provision	Children's	JB June 2016 Exec July 2016	Sept - Dec 2016			Mark Taylor
Capital Programming	Housing	JB 22 Mar 2016 Exec 21 April 2016	June – Oct 2016			Simon Kwong
Responsive Repairs	Housing	JB June 2016 Exec July 2016	Sept - Dec 2016			Matt West & Simon Kwong
Health implications of damp properties	Health and Care	JB May 2016 Exec July 2016	July - Nov 2016			Julie Billet & Simon Kwong
Tax Avoidance	Policy and Performance	JB May 2016 Exec June 2016	July - Nov 2016			Steve Key
Knife Crime and Mobile Phone Theft	Policy and Performance	JB June 2016 Exec July 2016	July - Nov 2016			Catherine Briody

FORWARD PLAN OF KEY DECISIONS



ISLINGTON

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 19 MAY 2016 AND BEYOND

Page 67

**Lesley Seary
Chief Executive
Islington Council
Town Hall
Upper Street
London N1 2UD**

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Democratic Services
E-Mail: democracy@islington.gov.uk
Telephone: 020 7527 3005
Website: <http://democracy.islington.gov.uk/>

Published on 4 April 2016

FORWARD PLAN OF KEY DECISIONS

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 19 MAY 2016 AND BEYOND

This document sets out key decisions to be taken by the Executive within the next 28 days, together with any key decisions by Committees of the Executive, individual Members of the Executive and officers. It also includes potential key decisions beyond that period, though this is not comprehensive and items will be confirmed in the publication of the key decisions document 28 days before a decision is taken.

It is likely that all or a part of each Executive meeting will be held in private and not open to the public. This may be because an appendix to an agenda item will be discussed which is likely to lead to the disclosure of exempt or confidential information. The items of business where this is likely to apply are indicated on the plan below.

If you wish to make representations about why those parts of the meeting should be open to the public, please contact Democratic Services at least ten clear days before the meeting.

The background documents (if any) specified for any agenda item below, will be available on the Democracy in Islington web pages, five clear days before the meeting, at this link - <http://democracy.islington.gov.uk/> - subject to any prohibition or restriction on their disclosure. Alternatively, please contact Democratic Services on telephone number 020 7527 3005/3184 or via e-mail to democracy@islington.gov.uk to request the documents.

If you wish to make representations to the Executive about an agenda item, please note that you will need to contact the Democratic Services Team on the above number at least 2 days before the meeting date to make your request.

Please note that the decision dates are indicative and occasionally subject to change. Please contact the Democratic Services Team if you wish to check the decision date for a particular item.

A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

2. a decision to be made by the Chief Executive, Corporate Directors or Assistant Chief Executives to award contracts where the value of the contract is up to £2million revenue expenditure or £5million capital expenditure

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'.	Corporate Director/Head of Service Executive Member (including e-mail address)
1.	Contract award for the supply of liquid fuels to the Council's vehicle fleet	All Wards	Corporate Director Environment and Regeneration	15 April 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Kevin O'Leary kevin.oleary@islington.gov.uk
2.	Procurement strategy for vehicle parts	All Wards	Corporate Director Environment and Regeneration	18 April 2016	None	Open	Bram Kainth bram.kainth@islington.gov.uk
3.	Approval of Memorandum of Understanding for North London Waste Plan	All Wards	Corporate Director Environment and Regeneration	18 April 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Kevin O'Leary kevin.oleary@islington.gov.uk
4.	Parking Pay by Phone	All	Corporate Director Environment and Regeneration	18 April 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
5.	Procurement framework agreement and contract award to re-develop the site at 52 Tollington Way N7 6QX	Finsbury Park	Corporate Director of Housing and Adult Social Services	18 April 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
6.	Caledonian Park Heritage Centre project	All Wards	Corporate Director Environment and Regeneration	20 April 2016	None	Open	Kevin O'Leary kevin.oleary@islington.gov.uk
7.	Contract award housing support services for single adults	All Wards	Executive	21 April 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jess McGregor Jess.mcgregor@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
8.	Contract award for Adult Social Care advocacy services	All Wards	Executive	21 April 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Galczynski simon.Galczynski@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
9.	Adoption of location and concentration of uses supplementary planning document	All Wards	Executive	21 April 2016	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk
10.	Local Development Scheme	All Wards	Executive	21 April 2016	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
11.	Contract award for the construction of 3 new homes on the land and car park adjacent 24 Morton Road	St Peter's	Corporate Director of Housing and Adult Social Services	25 April 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
12.	Contract award for the supply of gas spares, plumbing and heating materials	Caledonian ; Finsbury Park; Highbury East; Highbury West; Hillrise; Holloway; Junction; Mildmay; St George's; St Mary's; Tollington	Corporate Director of Housing and Adult Social Services	29 April 2016	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
13.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	2 May 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong Simon.kwong@islington.gov.uk
14.	Contract award for the provision of 55 new homes and a new community centre, new amenity space and landscape improvements on Redbrick Estate	Bunhill	Corporate Director of Housing and Adult Social Services	2 May 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk
15.	Contract award for vehicle parts	All	Corporate Director Environment and Regeneration	3 May 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk

A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
16.	Article 4 Direction to withdraw Permitted Development Rights for change of use from A1 (shops) to A2 (financial services - estate agents etc.)	All	Corporate Director Environment and Regeneration	6 May 2016	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk
17. Page 74	Contract award for the construction of 4 new homes on the Ewe Close car park.	Holloway	Corporate Director of Housing and Adult Social Services	9 May 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
18.	Procurement strategy for refurbishment of passenger lifts at Brecknock Estate, Hilldrop Estate, Holly Park Estate, Highbury Grange Estate and Besant Court	Highbury East; Mildmay; St George's; Tollington	Corporate Director of Housing and Adult Social Services	9 May 2016	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

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19.	Richard Cloudesley School site development update	Bunhill	Executive	19 May 2016	None	Open	Eleanor Schooling eleanor.schooling@islington.gov.uk Councillor Joe Caluori, Executive Member for Children & Families joe.caluori@islington.gov.uk
20.	Temporary Accommodation Location Policy	All	Executive	19 May 2016	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk
21.	Award of parks sponsorship services contract	All Wards	Executive	19 May 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth bram.kainth@islington.gov.uk Councillor Andy Hull, Executive Member for Finance & Performance andy.hull@islington.gov.uk

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22.	Introduction of fixed penalty notices for fly-tipping offences	All Wards	Executive	19 May 2016	None	Open	Kevin O'Leary kevin.oleary@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
23.	Contract award for housing improvements	All	Corporate Director of Housing and Adult Social Services	1 June 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong Simon.kwong@islington.gov.uk
24.	Procurement of high level care and support for adults with a learning disability at Windsor Street	St Peter's	Executive	16 June 2016	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

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25.	Procurement strategy for care home beds for older people at Cheverton Lodge Nursing Home	All	Executive	16 June 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health Wellbeing janet.burgess@islington.gov.uk
26.	Procurement strategy for parking enforcement contract	All Wards	Executive	16 June 2016	None	Open	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
27.	Public consultation on North London Waste Plan proposed submission	All Wards	Executive	16 June 2016	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk

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28.	Provision of sufficient school and childcare places	All Wards	Executive	16 June 2016	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Joe Caluori, Executive Member for Children & Families joe.caluori@islington.gov.uk
29.	Contract award for replacement of communal heating distribution pipe-work and heating equipment at Sanders Way & Bretton House and Newbury House	Canonbury; Hillrise	Corporate Director of Housing and Adult Social Services	20 June 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
30.	Contract award Community Enablement Service	All Wards	Corporate Director of Housing and Adult Social Services	24 June 2016	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

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	31. Contract award for fire safety work to housing street properties	All	Executive	July 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
Page 79	32. Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	1 July 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong Simon.kwong@islington.gov.uk
38	Contract award for Redbrick Estate district heating renewal	Bunhill	Corporate Director of Housing and Adult Social Services	11 July 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

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34.	Contract award for mental health supported accommodation in Canonbury Lane	All	Executive	21 July 2016	None	Open	George Howard george.howard@nhs.net Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
35.	Procurement strategy for domiciliary care	All	Executive	21 July 2016	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
36.	Contract award for mental health intermediate care pathway	All Wards	Executive	21 July 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	George Howard george.howard@nhs.net Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

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37.	Contract award for the construction of 25 new homes, a commercial unit and a community centre on the site of Charles Simmons House, WC1X 0HP	Clerkenwell	Corporate Director of Housing and Adult Social Services	21 July 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
38.	Update on Community Infrastructure Levy allocation process and investment priorities	All Wards	Executive	21 July 2016	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk
39.	Contract award for temporary accommodation	All	Executive	29 September 2016	None	Open	Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk

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40.	Contract award for communal heating and ventilation maintenance including responsive repairs and out of hours cover	All Wards	Executive	20 October 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk
41.	Contract award for refurbishment of passenger lifts at Brecknock Estate, Hilldrop Estate, Holly Park Estate, Highbury Grange Estate and Besant Court	Highbury East; Mildmay; St George's; Tollington	Executive	24 November 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor James Murray, Executive Member for Housing & Development james.murray@islington.gov.uk
42.	Contract award for care home beds for older people at Cheverton Lodge Nursing Home	All	Corporate Director of Housing and Adult Social Services	3 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

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Page 83	<p><u>Membership of the Executive 2015/2016:</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 20%;"><u>Councillors:</u></td> <td><u>Portfolio</u></td> </tr> <tr> <td>Richard Watts</td> <td>Leader</td> </tr> <tr> <td>Janet Burgess</td> <td>Health and Wellbeing</td> </tr> <tr> <td>Joe Caluori</td> <td>Children and Families</td> </tr> <tr> <td>Paul Convery</td> <td>Community Safety</td> </tr> <tr> <td>Andy Hull</td> <td>Finance and Performance</td> </tr> <tr> <td>James Murray</td> <td>Housing and Development</td> </tr> <tr> <td>Asima Shaikh</td> <td>Economic and Community Development</td> </tr> <tr> <td>Claudia Webbe</td> <td>Environment and Transport</td> </tr> </table>							<u>Councillors:</u>	<u>Portfolio</u>	Richard Watts	Leader	Janet Burgess	Health and Wellbeing	Joe Caluori	Children and Families	Paul Convery	Community Safety	Andy Hull	Finance and Performance	James Murray	Housing and Development	Asima Shaikh	Economic and Community Development	Claudia Webbe	Environment and Transport
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POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

09 MAY 2016

1. Scrutiny topics – 2016/17
2. Report of Executive Member Employment/VCS Annual Report
3. Scrutiny Review Knife Crime/Mobile Phone theft etc. – Final report
4. Scrutiny Review – Tax Avoidance – Final report
5. Call ins – if any
6. Monitoring report
7. Membership, Terms of Reference etc.

21 JUNE 2016

1. Quarter 4 Performance report/Sickness absence
2. Income Generation Scrutiny Review – 12 month report back
3. Use of agency staff
4. Presentation by Leader on Executive priorities
5. Approval of scrutiny topics 2016/17
6. Call ins if any
7. Monitoring report

04 JULY 2016

1. Revenue outturn 2015/16
2. Welfare Reforms update
3. Scrutiny topic – Presentation and Approval of SID
4. Call ins if any
5. Monitoring report

19 SEPTEMBER 2016

1. Quarter 1 Performance report/Sickness absence
2. Report of Procurement Board
3. Scrutiny topic – witness evidence
4. Call ins if any
5. Monitoring report

31 OCTOBER 2016

1. Financial update
2. Scrutiny topic – witness evidence

3.Call ins if any

4.Monitoring report

22 NOVEMBER 2016

1.Annual Crime and Disorder report/Report of Executive Member Community Safety

2.Call ins if any

3.Monitoring report

4.Update from Review Chairs

20 DECEMBER 2016

1.BEST Scrutiny Review – 12 month report back

2.Scrutiny topic – witness evidence

3.Use of agency staff

4.Quarter 2 Performance report/sickness absence

5. Call ins – if any

6. Monitoring report

26 JANUARY 2017

1.Budget 2017/18

2.Call ins- if any

3. Monitoring report

14 MARCH 2017

1.Report of Procurement Board

2.Welfare reforms update

3.Scrutiny topic – witness evidence

4.Call ins if any

5.Monitoring report

6. Financial update

7.Quarter 3 Performance report/sickness absence

8. Scrutiny review – Draft recommendations

15 MAY 2017

Membership, Terms of Reference etc.

Scrutiny topics 2017/18

Scrutiny review – Final report

Call ins – if any

Monitoring report

MAY/JUNE

TAX AVOIDANCE SCRUTINY REVIEW – 12 MONTH REPORT BACK

KNIFE CRIME, MOBILE PHONE THEFT ETC. - 12 MONTH REPORT BACK

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