



Governance and Human Resources  
Town Hall, Upper Street, London, N1 2UD

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## AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

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Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held in Committee Room 4 on, **20 December 2016 at 7.00 pm.**

**PLEASE NOTE THAT THERE WILL BE A PRE-MEETING OF THE COMMITTEE AT 6.30P.M. IN COMMITTEE ROOM 2 PRIOR TO THE MEETING**

**Stephen Gerrard**  
**Interim Director of Law and Governance**

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Despatched : 12 December 2016

### Membership

#### **Councillors:**

Councillor Richard Greening (Chair)	Councillor Una O'Halloran
Councillor Clare Jeapes (Vice-Chair)	Councillor Michael O'Sullivan
Councillor Jilani Chowdhury	Councillor Alice Perry
Councillor James Court	Councillor Caroline Russell
Councillor Theresa Debono	Councillor Nick Wayne
Councillor Gary Doolan	Councillor Gary Heather
Councillor Osh Gantly	Councillor Rowena Champion
Councillor Martin Klute	

#### **Substitutes:**

Councillor Satnam Gill OBE	Councillor Marian Spall
Councillor Mouna Hamitouche MBE	Councillor Angela Picknell
Councillor Dave Poyser	

**QUORUM: 4 COUNCILLORS**

**A. FORMAL MATTERS** **Page**

1. Apologies for Absence
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.

4. To approve minutes of previous meeting 1 - 6

5. Matters Arising from the minutes

6. PUBLIC QUESTIONS

7. Chair's Report - Recent Flooding incidents

**B. ITEMS FOR CALL IN - IF ANY** **Page**

**C. SCRUTINY AND MONITORING REPORTS** **Page**

8. BEST Scrutiny Review - 12 month progress report 7 - 36

9. Use of Agency staff 37 - 48

D. **DISCUSSION ITEMS - IF ANY** Page

E. **REPORT OF REVIEW CHAIRS** Page

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 26 January 2017 **Please note all committee agendas, reports and minutes are available on the council's website:**

[www.democracy.islington.gov.uk](http://www.democracy.islington.gov.uk)

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# Public Document Pack Agenda Item 4

London Borough of Islington

## Policy and Performance Scrutiny Committee - 22 November 2016

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held on 22 November 2016 at 7.30 pm.

**Present:**           **Councillors:**       Greening (Chair), Jeapes (Vice-Chair), Chowdhury, Debono, Gantly, O'Halloran, Russell, Wayne, Heather and Champion

**Also Present:**       **Councillors:**       Hull

                          Borough Commander:     Catherine Roper

### Councillor Richard Greening in the Chair

#### **275       APOLOGIES FOR ABSENCE (Item 1)**

Councillors Perry, Doolan and Klute

#### **276       DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**

None

#### **277       DECLARATIONS OF INTEREST (Item 3)**

Councillor O'Halloran declared a personal non-pecuniary interest in that her son is a serving Police Officer and Councillor Nick Wayne declared a personal non-pecuniary interest in that he often represented the CPS

#### **278       TO APPROVE MINUTES OF PREVIOUS MEETING (Item 4)**

##### **RESOLVED:**

That the minutes of the meeting of the Committee held on 31 October 2016 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them

#### **279       MATTERS ARISING FROM THE MINUTES (Item 5)**

It was reported that information requested at the last meeting had now been circulated to Members of the Committee

#### **280       PUBLIC QUESTIONS (Item 6)**

The Chair outlined the procedure for filming and recording of Public meetings

**281**      **CHAIR'S REPORT (Item 7)**

The Chair stated that in accordance with the decision made at the last meeting, the next meeting of the Committee on 20 December and the meetings on 26 January and 14 March 2017 would commence at 7.00p.m.

**282**      **ANNUAL CRIME AND DISORDER REPORT -REPORT OF EXECUTIVE MEMBER  
COMMUNITY SAFETY - TO FOLLOW (Item 8)**

Councillor Andy Hull, Executive Member of Finance, Performance and Community Safety was present together with the Borough Commander, Catherine Roper.

A presentation was made to the Committee, a copy of which is interleaved, following which these main points were made –

- There have been reductions in some types of crime, however there has been an increase in gun and knife crime and sexual offences, which mirrors the increase across London
- The five areas of focus for the Safer Islington Partnership are youth crime, violence against women and girls, hate crime, anti-social behaviour and preventing violent extremism. There has been a recent restructuring of the Community Safety function
- Theft from person offences has shown a decrease of 5% and serious youth violence has shown an increase of 21%. Gun and knife crime is a challenge, mainly linked to gang/group crime, and Operation Teal has been established to combat habitual knife carriers
- A recent successful Police and MPS Trident operation led to the arrest of 34 offenders for drug dealing in two key youth crime areas
- Serious youth violence was often gang related and a recent operation had resulted in 32 arrests. There has been a downturn in November however this when youths were taken into custody this often led to 'turf' wars, which often resulted in more violence
- The Borough Commander referred to the Integrated Gangs Team and that this is located at Islington Police station and had led to a better exchange of information and intelligence. Abianda were also working with the team and were doing valuable work on child sexual exploitation
- It was stated that the Police were doing valuable work in schools around education programmes for young people both in primary and secondary schools and that she would circulate details of these to Members of the Committee. In addition work was also undertaken with parents
- Secondary schools also had a dedicated schools officer and this often resulted in information being gathered and improved relationships with young people
- Councillor Hull referred to the additional £0.5m growth investment and that a mentor was now working with a view to trying to get young people back into school and away from criminality. Interventions had been improving, however there is still an outstanding difficulty with the Police and YOS which needed to be resolved, although the situation is improving
- Reference was made to the significant reduction in first time offenders and offending rates and alternative methods to custody were being looked at, where appropriate
- Councillor Hull stated that he had visited Pentonville Prison and the Council were looking to be involved in closer partnership working with the Prison following recent concerns and that they would be attending the SIP meeting in February

## Policy and Performance Scrutiny Committee - 22 November 2016

- It was added that there were also concerns about lack of resources in the recently privatised Probation service and these concerns had been raised with the Deputy Mayor of London
- Improvements have been seen in youth reoffending, although it remains an area of concern
- Islington still has higher than expected levels of young people in prison custody. Measures are in place, such as the Integrated Gangs Team, County Lines profile, additional monitoring and support and key working for young people at risk to reduce this
- Reference was made to the recent restructuring of Neighbourhood Policing teams and the reduction of sergeants, which had been based around an analysis of patterns of ASB and crime statistics. The Borough Commander stated that she would circulate this information to Councillor Russell and other Members of the Committee and that there will also be a Partnership Inspector and a Partnership Sergeant
- There had been investment and an ongoing improvement in the Youth Offending service
- Councillor Hull stated that the Council were still concerned about the level of youths in custody and Intensive Supervision and Surveillance recruitment has commenced to try to reduce high rates of youth custody
- Violence against women and girls – Domestic violence offences have increased by 8%, and estimates suggest that only 38% of domestic violence was reported in 2015 and there were only 19% reported cases in respect of sexual offences. Sanction detection rates were 35.2%, however more young women continue to be the victims of domestic abuse than in older age groups. Areas of progress include training and increased awareness in health services. which has led to an increase in referrals, continued investment in the DV team and Abianda (charity working with gang affected girls) is working with the Integrated Gangs Team
- There is continuing awareness raising taking place and Police response to Domestic Violence is quicker than that to burglary offences
- Councillor Hull stated that the violence against women and girls strategy is being refreshed and the reorganisations referred to earlier in the Police service was hoped to produce a more local level response to DV and the BOCU arrangements would enhance the response to DV
- In response to a question it was stated that reductions in funding did not appear to have affected hostels or other accommodation being made available to DV victims
- Discussion took place as to youth community behaviour orders and the circumstances in which these were used
- It was stated that there was a high level of intergenerational family crime in the borough and that there is an acceptance of low level crime which means that it often goes unreported
- In response to a question the Borough Commander stated that the Police were looking to engage post 16 young people by targeting events at colleges and universities but details of these had not yet been finalised, however there were no plans at present to target NEET's specifically
- Hate Crime – increases in race hate (20%), faith (61%), homophobic (38%), and disability (380%), which mirrors the pan London picture. Levels have risen since Brexit, however Islington has achieved detection rates above the MPS average in Race, Faith – anti -semitic, and homophobic crimes. However, Islington has lower MPS detection rates in faith – islamophobic, and transgender and disability hate crime
- The SIP's new Hate Crime strategy was launched in October 2016
- Areas of progress include a Hate Awareness week, which has improved

working relationships with community groups, a community led Hate Crime forum has been established, disability training rolled out to Islington Police officers, and also the use of a wide range of languages to encourage victims to report crimes and an increased Police engagement with hard to reach communities

- There has been delivery of online training packages to raise awareness among front line staff, key partners and community groups and opportunities to explore third party reporting sites are being explored
- Hate crime figures were still above pre Brexit levels and it is felt that confidence in reporting has led to higher levels of reporting
- A Member enquired as to the reasons for the lower than average detection rate on transgender crimes and it was stated that there is low reporting and in fact only 4 cases had been reported, however the Committee noted the Police statement that they were not under resourced to investigate crimes in this area
- In relation to disability crime it was stated that work is being carried out with a wide range of disabled groups and disability training is being 'rolled out'
- In response to a question the Borough Commander stated that the Police were doing work on stop and search to prevent escalation of a situation when young people were stopped and searched
- Anti-social behaviour – ASB calls to the LBI hotline have increased 6%, while ASB calls to the Police have decreased 3%, a trend witnessed for some time. There has been a 20% reduction in the number of persistent repeat callers to the Police and the ASB hotlines. The Community Risk MARAC continues to help vulnerable victims and repeat callers, ensuring a co-ordinated plan of support for cases. Public confidence in policing in Islington has risen from 57% in 2011 to 72%
- All anti-social behaviour enforcement teams were now located in Public Protection which was a organisational improvement and enabled additional focus to be given to repeat callers and joint working could be carried out with housing
- Reference was made to the fact that the new neighbourhood policing arrangements should provide more consistency as there will be ring-fenced PC's and PCSO's
- Discussion took place as to the merger of the Borough Command Unit (BOCU) with Camden, which the Borough Commander for Islington would be leading, and that the only service reductions would be at the senior management level
- It is anticipated that the new BOCU arrangements would enable Local Authorities to have more input and would result in more ring-fenced staff for Neighbourhood Policing teams
- Reference was made to the need for more cross borough policing and it was stated that work is taking place already with neighbouring boroughs, and that there is sharing of information
- Councillor Russell stated that she was concerned about the visibility of neighbourhood policing in Highbury East and the Borough Commander stated that she would look into this, although other Members indicated that this did not appear to be a problem in other wards
- In response to a question it was stated that the Police were committed to having Neighbourhood Policing Panels in each ward
- There have been improvements in partnership ASB problem solving in areas of concern, and there has been an alignment of most ASB teams, which are now located under Public Protection, and an increase in referrals to the Community Risk MARAC from a range of partners for various vulnerabilities. An ASB clinical psychologist is having a positive impact on cases
- Prevent – Islington has been identified by the Home Office as a priority area, in relation to risks and vulnerabilities, relevant to the Prevent strand of CONTEST and the borough has established a corporate Prevent Board, which released an updated Prevent position statement this year. Investments have been made in Children's Services, Housing and schools and Policing in the community to raise awareness



and address any gaps. Areas of progress include the creation of the Prevent Board, the recruitment of a LBI Prevent officer, schools sensitively and proportionately implementing their Prevent duties (supported by the Police Engagement programme) and effective online training, including creating Pan London resources

- Training is being offered to schools and the Channel programme has improved and enabled people at risk to be assessed and the appropriate interventions made

**RESOLVED:**

- (a) That Members be informed how many people have been referred to the Channel Programme in 2016 and of these how many had been accepted on the programme. In addition of those not accepted as proper Channel cases, what other agencies/initiatives were put in place and if any further action was deemed appropriate
- (b) That the Borough Commander/Executive Member be requested to circulate the ASB/crime information patterns information, referred to above, and details of the allocation of neighbourhood policing to wards
- (c) That in view of the comments made above regarding the lack of visibility of neighbourhood policing in Highbury East, the Borough Commander be requested to investigate this and respond to Councillor Russell thereon
- (d) That the Borough Commander ensure that the changes in the neighbourhood policing structure are explained at ward partnership meetings and the reasons therefore
- (e) That the Borough Commander be requested to inform Members of the programmes and activities that they offer in schools

The Chair thanked Councillor Hull and the Borough Commander for attending and their presentation

The meeting ended at 10.05p.m.

**CHAIR**

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Report of: **Corporate Director for Environment and Regeneration**

Meeting of:	Date	Agenda item	Ward(s)
Policy and Performance Scrutiny committee			All

Delete as appropriate		Non-exempt
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**SUBJECT:**  
**BEST Scrutiny Review 12 month report**

**1. Synopsis**

- 1.1 In March 2015 the Policy and Performance Review Committee initiated a short Scrutiny Review of the work of the BEST team. The Committee produced its final report and recommendations in September 2015
- 1.2 The conclusion of the scrutiny review and its full list of recommendations are attached as Appendix A.
- 1.3 The Chief Executive's department agreed on a number of key activities in response to the recommendations made. These are attached as Appendix B.
- 1.4 This report provides an update on activity in relation to the recommendations made during the Scrutiny Committee and provides a commentary on the effectiveness of the delivery

**2. Recommendations**

- 2.1 To note Council activity over the past year (Section 4) and progress against the scrutiny recommendations (Section 5 and Appendix C)
- 2.2 To note that further progress with regard to young people will be reported under the ongoing review of Childrens service currently underway

**3. Background**

- 3.1 The aim of the initial review was to examine concerns about the service offered by the BEST team to

unemployed residents and to ensure that the new Islington Learning, Skills and Employment service improved the offer to residents

3.2 The recommendations were broadly grouped into three key areas:

### **Young People**

Improve the support for young people and increase apprenticeships and training opportunities.

### **Adults**

More and better quality work experience for adults to build their skills and improve their employment opportunities.

### **Promotion of a personalised approach to support for unemployed residents**

Build on the work of the iWork service and develop a strong outreach and communications strategy, including systems for resident feedback

## **4. Update on Council's activity**

4.1 In response to the Employment commission an internal reorganisation merged the BEST team with iWork and Adult and Community learning (ACL) to form the new Learning Skills and Employment Services.(LSE) Within this division there were a number of new teams, the iWork Youth Employment team, iWork Employment Support and iWork for Business. Aligning employment support with the ACL service has allowed services to work together to create clearer pathways for learners into employment .

4.2 The Learning Skills and Employment service has focused on the recommendations made by the scrutiny panel in the past 12 months, and embedded them into the work plans for implementing the recommendations of the Islington Employment Commission. Full details of activity is shown in Appendix C.

### **a) Young People**

4.3 Youth Employment team (YET) have continued to develop the councils internal apprenticeship programme as a model of good practise . There has recently been an agreement to include a post within HR dedicated to supporting council departments to identify apprenticeship opportunities, and to create more capacity for supporting candidates and employed apprentices to progress and make the most of the opportunities offered. This will have a significant impact on the quality of the support offered as there can be up to 50 young people on the caseload at any one time

Challenges remain ; - departments facing a demand for ongoing savings find it difficult to identify growth and managers are pressed for time. However apprenticeships are a strong pathway into good careers, and can open up new talent for hard to recruit to roles. YET have piloted aligning vacancies with the academic year, which proved to be a good model and made them more accessible to young people as well as going some way to give apprentices parity of esteem with other pathways. YET will continue to work with colleagues in the council and employers to use this model, as well as offering apprentices throughout the school year to ensure those that are not in education, employment or training have opportunities throughout the year.

4.4 YET have also encouraged managers to offer traineeships without which a number of young people would be excluded from our apprenticeship opportunities. Traineeships have been identified as crucial in supporting some of our hardest to reach NEET and at risk of being NEET, who are furthest away from the job market, as a stepping stone to apprenticeships. However, traineeships do use considerable amount of council resource. This year we ran multi-skilled traineeship for the council's Housing Repairs Service which 5 young people completed. We are looking at developing 2 more cohorts, one in repairs and one in accountancy.

4.5 YET have undertaken a programme of initiatives designed to engage young adults aged 18-24 and to

offer them real opportunities . These include the ASPIRE speednetworking events, and industry tasters which are run in partnership with external colleagues such as Arsenal in the Community.

- 4.6 The Saturday jobs scheme has now been running for 3 terms and is beginning to be recognised by schools as a positive opportunity for pupils at risk of being NEET. Local retailers, restaurants, and now Arsenal, have taken on Saturday job placements.

#### **b) Adults**

- 4.7 GET SET FOR WORK (GSFW) has targeted those with the most barriers to the labour market, meaning the opportunities are only offered to residents who have been unemployed for over a year, or who face health barriers . This has been in alignment with the new Wellbeing and Work partnership which has stimulated a number of activities to better support residents with health barriers to engage in the labour market . Many of these have been engaged via Adult and community learning. To date GSFW has been a successful model within LBI departments and is being rolled out now to contractors and external employers. See Appendix C for full details

#### **c) Promotion of a personalised approach to support for unemployed residents**

- 4.8 The formation of the Learning Skills and Employment services has gone some way to ensuring wider access to employment support for residents across the borough. ACL delivers in numerous community locations across the borough. Wherever residents access the Learning, Skills and Employment service they are offered personalised support and gain access to the wider team. ACL learners are frequently individuals with multiple barriers and issues. In the last 2 years surveys of ACL learners have shown that over 100 learners have progressed from ACL courses into paid employment.
- 4.9 A new Wellbeing and Work Partnership has been established which is piloting new approaches to engaging unemployed residents, with input from NHS, DWP and Council services. The *Working Better* pilot based employment coaches in GP surgeries and the *Single Point of Access* project have encouraged health professionals to refer patients to iWork for triage, who then identify the most suitable local employment service. As a result for the first time the council has exceeded the corporate target for disabled people supported into employment, with 117 being reported against a target of 100 in the first two quarters of 2016/7.
- 4.10 The Strategic Employment Partnership was established in June 2015 and created a forum for key local stakeholders engaged in employment support and community involvement. This partnership has overseen the establishment of a borough wide network of Employment practitioners (the EPN) which brings together 80 local agencies to discuss good practice and disseminate news, and has also supported the establishment of the Employment clusters.
- 4.11 Employment Clusters have been established in 3 locations across the borough, attended in each case by 10- 15 local organisations, including councillors. At a borough-wide, strategic level Employment Clusters have had additional impact by creating a communication pathway which ensures services are publicised to small groups and communities . The clusters are proving a vehicle which develops co-operative working among small groups, fosters closer relationships between Voluntary and Community Sector (VCS) organisations and Islington Council, in particular Adult and Community learning and iWork, and improves the quality of employment support by providing a space where communities can give feedback on a service and thereby influence future delivery. Future clusters are planned in the coming year.
- 4.12 The Employment Commission talked about radical change. The scale of worklessness in Islington

suggests that that there is room for partners at all levels to have an impact. We know that in some cases, e.g. youth employment, solutions only work when they are 'hyper local'. The EPN and Employment Clusters offer an opportunity to extend that commitment to grassroots, neighbourhood level and have the potential to make a significant contribution to reducing poverty, and improving residents' lives.

## **5. Progress against scrutiny recommendations**

**5.1** Appendix C provides an update on progress against the twelve recommendations put forward . Committee. Most are ongoing as they relate to service delivery and an ongoing offer to Islington residents.

## **6. Implications**

**6.**

### **6.1 Financial implications:**

The report on the progress on the recommendations does not have any financial implications.

### **6.2 Legal Implications:**

The report on the progress on the recommendations does not have any specific legal implications.

### **6.3 Environmental Implications:**

The report on the progress on the recommendations does not have any specific legal implications

### **6.4 Resident Impact Assessment:**

A resident impact assessment has been completed. The service continues to use its data to ensure that services are addressing residents most impacted by unemployment. Currently those with long term conditions and disabilities are over represented in the claimant count and initiatives are focusing on offers to these groups, but there is also a focus on sectors with underrepresentation from certain communities for example women and STEM

## **7. Conclusion**

The reorganisation which dissolved the BEST team and aligned employer engagement work more closely with service delivery to adults and young people, has proved effective in creating a personalised system of employment support. This offers the council a foundation on which to build, and as new funding streams and services come into the borough, they are able to quickly connect with local communities and key stakeholders to ensure that services are well coordinated and tailored to individual need. The recent restructure which has sited Learning Skills and Employment in Childrens services, offers further opportunities to improve coordination and extend the services reach to families, young people and communities.

## **Appendices**

Appendix A: The Committee's Report and Recommendations

Appendix B: The response to recommendations

Appendix C: Update on Progress

Appendix D: The Islington Offer

Final report clearance:

**Signed by:**

Director for Joint Board/Committees or Exec  
Member if going to the Executive

Date

**Received by:**

Head of Democratic Services

Date

Report Author:

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# **Policy and Performance Scrutiny Review**

## **REPORT OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE EXECUTIVE SUMMARY- REVIEW OF BUSINESS EMPLOYMENT AND SUPPORT TEAM (BEST)**

London Borough of Islington  
September 2015

## **CHAIR'S FOREWORD**

In view of concerns expressed by some residents concerning the service offered by the BEST team and the fact that this would shortly be merged with the Islington Learning and Working service, the Committee decided to carry out a short scrutiny review to see how the new service could learn lessons from BEST and improve the offer to residents.

Whilst the Committee heard evidence that the BEST team had worked well in a number of ways, it also felt that there were a number of areas that could be improved upon. These are particularly in relation to offering training and support to applicants, publicising the services on offer and also publicising its achievements in finding sustainable work. This would help encourage residents to seek assistance and our recommendations relating to the youth employment agenda will also assist young people to enter and experience the world of work, through collaboration with businesses.

The Committee feel therefore that there is the need to engage with partners and businesses to develop these opportunities and to develop a strategy to be able to do this.

The Committee has also made a number of other recommendations that it feels will enhance the service to residents, encourage sustainable employment and a positive experience in the workplace and requests that these be adopted by the Executive.

# **BEST Team Scrutiny Review**

## **Aim**

To establish the extent to which the BEST team currently assists residents that need help securing employment, including those who are young, over the age of 50, parents, sick/disabled, ex-offenders, and BME residents.

## **Evidence**

The review ran from March 2015 until September 2015 and evidence was received from a variety of sources:

1. Presentations from witnesses – Two witnesses who had been assisted by the BEST team
2. Presentations from council officers – Lela Kogbara – Assistant Chief Executive, Strategy and Partnerships, Nicky Freeling, Business Engagement and Employment Support Manager
3. Presentations from local community based partners/Agencies which use the services of BEST to support their clients– Ken Kanu, Help on Your Doorstep, Sheri Lawal – Choices

## **Main Findings**

The Committee commenced its review on 2 March, however on 1 April 2015 the BEST service was merged with Islington and Working, as part of the new Learning and Skills and Employment section within the Chief Executive's Department.

The Committee focused on identifying the gaps in the BEST service provision to unemployed residents, reviewing the plans in place to fill gaps, as part of implementing the recommendations of the Employment Commission, and to make recommendations that can be taken on board by the new Learning, Skills and Employment team.

The BEST team was established in January 2012 to operate a Single Employer Face, as recommended by the Islington Fairness Commission. It acted primarily as an employer facing service that sought to coordinate efforts to get more employers to recruit disadvantaged residents, as well as encouraging corporate social responsibility to support employability through activities, such as mentoring.

Following the recommendations of the Islington Employment Commission, a team has now been introduced to implement these recommendations and this team is drawn mostly from existing resources.

The Council has also successfully bid for approximately £2M from the London Enterprise Panel (New Homes Bonus top-slice), to provide resources until March 2017, to support the employment agenda. This has meant that the Council has resources to develop the work of BEST, Islington Working for Parents and careers work in Children's Services.

Consultation has been completed on a new organisation structure to deliver the ambitions of the Employment Commission. The result is that BEST will be merged with Islington Learning and Working from 1 April 2015 to form a new Learning, Skills and Employment service. This new structure brings together the strategic business engagement functions, the job brokerage and

recruitment functions and the front line employment support functions, together with Adult and Community Learning.

The Committee, given the new structure, focused on what lessons could be learnt from the BEST team experiences and how they can be incorporated, in order to build on its' progress to ensure the new service is a success for residents and assists them into sustainable employment.

The Committee received evidence concerning the new service, named the i Work team, which is funded for the next 2 years, to work closely with Job Centre Plus and other partners to provide a strong targeted approach, with the objective of supporting long term unemployed and ESA claimants into employment.

The service includes 10 Islington Council coaches, incorporating job brokerage, which is tailored to meet client needs and aspirations. Brokerage is intended to link to growth sectors and be sector led. Supporting the Council delivery is a formal partnership of organisations, working across a series of community locations, to support ESA and long term unemployed claimants into employment. Through this partnership the i Work team will work closely with a cadre of partner coaches, operating as a team across Islington and developing models of best practice.

The i Work service is located within the Learning Skills and Employment service, which offers a wider range of specialist support, including adult learning, employer engagement, youth employment and apprenticeships.

The Committee received information on the performance of the BEST team and the candidates placed into paid positions by BEST over the period 2012-15.

The Committee noted that 16-24 year olds were consistently the largest age range amongst successful candidates and whilst the number of over 40's assisted by BEST into jobs is low, it has increased from 2012/13 and BEST have undertaken work in the past year to increase the number of residents aged 45+ that have secured paid employment. This has included partnership working with Adult Community Learning, in order to run a series of workshops, providing targeted employability to this group.

The employment situation of people with learning disabilities is particularly concerning. Only about 10% have paid work, despite the fact that many learning disabled people complete work focused college courses and this group do a great deal of unpaid work experience. In view of this, a pilot was set up in 2012, to show that people with a learning disability could be employed and play an active part in the local labour market and this had focused on 18-24 year olds, but did not exclude others, who were job ready. It was agreed that paid employment would not necessarily have to be full time, as even a small number of hours worked, can have a very positive impact for someone with a learning disability.

The project saw some successes and 26 residents over a two year period with learning disabilities entered paid work and a project to support parents and assist them in guiding learning disabled children into employment was launched in February 2014. Considerable work also took place to improve support systems for people with learning disabilities and a database is maintained which can identify residents with learning disabilities, aged 18-24, and the services that support them.

The BEST team, in 2014/15 also supported 81 parents of children, aged 0-15, into employment. Of these, 66 were lone parents, who had been out of work for more than 2 years. The average age of this cohort of parents is 36.

The Committee noted that there were 1.3 jobs for every resident in Islington and there is a need to persuade employers to give young people a chance. However, some employers kept raising the

qualifications for jobs and employers were also able to recruit skilled staff from an increasingly global market.

The Committee considered evidence that some groups had proved difficult to get into employment, such as those with mental health disorders, and that some residents were being excluded from employment, as they had BME names. It was noted that even within the Council there is a lack of advancement for BME staff to higher graded posts. Measures to address this are being taken by instituting an inspiring leadership programme for BME staff, which applied to all grades.

During the Committee's questioning of the witnesses that had been assisted by the BEST team, the Committee welcomed the evidence that these particular witnesses had felt that they had received excellent assistance from the team and overall their experience had been good. It was also noted that the new iWork team that has been established would be more client facing, whilst still dealing with employers, which had not previously taken place.

The Committee were pleased to note that the Council were now training and employing apprentices, so that they can, after a year, move onto business opportunities and links were being made with employers so that the apprentices were work ready and could be employed by businesses after this first year. In addition, discussions were taking place with Job Centre Plus, to see whether some of the functions of the JCP could be linked with the iWork team, with more of a focus on residents with a disability in the future.

The Committee were concerned that the employment being found is low skilled and low paid and we were informed that initially there had been a focus on low paid entry jobs, however where there are Section 106 monies available there is an opportunity to create more jobs across the salary range. In addition, the new job brokerage arrangements will be more suited to matching people with particular skills.

Members of the Committee did however note comments that the BEST team had in some instances been unable to offer job seekers the support that they needed to succeed in submitting successful applications and to sustain work. The Committee noted that there had been an issue of capacity in the BEST team to assist all the unemployed residents in the borough. This was because the BEST team were not client facing, and there was no other client facing service in operation, apart from the parent team who could only work with parents of children under 15.

The Committee welcomed the introduction of the new i Work team, which will provide a service for those who need it most, adults unemployed for 6 months or more, people in receipt of Employment Support Allowance (ESA), and of the new youth employment team, which will support young people who want to go into apprenticeships or other form of workplace learning.

The Committee also considered evidence from Choices, a counselling and advisory support service, who had worked with the BEST team and also with the Job Centre, mostly with claimants on ESA, who were not work ready. Choices were of the view that there needed to be more part time work available to assist these clients. Choices also stated that they held sessions for young people in mock interview situations and filmed them, in order that they can improve their performance at interviews.

The Committee were of the view that the Council should support a work experience programme for residents to gain skills and confidence, with a view to developing these residents ability to move into paid sustainable employment. This scheme should be known as the 'GET SET FOR WORK' scheme and focus on training and a positive experience in the workplace.

As the scheme develops, this should be promoted with local businesses to encourage similar work experience schemes with other large employers, and in particular to strongly encourage council

contractors, as well as VCS organisations, that are in receipt of Council funding, to offer such opportunities.

The Committee also received evidence from Help on Your Doorstep which is an organisation that assists over 1500 residents per year, and employment has been its' main focus. The Committee heard evidence that Help on Your Doorstep works across Islington and is an outreach service that links in with the voluntary and public sector. It is a door knocking service that seeks to engage residents and offers assistance with housing, financial advice, employment issues, welfare rights etc. and signposts them to appropriate services, and residents could also call one of its 5 community based offices.

The BEST team were Help on Your Doorstep's main referral partner for employment support however Help on Your Doorstep did not keep precise details of those clients obtaining employment. There had been challenges to this process and the BEST service had acted as a brokerage for pre-screening and assessment, however those assisted did not often receive feedback. Where feedback from employers was provided it was not always sufficient to support clients to improve their interview performance. The Committee noted that it is felt that there is a need for good quality feedback to be given to applicants, in order to boost their confidence when applying for jobs, whether they were successful or not.

The Committee welcomed the work carried out by organisations, such as Help on Your Doorstep, in contacting 'hard to reach' residents. In order to ensure that the new offer reaches those who need it, the proposed new case loading service established should work closely with partners, such as Help on Your Doorstep, ward partnerships and the Voluntary and Community services (VCS) hubs across the borough and should set up a network of employment practitioners and key strategic partners. This will ensure good practice is shared and that there is equal access to services for residents, wherever they live. The Committee are of the view that the VCS hubs should be encouraged to involve and support similar groups in their areas, forming employment clusters. There should also be the creation of focus groups, in order to ensure residents are able to feedback about the services offered so that, if necessary, improvements can be made.

In addition, Councillors could act as 'mystery shoppers' and champions of employment services, assessing the services at the point of entry, and this would enable the quality of the service offered to be monitored and its effectiveness assessed. Take up of services can be monitored and data shared with key partners in order to ensure that rigorous evaluation and analysis of services and their impact takes place.

The Committee were of the view that not all apprenticeships, both from external organisations and within the Council itself, were satisfactory and led to sustainable employment. One of our recommendations particularly addresses this, including provision for a 2 year offer to 16 year olds wishing to engage in work based learning, up until the school participation age.

The Committee also considered that the Council apprenticeships on offer should also provide a way into sustainable employment and the new youth employment team should work with local employers to promote the same principles.

The Committee consider that the team should also target local employers to offer part time opportunities. This should include Saturday work, which is recognised as a means by which young people can gain experience of the work place, and should especially target groups of young people most at risk of becoming NEET or engaging in illegal earnings.

The Committee were also of the view that, given the large number of construction projects taking place in the borough, there should be opportunities for apprenticeships and work placements to be made available, especially for women, given the shortage of female workers in the construction industry.

In addition, the Committee was of the view that there should be a strong communications strategy established, in conjunction with the Council's communications team and ward partnerships, to ensure that good case studies of residents finding work and being assisted are disseminated widely, in order to influence job seekers and to encourage employers to follow good practice.

## **Conclusion**

The Committee have made a number of recommendations, set out below, that is felt will improve the offer to residents to enable them to enter into employment and also made recommendations that will assist in making young people more ready for work.

This offer will need the assistance of other partners and organisations to deliver it successfully and there is a need to ensure that the availability of this service is publicised effectively.

## Recommendations

### 1. Young People

The Committee are of the view that not all apprenticeships work well and progress to further employment. This is the case in some of the external apprenticeships sourced by BEST and some of the internal apprenticeships organised within the Council.

The Committee therefore recommend-

1. That the Council's apprenticeship programme is revised to ensure that it offers a set of excellent opportunities to Islington young people. The offer should include some 2 year offers to 16 year olds wishing to leave school at the end of year 11 and to engage in work based learning up until the school participation age of 18
2. That all Council apprenticeship opportunities should be designed to offer a real pathway into sustainable employment i.e. with meaningful job roles, strong line management and also opportunities to gain a wide breadth of experience
3. That the new youth employment team, within the learning, skills and employment service, will also work with local employers to promote the same principles, using the Council's programme as a model of good practice
4. That, in order to gain experience of work, the team should develop a campaign targeting local employers to engage with the youth employment agenda, through offering part time employment opportunities for young people from the age of 14 upwards. 'Saturday' jobs are a recognised way that young people gained the work ethic, received earnings and learnt the 'soft skills' that employers say are lacking in young people. This campaign should also target groups of young people most at risk of becoming NEET or engaging in illegal earnings

### 2. Adults

The Committee heard evidence that adults often failed to access the jobs brokered by BEST because they were not sufficiently job ready, or lack relevant work experience.

The Committee therefore recommend that –

1. A work experience programme be developed for residents to gain skills and confidence, supported by the Council, with a view to developing these residents ability to move into sustained employment. This Council programme should be known as 'GET SET FOR WORK' and focus on training and a positive experience in the work place
2. As the Council's own programme develops, Council officers should promote the scheme with local businesses to encourage similar work experience schemes with other large employers
3. Council contractors should also be strongly encouraged to offer these opportunities, together with local VCS organisations, in receipt of Council funding



### **3. Personalised support**

**The Committee, in view of the evidence that they considered, did not feel that the BEST service was best able to offer job seekers the support they needed to succeed in applications and to get into sustainable work.**

**The Committee therefore support that the new service, the i Work team, which has been established should offer a case loading service to those who most need it, adults unemployed for six months or more, people in receipt of ESA, and that the youth employment team will support young people who want to go into apprenticeships, or other forms of work based learning**

**The Committee recommend that -**

- 1. It be ensured that this offer reaches those who need it, and the service should work closely with partners across the borough, particularly with Help on Your Doorstep, ward partnerships and the VCS hubs, and should establish a network of employment practitioners and key strategic partners, to ensure that good practice is shared and that there is equal access of services to residents wherever they live in the borough. The VCS hubs will be encouraged to involve and support smaller groups in their areas, forming employment clusters**
- 2. Focus groups should be organised to ensure residents are able to feedback about services offered**
- 3. Councillors should act as ‘mystery shoppers’ and champions of employment services, assessing the quality of provision at the point of entry. This will assist in maintaining and monitoring quality**
- 4. Officers should monitor the take up of services using efficient data capture systems, and agree to sharing this information with partners to ensure that rigorous evaluation and analysis of services and the impact can be assessed**
- 5. A strong communications strategy be developed, working in conjunction with the Council’s communications team and ward partnerships, to ensure that good case studies and information are disseminated, which will help to influence job seekers and encourage employers to follow good practice**

**MEMBERSHIP OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE – 2014/15 and 2015/16**

**COUNCILLORS 2014/15**

**Councillors:**

Councillor Troy Gallagher (Chair)  
Councillor Una O'Halloran (Vice-Chair)  
Councillor Gary Doolan  
Councillor Michael O'Sullivan  
Councillor Martin Klute  
Councillor Kaya Makarau-Schwartz  
Councillor James Court  
Councillor Rakhia Ismail  
Councillor Olly Parker  
Councillor James Court  
Councillor Satnam Gill  
Councillor Jenny Kay  
Councillor Osh Gantly

**Substitutes:**

Councillor Alice Perry  
Councillor Alex Diner  
Councillor Gary Heather  
Councillor Raphael Andrews  
Councillor Paul Smith  
Councillor Clare Jeapes  
Councillor Jilani Chowdhury  
Councillor Richard Greening  
Councillor Robert Khan  
Councillor Nick Wayne  
Councillor Flora Williamson  
Councillor Mouna Hamitouche MBE

**COUNCILLORS 2015/16**

**Councillors:**

Councillor Troy Gallagher (Chair)  
Councillor Una O'Halloran (Vice Chair)  
Councillor Gary Doolan  
Councillor Michael O'Sullivan  
Councillor Martin Klute  
Councillor Kaya Makarau-Schwartz  
Councillor Caroline Russell  
Councillor Rakhia Ismail  
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Councillor Jilani Chowdhury  
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Councillor Alice Perry  
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Councillor Nick Wayne  
Councillor Flora Williamson  
Councillor Mouna Hamitouche MBE  
Councillor Theresa Debono  
Councillor Alex Diner  
Councillor Alice Donovan  
Councillor Satnam Gill  
Councillor Robert Khan  
Councillor Paul Smith  
Councillor Nurullah Turan

*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- Lela Kogbara – Assistant Chief Executive Strategy and Partnerships, Nicky Freeling, Business Engagement and Employment Support Manager*

## APPENDIX A – SCRUTINY INITIATION DOCUMENT

<b>SCRUTINY REVIEW INITIATION DOCUMENT (SID)</b>	
Review: <b>Business and Employment Support Team (BEST)</b>	
<i>Note that with effect from 1 April 2015 BEST will be merged with Islington Learning and Working to as part of the new Learning, Skills and Employment section within the Chief Executive's Department.</i>	
<b>Scrutiny Review Committee:</b> Policy and Performance	
Director leading the Review: Lela Kogbara	
<b>Lead Officer:</b> Ellen Ryan and Pete Courtie	
<b>Overall aim:</b>	
Establish the extent to which BEST currently delivers for residents that need help securing employment including those who are young, over the age of 50, parents, sick/disabled, ex-offenders, BME.	
<b>Objectives of the review:</b>	
<ul style="list-style-type: none"> <li>• Identify gaps in BEST provision to unemployed residents</li> <li>• Review plans in place to fill gaps as part of implementing the recommendations of the Islington Employment Commission</li> <li>• Make recommendations to be taken on board by the new Learning, Skills and Employment service</li> <li>• To review the lessons learnt from the BEST team to ensure that a more effective service is provided to residents and to look at social mobility in the borough and how this can be improved</li> </ul>	
How is the review to be carried out: (Use separate sheets as necessary for 1-4 below)	
Scope of the Review	
Types of evidence will be assessed by the review: (add additional categories as needed)	
<ol style="list-style-type: none"> <li>1. Documentary submissions:               <ol style="list-style-type: none"> <li>i) Overview of BEST work to date</li> <li>ii) BEST performance data</li> <li>iii) Labour market information</li> </ol> </li> <li>2. It is proposed that witness evidence be taken from:               <ol style="list-style-type: none"> <li>i) BEST managers and officers</li> <li>ii) Apprentices placed with external organisations</li> <li>iii) Young people looking for apprenticeships and/or jobs</li> <li>iv) People with learning disabilities that have applied for jobs through BEST – a sample of those that have been successful and those that have not</li> </ol> </li> </ol>	

3. Visits  
None

**Additional Information:**

BEST was established in January 2012 to operate a Single Employer Face as recommended by the Islington Fairness Commission. It is primarily an employer facing service that seeks to coordinate efforts to get more employers to recruit disadvantaged residents as well as encouraging Corporate Social Responsibility (CSR) to support employability through activities such as mentoring.

The Islington Employment Commission report was launched on 26 November 2014. It made recommendations in three areas:

- Creating change for people who need it - expanding and improving the support for available to Islington people to get, keep and enjoy their job;
- Employers creating change - enabling employers to recruit better locally
- Creating change for the next generation - ensuring that all young people get the support they need to confidently pursue their ambitions and get the careers they deserve

In addition there were messages to Government to devolve employment services to the local level, make youth careers a priority and take vocational education seriously.

A team is now in place to implement the recommendations of the Employment Commission, which is mostly drawn from existing resources.

The council successfully bid for approximately £2m from the London Enterprise Panel (New Homes Bonus top-slice) to provide resources until March 2017 to support the employment agenda. This has meant that the council has resources to develop the work of BEST, Islington Working for Parents and careers work in Children's Services.

Consultation has been completed on a new organisation structure to deliver the ambitions of the Employment Commission. The result is that BEST will be merged with Islington Learning and Working from 1 April 2015 to form a new Learning, Skills and Employment service. The new structure brings together the strategic business engagement functions, the job brokerage and recruitment functions and the front line employment support functions together with Adult and Community Learning.

Programme

Key output:

To be submitted to Committee on:

1. Scrutiny Initiation Document

02 March 2015

2. Final Report

17 September 2015

Report of: Leader of the Council

Meeting: Executive	Date: 10 March 2016	Ward(s)	
		All	
Delete as appropriate		Non-exempt	

**Subject: Response to the report of the Policy and Performance Scrutiny Committee in relation to the BEST Team**

**1 Synopsis**

1.1 In March 2015 the Policy and Performance Review Committee initiated a short Scrutiny Review of the work of the BEST team. The Committee produced its final report and recommendations in September 2015. This paper sets out the Executive's response.

**2 Recommendations**

- 2.1 To agree the responses to the Scrutiny Review as set out in section 4 of this report and note progress to date.
- 2.2 To agree that officers report back on progress to the Policy and Performance Scrutiny Committee in one year's time.

### 3 Background

- 3.1 The aim of the review was to examine concerns about the service offered by the BEST team and to ensure that the new Islington Learning, Skills and Employment service improved the offer to residents.
- 3.2 A report was prepared for the Scrutiny Review Committee in March 2015 providing data, equalities impact and key areas of work delivered by BEST.
- 3.3 In addition, a number of presentations were received by the committee from:
- Two witnesses who had been assisted by the BEST team.
  - Two council officers – Lela Kogbara (Assistant Chief Executive, Strategy and Partnerships and Nicky Freeling, Business Engagement and Employment Support Manager)
  - Two local community based partners who use the services to support their clients (Ken Kanu, Help on Your Doorstep and Sheri Lawal, Choices)
- 3.4 The conclusion of the scrutiny review and its full list of recommendations are attached as appendix 1. The recommendations were broadly grouped into three key areas:

**Young People:** improve the support for young people and increase apprenticeships and training opportunities.

**Adults:** more and better quality work experience for adults to build their skills and improve their employment opportunities.

**Promotion of a personalised approach to support for unemployed residents:** build on the work of the iWork service and develop a strong outreach and communications strategy, including systems for resident feedback.

### 4 Response to the Recommendations

- 4.1 Recommendation 1. *That the Council's apprenticeship programme is revised to improve the offer to young people and to include 2 year offers to 16 year olds.*

A new Youth Employment Team (YET) has been established which is developing a gold standard quality framework for all apprenticeships in Islington. In addition, YET is piloting a traineeship programme that leads into apprenticeships, which will create a 2 year offer for 16 year old school leavers. The YET is working closely with Children's Services to promote apprenticeships in schools.

- 4.2 Recommendation 2. *That all Council apprenticeship opportunities are designed to offer a real pathway into sustainable employment.*

The YET is encouraging more line managers to look at higher level apprenticeships at level 3 and 4 and is working with line managers to ensure that job descriptions offer the opportunity to gain a wide breadth of experience. This provides young people with a variety of entry points. The YET are working across services to synchronise more apprenticeship opportunities within the academic year to make them more “youth friendly” and a stronger component of the vocational offer to young people.

- 4.3 Recommendation 3. *That the new youth employment team works with local employers using the Council’s apprenticeship programme as a model of good practice.*

This is the second phase of the YET gold standard framework roll out. Some local employers have already started to align their recruitment with the academic timetable and make their processes more youth friendly.

- 4.4 Recommendation 4. *That a campaign targets local employers to offer part time employment opportunities -‘Saturday’ jobs- for young people from the age of 14 upwards, to enable them to gain the work ethic, receive earnings and learn soft skills. This campaign should also target groups of young people most at risk of becoming NEET or engaging in illegal earnings.*

Reaction from employers to the launch of the Saturday Jobs Campaign has been overwhelmingly positive. The project is at a pilot phase, with 11 jobs secured to date since December 2015 and with an initial focus on the Pupil Referral Unit, Alternative Provision, and a few selected schools.

- 4.5 Recommendation 5: *That a work experience programme known as GET SET FOR WORK (GSFW) is developed for residents to gain skills and confidence, with a view to developing these residents ability to move into sustained employment.*

The GET SET FOR WORK Programme ran internally during 2015 and is continuing. Targeted clients are unemployed adults who have been out of work for over a year or who have a disability. Placements are based on meaningful roles in areas of high recruitment or difficult to recruit to roles, and there are targets set for progression post placement.

- 4.6 Recommendation 6: *As the council’s programme develops, council officers should promote the scheme with local businesses to encourage similar work experience schemes with other large employers.*

Now that the GSFW methodology has been established, all employer engagement officers are being trained to offer the scheme and information for employers has been prepared. Targets have been set for the next financial year 2016/7.

- 4.7 *Recommendation 7: Council contractors should also be strongly encouraged to offer these opportunities, together with local VCS organisations, in receipt of council funding.*

Opportunities will be developed in the course of 2016. The service will work closely with council procurement services to encourage employment of apprentices and include the offering of apprenticeships when evaluating tenders and quotes against social value criteria.

- 4.8 *This offer should reach those who need it, and the service should establish a network of employment practitioners and key strategic partners, to ensure that good practice is shared and that there is equal access of services to residents wherever they live. The VCS hubs will be encouraged to involve and support smaller groups in their areas, forming employment clusters.*

A cross borough network of employment practitioners (EPN) has been established, with an agreed programme of workforce development and quality assessment. An employment cluster has been launched in EC1 and new partnerships in Archway and Finsbury Park are underway.

- 4.9 *Recommendation 9: Focus groups should be organised to ensure residents are able to feedback about services offered.*

Focus groups are being organised twice a year; - the next groups will be February 2016.

- 4.10 *Recommendation 10: Councillors should act as 'mystery shoppers' and champions of employment services, assessing the quality of provision at the point of entry. This will assist in maintaining and monitoring quality.*

There will be a qualitative and quantitative evaluation of the employment programme which will be shared with members of the Policy and Performance Scrutiny Committee. This will include a watching brief on the impact of work on residents with long term health conditions and disabilities.

- 4.11 *Recommendation 11: Officers should monitor the take up of services using efficient data capture systems, and share information with partners to ensure that rigorous evaluation and analysis of services and the impact can be assessed.*

The current Management Information system is currently being upgraded and the Employment Intelligence Manager is developing data sharing protocols with key partners to ensure accurate impact assessment through the Strategic Employment Partnership.

- 4.12 *Recommendation 12: A strong communications strategy to be developed, working in conjunction with the council's communications team and ward partnerships, to ensure*



*that good case studies and information are disseminated, which will help to influence job seekers and encourage employers to follow good practice.*

A communications plan has been developed to deliver this and some early activity has included an iWork bus shelter campaign during December and a number of case studies and articles in Islington Life. There will be further roll out in the coming year. We will ensure that key achievements of the service and the impact on child poverty and health outcomes are captured and reported.

## **5 Implications**

### **5.1 Financial Implications**

Proposals are cognisant of likely future resources and will keep within the constraints and opportunities offered.

### **5.2 Legal Implications**

Any potential future interventions outlined in this paper, in particular those pertaining to design of apprenticeships or creation of unpaid work experience or data sharing will require compliance with relevant legislation. Consultation with Legal Services has been carried out as part of the development of the proposed interventions.

### **5.3 Resident Impact Assessment**

*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 meet needs, in particular 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.*

The data submitted to the scrutiny committee in March 2015 showed that the BEST team had strengths in supporting young people aged 16- 24 and those from BAME communities. However figures relating to those with disabilities, the longer term unemployed (1 year +) and lone parents, showed that the service was less effective in meeting the needs of these groups.

A Resident Impact Assessment (RIA) was carried out in January 2016. *Please see attached at appendix 2.* The RIA suggests that the equalities impact of the proposal will be most significant in relation to young residents aged 16- 24, residents aged 45 and older, lone parents and on people from BAME communities. The new service is having a significantly greater impact on the long term unemployed, and on lone parents, than the BEST service did. This is demonstrated in data captured and scrutinised and is part of a stronger performance management framework of the new service.

However, there remains an equalities risk in relation to residents living with long term health conditions and disabilities. Currently only 8 percent of clients are defining themselves as disabled. We are aware that residents living with a chronic health condition may not perceive this to be an actual disability.

To resolve this, we are revising the registration form used to capture client data and this should be complete by March 2016, so that data for the financial year 2016/17 is more reliable.

The RIA shows that a number of clients are vulnerable in terms of age or disability, and that safeguarding might apply. The service has strong safeguarding policies in place to address any potential safeguarding risks.

No potential Human Rights breaches have been identified.

Final report clearance:

Signed by:



Leader of the Council

Date:

1 March 2016

Report author:  
Tel:  
Email:

Nicky Freeling  
020 7527 6771  
[nicky.freeling@islington.gov.uk](mailto:nicky.freeling@islington.gov.uk)

## The Islington Offer

The Islington Employment commission addressed the strategic engagement of employers in the building of a fairer Islington, and distinguished between this and job brokerage, which is defined as supporting employers to recruit locally.

- The Employment Commission described an approach to engaging and involving employers, with a focus on larger employers as having a greater potential impact.
- The council has developed an *Islington Offer* to employers, focusing on 5 key opportunities for involvement and identifies lead agencies for each.
- Key growth sectors were identified as offering the greatest potential for impact.
- Within each sector, industry leaders were identified to act as Employer champions.

The Islington Offer				
Create a more flexible and diverse workforce	Volunteer and mentor locally	Recruit and retain staff by paying a living wage	Promote workplace health, wellbeing and diversity	Develop the workforce of the future
Recruit better locally through flexible recruitment and job carving	Provide mentoring and work inspiration for young people CSR and volunteering opportunities including coaching & mentoring those looking for work	London Living Wage	Supporting and retaining staff with a health condition or disability  Recruiting people with a disability or health condition and maximising local talent	Develop entry level roles or an apprenticeship for young people
Lead Agencies iWork /Timewise	Lead Agencies iWork / BIG Alliance	Lead Agency Living Wage Foundation	Lead Agency iWork for Business/ Healthy Workplace Charter	Lead Agency iWork Youth Employment

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## Appendix C: Summary of progress against scrutiny recommendations

Recommendation																	
<p><b>1. That the Council’s apprenticeship programme is revised to improve the offer to young people and to include 2 year offers to 16 year olds.</b></p> <p>ACTION EMBEDDED AND ONGOING. A paper was recently agreed at CMB to ensure a planned approach to apprenticeship delivery within the council, and to recognise the work that has been initiated by the councils youth employment team in terms of setting a gold standard for council apprenticeships. In 2015/6 90% of council apprenticeships went to young people aged 16-24 of whom 6 were aged 16- 18. There is an agreement in principle that all 16 year olds will be offered 2 years contracts. Of the young people currently still in council apprenticeships, 2 are on 2 year contracts, 1 is on a 3 year contract and 4 are on 4 year contract, in line with the higher level qualifications they are undertaking. 20% of apprentices recruited had a declared disability, 50% were from BAME backgrounds</p>																	
<p><b>2. That all Council Apprenticeships are designed to offer a real pathway to sustainable employment</b></p> <p>ACTION EMBEDDED AND ONGOING. Data produced to date suggests that in general council apprenticeships do offer a real pathway to sustainable employment. However a number of younger apprentices have faced personal challenges which has meant they are not currently in sustained employment, but these are being offered ongoing support by the Youth Employment team’s caseworkers. The main challenge is the young people who have lost contact with the councils which is currently an unacceptably high figure. Caseworkers are pursuing by phoning at weekends and evening, but young people can be hard to contact as phone numbers change etc. We hope to report more details by year end</p> <p><b>Of 2014-2016 council apprenticeship leavers ( 62 individuals)</b></p> <table border="1"> <thead> <tr> <th>Employed in council</th> <th>Employed in supply chain</th> <th>Employed externally</th> <th>Back in education</th> <th>Receiving support to progress</th> <th>Currently out of contact (Caseworkers are pursuing with phone calls etc.)</th> </tr> </thead> <tbody> <tr> <td>30</td> <td>3</td> <td>6</td> <td>2</td> <td>4</td> <td>17</td> </tr> </tbody> </table>						Employed in council	Employed in supply chain	Employed externally	Back in education	Receiving support to progress	Currently out of contact (Caseworkers are pursuing with phone calls etc.)	30	3	6	2	4	17
Employed in council	Employed in supply chain	Employed externally	Back in education	Receiving support to progress	Currently out of contact (Caseworkers are pursuing with phone calls etc.)												
30	3	6	2	4	17												
<p><b>3. That the new youth employment team works with local employers using the Council’s apprenticeship programme as a model of good practice.</b></p> <p>ACTION EMBEDDED AND ONGOING. Both the youth employment officer and the iWork for Business employer engagement officers are promoting the council’s apprenticeship processes as a model of good practise. Successes to date include work with Conisbee, who continue to align their recruitment with the school year, and with Green and Fortune, who have commenced a new apprenticeship programme with the councils support. The teams are also working closely with council contractors to ensure that apprenticeships are fit for purpose, and have been running a programme in partnership with health colleagues targeting pharmacists and GP practises. This year to date 43 young people have been placed into apprenticeship with external employers</p>																	
<p><b>4. That a campaign targets local employers to offer part time employment opportunities -‘Saturday’ jobs- for young people from the age of 14 upwards, to enable them to gain the work ethic, receive earnings and learn soft skills. This campaign should also target groups of young people most at risk of becoming NEET or engaging in illegal earnings</b></p> <p>ACTION EMBEDDED AND ONGOING. To date 8 employers have worked with the council to offer Saturday Jobs to Islington residents, and Arsenal has launched its own scheme. Employers commit to employing the young people for 3 months but many have been offered ongoing work. The opportunities have been promoted within the boroughs schools with particular support being offered to young people at the PRU and AP, or at risk of being NEET. Growth sectors have been targeted in line with the recommendations of the Employment Commission, and opportunities are being advertised on a termly basis, the latest being a Christmas Jobs offer. Employers are thrilled with the scheme; - feedback from Carluccios Christmas placements “Both <i>are doing great. Both little sweeties. The guests love them both</i>”</p>																	

## Recommendation

- 5. That a work experience programme known as GET SET FOR WORK (GSFW) is developed for residents to gain skills and confidence, with a view to developing these residents ability to move into sustained employment**

**ACTION EMBEDDED AND ONGOING**

GET SET FOR WORK is now well established internally. This year 25 placements have been sourced with the council. All placements are targeted toward s long term unemployed or those with a disability. Of the 14 residents who have completed a council GSFw placement ,7 are now employed, 3 internally, 1 with another council, and 3 with external employers

- 6. As the council's programme develops, council officers should promote the scheme with local businesses to encourage similar work experience schemes with other large employers**

**ACTION EMBEDDED AND ONGOING.** In relation to external employers, one current live GSFw opportunity is being advertised with Bean On the Green in EC1( small local coffee outlet) to offer 12 week training in running a coffee outlet – training schedule has been negotiated and we hope to fill this in January.

- 7. Council contractors should also be strongly encouraged to offer these opportunities, together with local VCS organisations, in receipt of council funding**

**ACTION EMBEDDED AND ONGOING**

The GSFw model is being inserted into renewed contracts e.g. Travis Perkins is the first contractor to have two GSFw offers in their agreement with LBI. iWork for Business are now approaching existing contractors worth one million plus, to promote the Islington Offer, including the GSFw model. We expect this approach to bring returns in first quarter of 2017. VCS partners already have a good track record of offering meaningful work experience. The VCS team have introduced a project to encourage further development of the volunteering offer within community organisations and to ensure that VCS volunteers are then supported by iWork or other partners to access paid employment. This links to the Employment clusters, see below

- 8. This offer should reach those who need it, and the service should establish a network of employment practitioners and key strategic partners, to ensure that good practice is shared and that there is equal access of services to residents wherever they live. The VCS hubs will be encouraged to involve and support smaller groups in their areas, forming employment clusters**

**ACTION EMBEDDED AND ONGOING**

The service has initiated a local approach to employment services known as employment clusters, and allocated an officer resource to supporting these to establish and progress. Currently three Clusters are in operation. The South Cluster which started in Sept 2015 – meets every 3 months , the Archway Cluster started in Jan 2016 – now meets every 2 months and the Finsbury Park Cluster started in May 2016 – meets every month at present

All three of the clusters agreed a set of common objectives:

- To facilitate information sharing and multi-agency working locally
- To develop bids and secure funding for new resources and services
- To shape what is currently available and make it more accessible
- To share resources e.g. training rooms, IT equipment, community kitchens

In Addition they have identified area specific priorities, such as , in Archway, IT Skills and Job fairs, in Finsbury Park , English for speakers of other languages, Self employment – especially for local women and Jobs & skills for young people/local residents, and in the South Cluster, Focused support for group (families) in greatest need via Quality Assurance work and training, and continued close working of groups in the network

Initial discussion is taking place with a view to establishing an Employment Cluster in Caledonian Road in early 2017

## Recommendation

### **9. Focus groups should be organised to ensure residents are able to feedback about services offered**

ACTION COMPLETE Focus groups have been organised twice yearly and in addition the Wellbeing and Work partnership has involved 14 experts by experience, offering residents a strong voice in the programme design and delivery,

### **10. Councillors should act as 'mystery shoppers' and champions of employment services, assessing the quality of provision at the point of entry. This will assist in maintaining and monitoring quality**

NOT IMPLEMENTED We have not introduced a mystery shopper scheme but we did introduce a full triage and induction process to ensure that clients have a straightforward experience at point of entry. All coaches are observed twice a year and the services has been carrying out a randomised telephone survey of iWork clients, to establish client satisfaction and highlight any issues and areas for improvement. Feedback to date averages at 9/10 satisfaction. The survey did highlight a need to stress the ongoing support once clients enter work, and this has been implemented.

### **11. Officers should monitor the take up of services using efficient data capture systems, and share information with partners to ensure that rigorous evaluation and analysis of services and the impact can be assessed**

ACTION EMBEDDED AND ONGOING

There have been some challenges whilst the service procures a new database, but information is analysed quarterly and findings shared with partners and council performance committees.

### **12. A strong communications strategy to be developed, working in conjunction with the council's communications team and ward partnerships, to ensure that good case studies and information are disseminated, which will help to influence job seekers and encourage employers to follow good practice.**

ACTION EMBEDDED AND ONGOING

The Communications team have allocated a dedicated resource to the Employment work being carried out internally. This officer supports both iWork Services and the Wellbeing and Work Partnership to promote and publicise all offers. In the week commencing November 18<sup>th</sup>, which is Islington Employment Week, there was a large scale campaign to promote all the services on offer, including a Friday Feature, tweets, internal posters to council recruiting managers, a widespread poster campaign and a newsletter sent to all businesses who engage with the council. In addition internal pages on izzi were updated as was the ASPIRES website which is directed at the business community.

Recommendation 12:





Resources Department  
7 Newington Barrow Way, London N7 7EP

Report of: **Corporate Director of Finance and Resources**

Meeting of:	Date	Agenda item	Ward(s)
<b>Policy and Performance Scrutiny Committee</b>	20 <sup>th</sup> December 2016		

<b>Delete as appropriate</b>	Exempt	Non-exempt
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**Subject: Islington Council's use of Agency Workers**

### **1 Synopsis**

- 1.1 This report provides the Policy & Performance Scrutiny Committee with an update on the council's use of agency workers.

### **2. Recommendations**

- 2.1 To note the information provided in this report.

### **3 Background**

- 3.1 The Policy & Performance Scrutiny Committee undertook a review in 2013/14 of the council's use of agency workers. The Committee agreed a list of recommendations which were considered by the Executive. The Executive agreed that a bi-annual update be provided to the committee on the council's use of agency workers and its implementation of the actions agreed by the Executive in response to the Committee's recommendations. This is the fifth such report.
- 3.2 In the fourth report it was noted that an analysis has been undertaken of the use of agency workers in all departments to identify how the long term annual average 10% target could be broken down between services which may have very different needs to use agency workers. This report provides a general update on agency use and on progress in respect of departmental targets.
- 3.3 In the fourth report it was established that the actions agreed by the Executive had been either completed or embedded on an on-going basis. This report therefore only provides a further update.

#### 4 Spend on agency workers

4.1 Appendix 1 shows the spend on agency workers by department for the past 3 years and demonstrates a reduction between the period 2014/5 and 2015/16 of slightly less than £3/4m

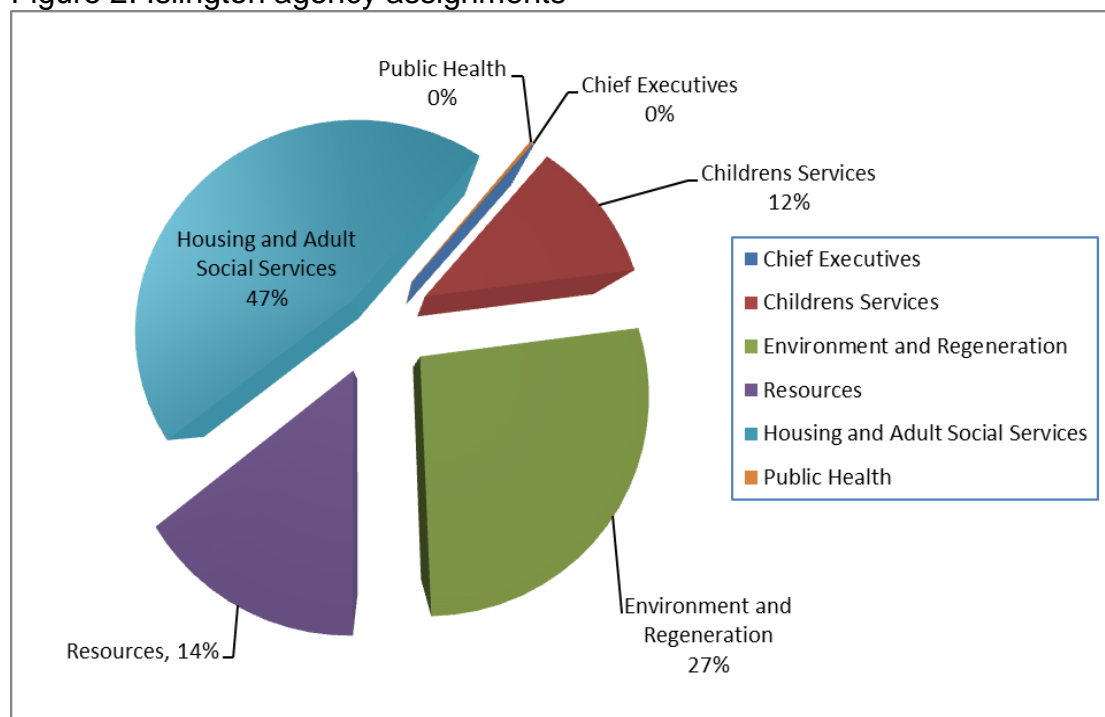
#### 5 Use of agency workers

5.1 Figure 1: Use of agency workers compared to council employees

	Live agency assignments through Comensura	Use of agency workers by full time equivalent	Agency workers as a percentage of the workforce	Agency workers as a percentage of the workforce based on fte
October 2016	763	689.32	14.04%	13.75%
May 2016	720	666.37	13.6%	12.48%
September 2015	807	719.91	14.7%	13.09%
June 2015	972	900.46	17.39%	17.00%

As at 31<sup>st</sup> October 2016 there were 763 live agency assignments via the Comensura contract compared to the 720 in May 2016 and 807 reported to this committee in December 2015. It should be noted that an assignment does not equate to a full-time post, and can be as short as one day's work. The full time equivalent (fte) figure for these 763 assignments is 689.32 agency workers, which demonstrates a small increase from May this year. Based on headcount, agency workers made up 14.04% of Islington Council's workforce, as at 31<sup>st</sup> October 2016, (based on fte, it is 13.75%) compared to 17.39% reported in June 2015. This compares to an average figure of 14.7% (based on headcount) across all London councils. This London-wide figure relates to 2015/16.

Figure 2: Islington agency assignments



Source: Comensura: October 2016

On 31<sup>st</sup> October 2016, HASS had the highest number of live assignments, with 356 (compared with 363 in the last report to this committee), followed by Environment and Regeneration, with 205 (compared with 163 in the last report to this committee), Resources with 110, Children's Services with 89, Public Health with 2 and Chief Executive's Department with 1.

## **5.2 Use of agency workers by service**

Figures for use of agency assignments by particular services as at the end of October 2016 are contained at Appendix 2. As explained above, this figure relates to the number of occasions on which agency workers have been engaged, not the full-time equivalent figure

## **5.3 Average length of assignment**

The average agency worker has been at the council for 368 days (12 months). 250 agency workers have been at the council for longer than 12 months, which equates to 32.76% of assignments. This is a major improvement from the last time this was reported to this committee, when the figure was 411 agency workers, which equated to 35.69% of assignments.

## **5.4 Types of assignments undertaken**

Appendix 3 sets out the roles undertaken by agency workers, shown by department, based on the October snapshot report. The categories of roles are those available for selection when entering an assignment in the Comensura system.

- In the Public Health and Chief Executive's Department, agency workers are used mostly to cover professional staff.
- In Children's Services the majority of cover is for qualified or unqualified social care staff, who also make up a substantial part of the contingent labour in HASS.
- In HASS, organisational changes are planned and agency workers are being engaged until there is clarity around staffing needs, at which point the number of agency workers is expected to reduce. This may account for the relatively high number of agency workers categorised as administrative and clerical workers in that department at present.
- In December 2015, in E&R the most common category of agency assignment, manual labour, stood at 183, which has reduced to 154 in October 2016. E&R reports that the fte equivalent for this type of worker represents 118, with the overall number standing at 165. The position has remained relatively stable following the reductions seen in the previous reporting period, and the number of agency staff is expected to further reduce after February 2017, when the Village Principle is phased in.
- In Resources, agency workers are most commonly used in technical roles and there is a focus on reducing the use of these agency workers, with campaigns currently under way to recruit to permanent and fixed-term contracts. Once this recruitment has been completed, the use of agency workers is also expected to reduce.

## 5.5 Progress towards meeting departmental targets

The analysis of service requirements for agency workers has led to the following departmental targets for use of agency workers to enable the long-term annual average 10% target to be achieved. The agency worker strategy identifies a medium term target of 11.7% based on departmental use figures and actions underway to reduce use. Current progress on these targets is set out below.

Department	Target %	Current Performance %
Chief Executive's	2.5	1.92
Children's Services	9.5	7.9
E&R	12	14.62
Resources	10	10.76
HASS	16	19.93
Public Health	3	4.44
<b>Medium term annual average target</b>	<b>11.7</b>	<b>14.04</b>

As the Public Health department is small, use of a small number of agency workers can amount to a quite high percentage. The department regularly has no agency workers at all so the significant discrepancy shown in the table does not represent the typical use of agency workers. In addition, both of the current agency assignments in Public Health are funded entirely from the Camden budget to deliver Camden-specific projects.

## 6 Factors expected to impact the use of agency workers

- 6.1 In the Autumn Statement, the much anticipated reforms to the IR35 legislation were confirmed. These provide for shifting the responsibility of applying IR35 from Personal Service Companies to the party who pays the Personal Service Company. IR35 is a set of rules designed to ensure that individuals working for a client through an intermediary (such as a personal service company) pay roughly the same amount of tax and National Insurance contributions, as if they had been directly employed. This change is designed to move as many public sector contractors as possible to be 'on payroll' and therefore considered for tax purposes to be the same as an employee. In the case of contractors who, applying the IR35 criteria, are not deemed to be 'on payroll', and who can therefore still operate as contractors, the 5% tax-free allowance will be removed. These reforms may result in a reduction in the number of agency workers.

**ACTION:** Monitor the impact of reforms to IR35 legislation on the number of agency workers.

## **7 Proposal for further work to reduce the use of agency workers**

- 7.1 Agency workers are often used to fill gaps until recruitment to permanent or fixed-term contracts bears fruit.

**ACTION:** It is proposed to carry out analysis of the timescales of the various stages of recruitment campaigns to identify if any delays are occurring. If delays are affecting the time taken to appoint to permanent or fixed-term roles, appropriate action should be taken to reduce them. This may include providing additional training for managers or reviewing procedures.

## **8 Recommendation**

As the actions agreed by the Executive in 2013 have now either been completed or are embedded on an on-going basis, and the actions proposed above form part of the on-going work in Human Resources, the committee may wish to consider whether the council's use of agency workers still merits monitoring by the Policy and Performance Scrutiny Committee.

## **9 Implications**

### **Financial implications:**

None arising directly from this report.

### **Legal Implications:**

None arising directly from this report.

### **Environmental Implications:**

None

### **Resident Impact Assessment:**

No resident impacts arise directly from this report. An equalities analysis of agency workers as at 31<sup>st</sup> October 2016 is set out below:

### **Gender**

The gender balance of the agency workforce closely matches the directly employed workforce: 53.2% of agency workers are male, compared to 48.3% of council employees.

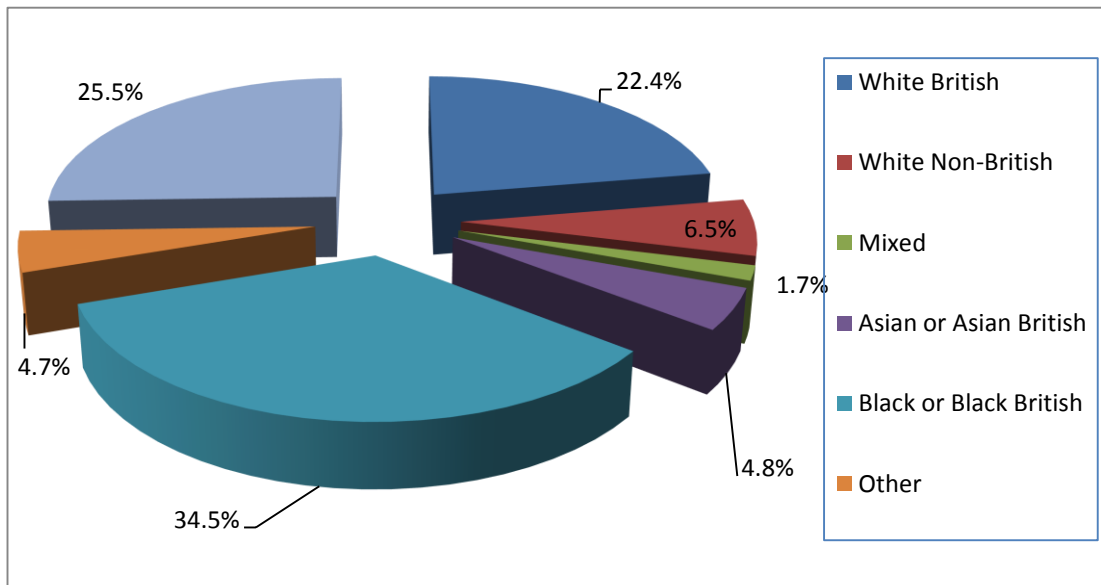
### **Disability**

The percentage of agency workers declaring a disability is 1.00%, which is significantly lower than the figure for directly employed staff, which is 7.69%.

### **Ethnicity**

Agency workers are more ethnically diverse than the permanent workforce, with 45.7% of agency workers coming from BME groups compared to 41.00% of directly employed staff. There is a large percentage (25.5%) of Agency staff who prefer not to declare their ethnicity.

Figure 3: Ethnic breakdown of agency workers



Source: Comensura: October 2016

## Age

The age distribution of the agency workforce is set out in the table below. The agency workforce is younger than the Council's: 6.6% of agency workers are under 25 compared to 3.64% of directly employed staff.

Figure 3: Age profile of agency workers

16-24	25-34	35-44	45-54	55-64	65+
6.6%	24.9%	26.8%	29.3%	10.9%	1.5%

Source Comensura: October 2016

## 9 Conclusion

Use of agency workers is stable and below the average across London councils. Efforts have been and continue to be made to reduce the use of agency workers, which have resulted in a significant reduction in spend.

The actions agreed by the Executive have been completed and/or embedded, and further actions have been proposed as part of the on-going work of the Human Resources function, working alongside service managers.

Final report clearance:

Signed by:

Director of Human Resources

Date 5<sup>th</sup> December, 2016

**Received by:**

Head of Democratic Services

Date

**Report Author:** Liz Haynes, Director of Human Resources, Resources Department  
Tel: 020 527 3523

## Appendix 1

### Spend on agency workers from November 2015 to October 2016

Year Period	Spend by Directorate						Total Spend
	Chief Executives	Childrens Services	Environment and Regeneration	Finance & Resources	Housing and Adult Social Services	Public Health	
November 15 - October 16	£526,101	£3,845,127	£5,506,032	£5,078,407	£12,001,568	£107,836	£27,065,071
November 14 - October 15	£415,499	£4,200,612	£6,262,262	£4,531,437	£12,311,011	£76,953	£27,797,773
November 13 - October 14	£527,575	£3,503,109	£6,703,345	£4,111,210	£9,831,405	£173,995	£24,850,639
<b>Total</b>	<b>£1,469,175</b>	<b>£11,548,848</b>	<b>£18,471,639</b>	<b>£13,721,054</b>	<b>£34,143,984</b>	<b>£358,784</b>	<b>£79,713,483</b>



## Appendix 2:

### Number of agency worker assignments by council service

Chief Executives		1
	Business Support Unit	1
Childrens Services		89
	Business Support Services	1
	Children and Families	1
	Children In Need	29
	Children Looked After	11
	Childrens Services	2
	Commissioning and Business Support	18
	Partnerships and Employability	1
	Play and Youth Service	3
	Project Team	4
	Pupil Services	6
	Safeguarding and Quality Assurance	1
	School Improvement Alternative Provision	1
	Strategy and Commissioning	6
	Targeted and Specialist Children and Family Services	2
	Targeted Youth Support and Youth Offending	2
	Workforce Development	1
<b>Environment and Regeneration</b>		<b>205</b>
	Building Control	3
	Cemetery Service	1
	Development Control	15
	Development Management	1
	Education Library Service	1
	Environmental Services	1
	Greenspace and Leisure	3
	Library and Heritage Service	2
	Planning and Development	1
	Public Realm	2
	Street Environmental Services	158
	Street Management	12
	Street Works	1
	Trading Standards	1
	Traffic and Engineering	2
	Waste Management and Enforcement	1
<b>Resources</b>		<b>110</b>
	Accommodation and Facilities	33
	Corporate Health and Safety	1
	Customer Services	15
	Customer Services Unit	1
	Digital Services	37

	Facilities	1
	Human Resources (HR)	5
	Legal Services	2
	Networks	2
	Property and Procurement	2
	Property Services	3
	Revenues - Council Tax and Business Rate	6
	Scrutiny and Democratic Services	1
	Service Finance	1
<b>Housing and Adult Social Services</b>		<b>356</b>
	Administration Drayton	1
	Adult Social Care	1
	Allocation	1
	Camden and Islington Mental Health	1
	Capital Programme Delivery (HASC)	26
	Central Admin (HASC)	4
	Central Services (HASC)	2
	Community Services	126
	DLO	17
	HFI Legal Disrepair (HASC)	13
	Highbury House Area Office	1
	Holland Walk (Caretakers) (HASC)	3
	Holland Walk (HASC)	3
	Home Ownership Unit (HASC)	2
	Housing Direct	10
	Housing Needs and Strategy	6
	Housing Operations	19
	Housing Property Services	4
	Human Resources	1
	Investigations And Interventions	1
	Islington Adult Integrated Community Service	3
	Islington Re-Hab Team	1
	Joint Services	58
	Learning Disabilities	3
	Mental Health	5
	Mental Health Service	1
	Mental Health Trust	1
	Old ST AO (HASC)	2
	Old St Ao Caretakers (HASC)	1
	Partnerships	2
	Planned Maintenance Repairs (HASC)	5
	Productivity and Compliance	15
	Property Services	2
	Property Services Repairs	4
	Rent Arrears (HASC)	1
	Repairs and Maintenance	4

	Senior Management Team	2
	Sensory Team	3
	Transformation Programme	1
<b>Public Health</b>		<b>2</b>
Public Health		2
<b>Grand Total</b>		<b>763</b>

### Appendix 3 - Agency worker roles

	Chief Executives	Childrens Services	Environment and Regeneration	Resources	Housing and Adult Social Services	Public Health	Grand Total
Admin and Clerical	1	24	13	6	25	1	70
Education	0	9	0	0	0	0	9
Engineering and Surveying	0	0	6	3	41	0	50
Facilities and Environmental Services	0	0	13	1	4	0	18
Financial	0	3	0	1	2	0	6
Housing Benefits and Planning	0	0	3	19	46	0	68
Human Resources	0	0	0	4	1	0	5
Information Technology	0	1	0	6	1	0	8
Interim Executive	0	0	0	32	4	0	36
Legal	0	2	0	2	2	0	6
Management	0	0	0	0	1	0	1
Manual Labour	0	0	154	33	11	0	198
Marketing	0	0	0	1	0	0	1
Social and Healthcare Qualified	0	43	0	0	70	1	114
Social and Healthcare Unqualified	0	7	0	2	116	0	125
Trades and Operatives	0	0	16	0	32	0	48
<b>Grand Total</b>	<b>1</b>	<b>89</b>	<b>205</b>	<b>110</b>	<b>356</b>	<b>2</b>	<b>763</b>

**Governance and Human Resources**

**Resources**  
**Town Hall, Upper Street,**  
**London N1 2UD**

**Report of: Assistant Director Governance and Human Resources**

<b>Meeting of</b>	<b>Date</b>	<b>Agenda Item</b>	<b>Ward(s)</b>
<b>Policy and Performance Scrutiny Committee</b>	20 December 2016	G1	All

<b>Delete as appropriate</b>	<b>Exempt</b>	<b>Non-exempt</b>
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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

.....  
Interim Director of Law and Governance

.....  
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 10 NOVEMBER 2016**

<b>SCRUTINY REVIEWS 2015/16:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Smart Cities	Environment and Regeneration	JB 28 June 2016 Exec 21 July 2016	July - Nov 2016	JB 13 Dec 2016 Exec 19 Jan 2017		Anthony Akadiri
CCTV	Environment and Regeneration	JB 28 June 2016 Exec 21 July 2016	July - Nov 2016	JB 13 Dec 2016 Exec 19 Jan 2017		Simon Kwong
Alternative Provision	Children's	JB 6 Sept 2016 Exec 29 Sept 2016	Oct - Jan 2017	JB 13 Dec 2016 Exec 19 Jan 2017		Mark Taylor
Capital Programming	Housing	JB 22 Mar 2016 Exec 21 April 2016	June – Oct 2016	JB 20 September 2016 Exec 20 October 2016		Simon Kwong
Responsive Repairs	Housing	JB 6 Sept 2016 Exec 29 Sept 2016	Sept - Dec 2016	JB 13 Dec 2016 Exec 19 Jan 2017		Matt West & Simon Kwong
Health implications of damp properties	Health and Care	JB 18 Oct 2016 Exec 24 Nov 2016	Sept - Dec 2016			Julie Billet & Simon Kwong
Tax Avoidance	Policy and Performance	JB 28 June 2016 Exec 21 July 2016	Sept - Dec 2016			Steve Key
Knife Crime and Mobile Phone Theft	Policy and Performance	JB 28 June 2016 Exec 21 July 2016	Sept - Dec 2016			Catherine Briody

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# 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 JANUARY 2017 AND BEYOND**

Page 53

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

Contact Officer: Mary Green  
Democratic Services  
E-Mail: [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk)  
Telephone: 020 7527 3005  
Website: <http://democracy.islington.gov.uk/>

Published on 1 December 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 JANUARY 2017 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](mailto: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 refuse collection vehicles to cover container rounds, domestic rounds and estate recycling rounds	All Wards	Corporate Director Environment and Regeneration	2 December 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 <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>
2.	Procurement strategy for preventing youth violence	All Wards	Executive	8 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children, Young People & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>
3.	Procurement strategy for Anti Social Behaviour patrolling services	All Wards	Executive	8 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jan Hart <a href="mailto:jan.hart@islington.gov.uk">jan.hart@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
4.	Procurement strategy for arboricultural services contract 2017-2024	All Wards	Executive	8 December 2016	None	Open	Bram Kainth <a href="mailto:bram.kainth@islington.gov.uk">bram.kainth@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>

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5.	Adoption of Planning Obligations (S106) Supplementary Planning Document	All Wards	Executive	8 December 2016	None	Open	Karen Sullivan <a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
6.	Procurement strategy for the provision of enforcement agency services to collect on-street PCN debts	All Wards	Executive	8 December 2016	None	Open	Bram Kainth <a href="mailto:bram.kainth@islington.gov.uk">bram.kainth@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>
7.	Contract award for Redbrick Estate district heating renewal	Bunhill	Corporate Director of Housing and Adult Social Services	8 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

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8.	Contract award for the Horticulture Resource Centre groundworks redevelopment	All Wards	Corporate Director Environment and Regeneration	19 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jan Hart <a href="mailto:jan.hart@islington.gov.uk">jan.hart@islington.gov.uk</a>
9.	Contract award for the construction of 4 new homes on the Ewe Close car park	Holloway	Corporate Director of Housing and Adult Social Services	19 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
10.	Contact award - insurance policies (Property, Casualty and Terrorism)	All Wards	Corporate Director Finance and Resources	21 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Mike Curtis <a href="mailto:Mike.curtis@islington.gov.uk">Mike.curtis@islington.gov.uk</a>

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11.	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	Corporate Director of Housing and Adult Social Services	23 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
12.	Contract award for replacement of communal heating distribution pipework and heating equipment at Sanders Way, Bretton House and Newbury House	Canonbury; Hillrise	Corporate Director of Housing and Adult Social Services	23 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
13.	Richard Cloudesley School site development update	Bunhill	Executive	19 January 2017	None	Open	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children, Young People & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>

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14.	Proposal to close Mount Carmel School	All Wards	Executive	19 January 2017	None	Open	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children, Young People & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>
15.	Adoption of Urban Design Guide Supplementary Planning Document	All Wards	Executive	19 January 2017	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
16.	Procurement strategy for the construction of 25 new homes, a commercial unit and a community centre on the site of Charles Simmons House, WC1X 0HP	Clerkenwell	Executive	19 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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17.	Procurement strategy - London Counter Fraud Hub	All Wards	Executive	19 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Mike Curtis <a href="mailto:Mike.curtis@islington.gov.uk">Mike.curtis@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
18.	Contract award for integrated sexual health services across North Central London	All Wards	Director of Public Health	20 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Julie Billett <a href="mailto:julie.billett@islington.gov.uk">julie.billett@islington.gov.uk</a>
19.	Contract award for Community Stop Smoking Services	All Wards	Director of Public Health	20 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Julie Billett <a href="mailto:julie.billett@islington.gov.uk">julie.billett@islington.gov.uk</a>

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20.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	1 February 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
21.	Contract award for domestic abuse refuge provision for women and children	All Wards	Corporate Director of Housing and Adult Social Services	6 February 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
22.	Procurement strategy and contract award - Integrated Community Equipment Services	All Wards	Executive	9 February 2017	None	Open	Simon Galczynski <a href="mailto:simon.Galczynski@islington.gov.uk">simon.Galczynski@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health & Social Care <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

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23.	Contract award for care home beds for older people at Cheverton Lodge Nursing Home	All	Corporate Director of Housing and Adult Social Services	9 February 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
24.	Disposal of land at Hanley Crouch	All Wards	Executive	9 February 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
25.	Procurement strategy for the transformation of Substance Misuse Services	All Wards	Executive	9 February 2017	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health & Social Care <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

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26.	Procurement strategy for high rise solid wall insulation project	Bunhill; Clerkenwell Mildmay; Tollington	Executive	9 February 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong <a href="mailto:Simon.kwong@islington.gov.uk">Simon.kwong@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
27.	School admission arrangements 2018-19	All Wards	Executive	9 February 2017	None	Open	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children, Young People & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>
28.	Procurement strategy for construction of 8 new 2-bedroom apartments on the car park at Centurion Close	Barnsbury	Corporate Director of Housing and Adult Social Services	12 December 2016	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

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29.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	1 March 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
30. Page 64	Contract award for void property repairs and refurbishment works	All Wards	Corporate Director of Housing and Adult Social Services	1 March 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
31.	Housing repairs contract - Drainage repairs and maintenance including out of hours cover	All Wards	Corporate Director of Housing and Adult Social Services	7 March 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

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32.	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	20 March 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
33.	Housing allocation scheme	All Wards	Executive	23 March 2017	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
34.	Contract award for temporary accommodation	All	Executive	23 March 2017	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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35.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	3 April 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
36.	Contract award for fire safety work to housing street properties	All	Executive	27 April 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
37.	Contract award for preventing youth violence	All Wards	Corporate Director Children's Services	11 May 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>

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	38. Tufnell Park Primary School - expansion to 3 forms of entry	All Wards	Executive	18 May 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children, Young People & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>
Page 67	39. Contract award for Parking Services framework	All Wards	Executive	18 May 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth <a href="mailto:bram.kainth@islington.gov.uk">bram.kainth@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>
	40. 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	26 May 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

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	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)
41.	Contract award for communal heating and ventilation maintenance including responsive repairs and out of hours cover	All Wards	Executive	18 September 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

Page 6 of 8

## Membership of the Executive 2016/2017:

<u>Councillors:</u>	<u>Portfolio</u>
Richard Watts	Leader
Janet Burgess MBE	Health and Social Care
Joe Caluori	Children, Young People and Families
Kaya Comer-Schwartz	Community Development
Andy Hull	Finance, Performance and Community Safety
Asima Shaikh	Economic Development
Diarmaid Ward	Housing and Development
Claudia Webbe	Environment and Transport

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.



**POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2016/17**

**09 MAY 2016**

1. Scrutiny topics – 2016/17
2. Report of Executive Member 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

**04 JULY 2016**

1. Revenue outturn 2015/16
2. Approval of Scrutiny topics 2016/17
3. Report of youth crime
4. Presentation by Leader on Executive priorities 2016/17
5. Call ins if any
6. Monitoring report
7. Quarter 4 Performance report
8. Use of Agency staff
9. Membership/Terms of reference etc.

**19 SEPTEMBER 2016**

1. Quarter 1 Performance report/Sickness absence
2. Report of Procurement Board
3. Crime statistics/Governance arrangements
4. Call ins if any
5. Monitoring report
6. Presentation Executive Member – Economic Development
7. Income Generation – 12 month update Scrutiny Review

**31 OCTOBER 2016**

1. Financial update
2. Call ins if any
3. Monitoring report

**4. Welfare Reforms update**

**6. Report of EM Finance, Performance and Community Safety**

**22 NOVEMBER 2016**

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

**2. Call ins if any**

**20 DECEMBER 2016**

**1. BEST Scrutiny Review – 12 month report back**

**2. Use of agency staff**

**3 Call ins – if any**

**4. Monitoring report**

**26 JANUARY 2017**

**1. Budget 2017/18**

**2. Call ins- if any**

**3. Monitoring report**

**4. Update on youth crime investment (report back requested on 4 July)/Youth Offending service update**

**14 MARCH 2017**

**1. Report of Procurement Board**

**2. Welfare reforms update**

**3. Call ins if any**

**4. Monitoring report**

**5. Financial update**

**6. Quarter 3 Performance report/sickness absence**

**7. Presentation Executive Member Community Development 8. Crime statistics/Governance arrangements**

**9. ICO 6 month update**

**15 MAY 2017**

**1. Membership, Terms of Reference etc.**

**2. Scrutiny topics 2017/18**

**4. Call ins – if any**

## **5. 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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