



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

AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held in Committee Room 4 on, **14 March 2017 at 7.00 pm.**

N.B. THERE WILL BE A PRE-MEETING FOR MEMBERS AT 6.30P.M. ON THE EVENING OF THE MEETING IN COMMITTEE ROOM 3

Stephen Gerrard
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Despatched : 6 March 2017

Membership

Councillors:

Councillor Richard Greening (Chair)	Councillor Una O'Halloran
Councillor Clare Jeapes (Vice-Chair)	Councillor Michael O'Sullivan
Councillor Jilani Chowdhury	Councillor Caroline Russell
Councillor James Court	Councillor Troy Gallagher
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

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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
5. Matters Arising from the minutes

6. PUBLIC QUESTIONS

7. Chair's Report

B. ITEMS FOR CALL IN - IF ANY

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C. SCRUTINY AND MONITORING REPORTS

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8. Presentation Executive Member Community Development - To Follow

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D.	DISCUSSION ITEMS - IF ANY	Page
E.	REPORT OF REVIEW CHAIRS	Page
F.	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.	
G.	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.	
H.	CONFIDENTIAL ITEMS FOR CALL IN - IF ANY	Page
I.	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.	
J.	OTHER BUSINESS	Page

The next meeting of the Policy and Performance Scrutiny Committee will be on 30 March 2017 **Please note all committee agendas, reports and minutes are available on the council's website:**

www.democracy.islington.gov.uk

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Report of: Executive Member for Finance, Performance and Community Safety

Policy & Performance Scrutiny Committee	Date: 14 th March 2017	Ward(s): All
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Delete as appropriate		Non-exempt
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If part of the report is not for publication because it contains exempt information under Schedule 12A of the Local Government Act 1972) (see Appendix 5 to the Constitution), create a separate appendix for the exempt information (further guidance follows at the end of the template) and insert the following wording here:

SUBJECT: iCo update

1. Synopsis

- 1.1 This report provides an update on the performance of the Council's trading company Islington Ltd, also known as iCo.
- 1.2 The Council's Medium Term Financial Strategy (MTFS) includes income targets across a wide range of services. In company with many other councils, Islington has sought to develop a commercial approach to help deliver income targets. One aspect of the strategy includes the establishment of a trading company.
- 1.3 This report considers the progress of the various business units within iCo and provides information on other aspects of iCo's work and development.

2. Recommendations

- 2.1 To note and comment on the progress made by iCo in 2016/17.
- 2.2 To receive a further update in 12 months' time.

3. Background

- 3.1 iCo is the Council's commercial trading company. The company has been established to generate income for the Council in order to help protect essential frontline services. The company trades existing Council services on a commercial basis and also seeks to provide consultancy services related to technical, professional or specialist knowledge, skills or expertise.

iCo's Board members are named below:

Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety
Councillor Claudia Webbe, Executive Member for Environment and Transport
Kevin O'Leary, Corporate Director for Environment and Regeneration
Bram Kainth, Service Director for Public Realm
Martin Holland, Head of Highways and Energy
Steve Key, Service Director for Financial Services

The Council as shareholder is represented at Board meetings by the Director of Law & Governance.

3.2 iCo's business units

Following the scrutiny on Income Generation and Commercialisation, Members will understand that the Council's commercial activity covers a wide range of functions. iCo represents a small but growing component of the overall strategy and the company's development is still at an early stage. The first year or so has largely been spent establishing critical systems and procedures; considering business opportunities; raising awareness and trying to generate interest across the Council. As reported previously, there has been much to learn with a steep learning curve.

This work has been supported by the Commercial Board which has enabled opportunities to be considered that can either be directed through iCo or pursued separately by services themselves.

The table below gives an indication of the income achieved or projected at the end of February 2017 for iCo's business units compared to the last report to this committee in July 2016.

Business Unit	July 2016 (£)	February 2017 (£)
Commercial Waste	158k	258k
Memorials	90k	165k
HR	33k full year projection	33k full year projection
iCo Green	25k estimate	2k
Pest Control	0k	7k
Income to date	306k	465k

This indicates that good progress is being made in terms of overall income growth. Whilst this in itself is good news, more work is required to establish the true costs associated with generating this growth and to establish mechanisms across each business unit for re-charges and service level agreements with the Council. iCo has incurred set-up costs and will be charged for this accordingly. More information is provided on each business unit below.

3.3 Memorial Services – Income to February 2017 - £165k

There is evidence of strong growth from this service area. The memorials team has plans to build on the launch of their new website and will market the service in key outlets e.g. Registrars, Funeral directors etc. It is encouraging that the growth in sales this year has been achieved without the benefit of the website and a more targeted marketing plan. The team has also been hampered by vacancies in key areas which will shortly be filled.

Commercial Waste – Income to February 2017 - £258k

The iCo Commercial Waste Service is provided to customers in neighbouring boroughs including

- 3.4 Haringey, Camden and Waltham Forest - the service is based around general waste and re-cycling (bulk bins). Income has grown steadily through the year and the team are currently exploring the potential to offer a "Bundled Service Offer" to customers. This could include commercial waste, re-cycling, confidential waste, clinical waste, bin washing and office cleaning services.

HR Services – Income to March – 2017 -£33k

- 3.5 The iCo Human Resources Service is provided under contract to the London Borough of Barnet – for schools HR services. This is provided under an annual contract with a small range of additional services e.g. recruitment campaigns. Children's Services are interested in expanding this service offer to other schools and have recently sought support from the Commercial Board to assist with this.

Pest Control – Income to February £7k

- 3.6 The Pest Control Business has only just started trading and expects income to pick up throughout 2017. A local advertising campaign will commence soon including an advert in Islington Life. This is a service area where there is confidence that there is unmet demand from the number of enquiries that are currently received. Confidence is high that a reasonable income stream can be achieved in this area given the demand. Two new Pest control posts have been recruited to giving additional capacity within the team. An online booking system is being developed and the team will also now be pursuing business contracts both within and outside the borough.

iCo Green

- 3.7 iCo Green has been developed around the in-house Arboricultural Service. The service is already successful in generating income with clients such as the Corporation of London and the London Borough of Waltham Forest. The plan is to diversify and to seek different, particularly private, clients. A website has been developed and a marketing plan is in hand. Whilst the income for iCo has so far been limited, it is very early days and the development work has not been wasted as the core service income has held up, albeit not delivered through iCo.

iCo – exploring commercial opportunities

- 3.8 Most other councils are also making efforts to increase their commercial activity, and different approaches are being taken. The iCo Board has considered a number of opportunities since being established and, as can be seen, is now starting to trade in a small number of areas. The Commercial Board as part of the Business Development approach has identified a number of potential future projects and the iCo Board considers the suitability of these for inclusion within iCo's remit. A list of potential opportunities is attached in Appendix A.

The iCo Board has also considered opportunities from third parties interested in working with Islington. This includes the recently approved agreement to acquire an equity stake in a small business, TES.

TES is a provider of Closed Circuit TV and Automatic Number Plate Recognition (ANPR) products Islington Council has an existing working relationship with TES, having previously procured their enforcement vehicles. TES were looking to work with a local authority to help to further develop their business, creating new integrated systems and enforcement software and hardware.

The Directors of iCo have met with TES and negotiated a mutually beneficial business arrangement.

This is low risk for the Council. In return for a 10% equity stake in TES the Council will provide:

- Management support and officer time for product development;
- A reference site for TES to test/develop new systems; and
- Allow TES to use iCo's name when bidding for projects and providing consultancy expertise.

TES has secured an innovation grant from the European Union for their work in developing enforcement systems. From a commercial perspective, the agreement allows iCo to have an equity stake in an innovative young company that may grow in the near future in return for providing non-financial support and acting as a reference site for innovative projects.

4. Conclusion

- 4.1 iCo is now trading in a small number of areas. It has been a gradual start whilst critical systems and procedures have been established over the last year or so. There are signs that steady income growth is achievable and that sales and marketing campaigns that are yet to be launched will further support this growth. The company still needs more fully to address support costs with the Council to gain a clearer perspective on its trading position. Overall the level of income being generated is considered to be positive. The Commercial Board provides an ongoing pipeline of possible ventures for iCo to consider and this process appears to be working well. The company has also acquired an equity stake in a small technology firm which iCo's directors believe has real growth potential.

5. Implications

5.1 Financial Implications

Detailed financial implications are considered as part of the business case and report for any project being proposed.

5.2 Legal Implications

Any legal implications are included within relevant reports to take iCo projects forward.

5.3 Environmental Implications

There are no environmental implications.

5.4 Resident Impact Assessment

A Resident Impact Assessment will be completed and included within the relevant reports for approved projects where applicable.

Signed by:



1 March 2017

Corporate Director Environment & Regeneration Date

Appendix A – list of ideas being explored by iCo.

- Architects Service
- Education Library Service
- Trading Standards - Selling advice to Business
- CCTV monitoring services
- Graffiti Removal Service
- Generate additional income from non-Islington schools
- Print Services
- Consultancy Services
- Communications
- Intellectual Property assets
- Electric Charging Points
- Cycle Parking

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Report of: **Executive Member for Finance and Performance**

Meeting of	Date	Agenda Item	Ward(s)
Policy & Performance Scrutiny Committee	14 March 2017		All

Delete as appropriate	Exempt	Non-exempt
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Report: Corporate Performance Report: Quarter 3 2016-17

1. Synopsis

- 1.1 Each year the council agrees a set of performance indicators and targets which, collectively, help us to monitor progress in delivering corporate priorities and working towards our goal of making Islington a fairer place to live and work.
- 1.2 Progress is reported on a quarterly basis through the Council's Scrutiny function to challenge performance where necessary and ensure accountability to residents.
- 1.3 This report sets out progress against indicators and targets to the end of quarter 3 (i.e. 1 April to 31 December 2016).

2. Recommendations

- 2.1 To note the position at the end of quarter 3 against corporate performance targets relating to those areas which fall within the remit of Policy & Performance Scrutiny Committee (i.e. Crime, Employment and Resources).
- 2.2 To note (at Appendix A) latest data for all other corporate performance indicators, which are monitored through the thematic scrutiny committees.

3. Background

- 3.1 The council has in place a suite of corporate performance indicators which collectively provide an indication of progress against key priorities and services which contribute towards making Islington a fairer place and delivering the vision set out in the Corporate Plan.

- 3.2 The Policy & Performance Scrutiny Committee (PPS) has overall responsibility for performance and for more detailed monitoring and challenge around those areas that fall within its remit i.e. Crime, Employment and Resources.
- 3.3 The four thematic scrutiny committees – Children’s Services, Health and Care, Environment & Regeneration, and Housing – have responsibility for monitoring and challenging performance against performance indicators which fall within their remit.
- 3.4 This Quarter 3 report contains detailed feedback on corporate indicators relating to Crime, Employment and Resources, together with latest data (in Appendix A) for all other corporate performance measures.

Frequency (of data reporting): M = monthly; Q = quarterly; T = termly; A = annual

(E) = equalities target

4. Crime & community safety

Objective	PI No.	Indicator	Frequency	Q3 Actual Oct-Dec	Q3 Target Oct-Dec	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Reduce youth crime and reoffending</i>	CR1	Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system	Q	80%	85%	85%	Off	82%	No
	CR2	Number of first time entrants into Youth Justice System	Q	61	71	95 or fewer	On	66	Yes
	CR3	Percentage of repeat young offenders (under 18s)	Q	47%	42%	48%	Off	46%	No
	CR4	Number of custodial sentences for young offenders	Q	25	26	35 or fewer	On	29	Yes
	CR5	Number of Islington residents under 25 who receive a substantive outcome (i.e. charge, caution etc) after committing a violent offence	Q	80	82	329 (55%)	On	123	Yes
<i>Support offenders into employment</i>	CR6	Number of Integrated Offender Management (IOM) cohort in employment	Q	12	6	25	On	6	Yes
	CR7	Number of IOM cohort in education and training	Q	13	6	25	On	6	Yes
<i>Ensure an effective response for victims of crime and anti-social behaviour</i>	CR8	Number of repeat ASB complainants to Police and Council	Q	60	53	53	On	59	Yes
	CR9	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	37%	38%	38%	On	41%	Yes
	CR10	Percentage of housing ASB cases that result in enforcement action	Q	56%	35%	35%	Off	31%	No
<i>Tackle Violence against Women and Girls (VAWG)</i>	CR11	Percentage of repeat victims referred to the Domestic Violence MARAC	Q	25%	15%	15%	On	8.3%	Yes
	CR12	Number of young victims (aged 16 - 18) referred to the MARAC	Q	1	3	10	Off	1	Same
	CR13	Number of domestic violence perpetrators with complex needs referred to the MARAC	Q	33	18	72	On	9	Yes
	CR14	Rate of domestic abuse sanction detections	Q	34%	40%	40%	Off	35.5%	No

<i>Tackle hate crime through increased reporting and detection (E)</i>	CR15	<i>Homophobic Offences</i> a) Number reported to police	Q	22	24	96	On	23	Yes
		b) Number detected by police (sanction detections)	Q	7	8	30	On	6	No
	CR16	<i>Racist Offences</i> a) Number reported to police	Q	168	160	638	On	162	Yes
		b) Number detected by police	Q	50	53	210	Off	53	No
	CR17	<i>Disability Hate Offences</i> a) Number reported to police	Q	6	5	19	On	1	Yes
		b) Number detected by police	Q	0	1	3	Off	0	Same
	CR18	<i>Faith Hate Offences</i> a) Number reported to police	Q	20	19	77	On	22	No
		b) Number detected by police	Q	0	5	19	Off	6	No

Reduce youth crime and reoffending

- 4.1 Islington saw a rise in Serious Youth Violence in Quarter 3, particularly towards the end of October and beginning of November. This coincided with the arrest phase of two drugs operations conducted by the police to target two significant rival gangs in the borough. Nearly 40 people were arrested and it is believed that this was linked to the tit-for-tat violent offences that followed between these two gangs.
- 4.2 A significant amount of partnership work was invested in defusing the tension. This included the Integrated Gangs Team working with local parents on the Mayville Estate to set up a parent-led group “T.E.A.M.” (Together Everyone Achieves More). The Council is working with T.E.A.M. to develop a community hub to provide support and workshops to local parents and to increase youth provision with the co-location of Targeted Youth Support and new work from Arsenal in the Community. Local neighbourhood policing has also been increased in this area and this resource will be sustained following the merger of Camden and Islington police.
- 4.3 Serious Youth Violence levels have subsequently dropped towards the end of Quarter 3 and at the start of the new year.
- 4.4 The number of First Time Entrants into the Youth Justice System continues to fall. However, we are below target in terms of 10-17 year olds who are triaged and diverted away from the Criminal Justice System. 80% of those triaged did not reoffend, against a target of 85%. However, that means that 1 in 5 of 10-17 year olds triaged did reoffend. The position improved slightly in Quarter 3: 17 of the 22 young people triaged in Quarter 3 were successfully diverted away from offending.

- 4.5 Re-offending levels remain a challenge for the Youth Offending Service. The percentage of repeat young offenders (under 18) is above target and higher than the same period last year. Whilst the actual number in the cohort is decreasing, those that remain have more complex issues and are more likely to reoffend – so the rate is increasing.
- 4.6 The re-offending tracker in the YOS is helping to provide a more detailed real-time picture of the young people, enabling more targeted and timely interventions to be put in place.
- 4.7 Overall, the latest performance data indicates some signs of improvement in the YOS. Three of the five performance measures are on track and an improvement on the position last year. Islington has improved in each of the past three quarters on reducing First Time Entrants. We have also improved on re-offending rates and, for the first time this quarter, the use of custody has gone down.
- 4.8 However, more work is required to address the continued increase of youth crime and gang related violence in the borough. The Islington Youth Crime Strategy is being refreshed and will focus more upon early intervention to tackle the root causes rather than the consequences. There will also be an increased emphasis on vulnerability and exploitation. A series of consultation events during January and February involving frontline practitioners and managers from statutory, voluntary and community sector groups, local parents and young people will inform the new approach. The new action plan for 2017 – 2019 will be published in March 2017. We are also currently looking at different delivery models within local communities to work better with young people.
- 4.9 Full co-location of the police into the YOS has now occurred, meaning there will be a more joined up offer of provision and support to the young people in the YOS cohort.
- 4.10 The merger of Islington and Camden Police Command Units presents both challenges and opportunities for Islington around tackling all crime, and especially youth crime. Discussions are beginning around what a joint gang response might look like in the future.

Support offenders into employment

- 4.11 Both performance measures relating to the Integrated Offender Management (IOM) cohort are on track and better than last year. This is a reflection of the effort and resource the borough has invested in IOM and through participation in MOPAC's Gripping the Offender (GTO) pilot over the last year. The IOM coordinator ensures that all offender managers are notified if their clients meet the IOM criteria and encouraged to referral to the enhanced services offered through the GTO pilot.
- 4.12 The recruitment of an IOM coordinator from the Community Rehabilitation Company (CRC) – the private part of the national probation service – has proved to be very successful. We now have structured meeting arrangement in place with a robust process for selection and deselection from the cohort.
- 4.13 Islington continues to benefit from the additional IOM police resource, with 4 officers in post. This means that 5 home visits to IOM are taking place each day and there is

capacity for officers to respond quickly to information as it comes in (fast time tasking).

- 4.14 We are on course to achieve the key outcomes linked to payment in terms of reducing re-offending and we are exceeding the targets around people in Education, Employment and Training (EET).

Effective response to anti-social behaviour (ASB)

- 4.15 The number of repeat callers (10+ times in a rolling six month period) has increased significantly in Quarter 3. This is in line with the rise in calls to the ASB hotline, placing an ever-increasing demand on services, and is an area of concern.
- 4.16 We are currently reviewing the role of the Community Risk MARAC (CRM) and hope that, going forward, every repeat caller will be referred into this process to ensure robust ownership and response planning. This will also ensure that numbers of referrals to the CRM increase, to reverse the decline seen in Quarter 3.
- 4.17 During Quarter 3 there were 7 referrals to the Community Risk MARAC which is below the quarterly target, but the year-to-date figure exceeds the target. Islington has been part of a London-wide working group looking at best practice with Community MARACs. The current focus is on independent evaluation to demonstrate the value of the panels. This is helping to inform ways of improving ways of working for our own MARAC.
- 4.18 The ASB Clinical Psychologist has been in post for over a year and has established herself as a resource to support officers dealing with ASB cases. Her Quarter 3 report is still being finalised. During Quarter 2, 10 sessions of a three-part training programme were delivered to Housing and ASB leads to develop skills and raise awareness on mental health/personality disorder issues. This includes skills for working with people with these issues as well as self-care. 42 referrals were received, a significant increase on Quarter 1 (27). Most were via the Community MARAC.

Tackle Violence Against Women and Girls (VAWG)

- 4.19 The total number of referrals to the Domestic Violence MARAC continues to rise, which is positive as these multi-agency case conferences facilitate a more intense and tailored support to victims. The referral rate for repeat victims has increased significantly, with 25% of all repeat victims referred in the first three quarter of this year so far this year, compared with only 8.3% for the same period last year.
- 4.20 The number of perpetrators referred to the DV MARAC for support has also increased and is well above target and significantly higher than last year.
- 4.21 However, only one young victim has been referred, below the target of 3. We have recommissioned Domestic Violence and Abuse services to ensure that services work from the age of 16 (previously 18) in line with the government-revised definition of Domestic Violence and Abuse (DVA) which comes into effect from April 2017.
- 4.22 Sanction detection rates remain low, mirroring pan-London trends. The introduction of body worn cameras should help to increase this.

Tackle Hate Crime

- 4.23 We continue to be on target in terms of increasing reports around hate crime, but below target (in three out of four categories) in sanction detections. This has been a pattern across the year.
- 4.24 The new Hate Crime strategy has been launched. A corresponding partnership work plan is being drawn up to ensure the coordinated deliver of the strategy.
- 4.25 Hate Crime week ran very successfully between 8 and 15 October. A range of activities were carried out in this week including awareness-raising stalls in each ward, art exhibitions and a communications campaign.
- 4.26 MOPAC funding has been secured for delivery of an online training package for front line professionals to raise awareness of how to identify, report and deal with hate crime.

5. Employment

Objective	PI No.	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	Target 2016/17	On /Off target	Same period last year	Better than last year?
<i>Support Islington residents into employment</i>	E1	a) Total number of people supported into paid work through council activity <i>with sub-targets for:</i>	Q	828	825	1,100	On	896	No
		b) Islington parents of children aged 0-15	Q	207	288	385	Off	337	No
		c) Young people aged 18-25	Q	239	225	300	On	238	Yes
		d) Disabled people / those with long term health conditions (E)	Q	155	150	200	On	153	Yes
	E2	Percentage of residents supported into paid work through council activity, who remain in employment for at least 26 weeks	Q	Data not yet available	N/A	550	N/A	82	N/A
<i>Increase proportion of disabled people in employment (E)</i>	E3	Percentage gap between employment rate for residents with long term health conditions and overall Islington employment rate (E)	A	1 year data lag	N/A	14.2%	N/A	N/A	N/A
	E4	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit (E)	Q	12,050 (Aug 2016)	N/A	12,550	N/A	12,850 (Aug 15)	Yes
<i>Promote and facilitate take up of apprenticeships</i>	E5	a) Number of people placed into council apprenticeships	Q	32	38	50	Off	31	Yes
		b) Number of people placed into external apprenticeships	Q	70	38	50	On	71	No

Support Islington residents into employment

5.1 Overall we are on target for supporting residents into paid employment. Whilst numbers are lower than the same time last year, this should be seen in the context of a reduced iWork team (6 coaches for much of this year against 8 the previous year). Caseloads within the iWork service are now steady at around 40 per coach which, although lower than the desired 50, allows the team sufficient time to support the families identified as affected by the benefit cap; 319 identified to date.

- 5.2 A significant reason for the low caseloads has been the reduced referrals from Job Centre Plus (JCP), which has also impacted upon the number of parents supported into employment. JCP parent advisors traditionally referred high numbers of parents to iWork and these advisor roles were deleted within JCP offices in the summer of 2016. We have now met with JCP to discuss the reduction in referrals, and they have expressed enthusiasm for beginning to refer parents again, as they recognise the benefits of a more tailored offer to these clients. This is profiled to begin in March 2017.
- 5.3 The data presented in this report represents the joint efforts of teams and commissioned services/contractors across the council. However, of the 828 outcomes reported here, only 575 include complete data, including parental status. In general, with the exception of teams in Children's Services, employers and services do not capture whether or not those placed into employment are parents. In response to the low return last quarter, we have begun to raise this issue with partners and commissioners, and as a result, this quarter GLL (our leisure provider), and from Quarter 4 the Mental Health Working, are including this information in their data.
- 5.4 It is worth noting that the adults who are being helped by the iWork employment support team and iWork for Business are increasingly those clients which other agencies do not support. Of 234 adults over 25 supported into work, 66 (28%) had been unemployed for over 5 years and of these 25 (11%) had been unemployed for over 10 years. Stronger Families team referred 2 of these to jobs brokered by iWork for Business and supported an additional resident who had been unemployed over 10 years, into a non-brokered job, making a total of 26 supported into work.
- 5.5 In addition the number of residents on Employment Support Allowance (ESA), which was identified as a concern because it had stayed relatively static, has finally begun to reduce. From January there has been a new service in the borough offering support to this client group, but until then, the key services offering support were iWork and Mental Health Working.

Young people aged 18 – 25

- 5.6 The number of young people helped into work is on target. The number is comparable with the same quarter last year. iWork Youth employment have been focusing more resources on young people with complex support needs, particularly through their contract to deliver the European Social Fund (ESF) Specific NEET programme for City and Islington College. In Quarter 3, 6 young people were supported into work who were care leavers. iWork has also supported 22 young people into part time work in order to develop their employability skills for the future, through the Saturday Jobs programme. 23% of the young people supported were students at New River College Pupil Referral Unit or in Alternative Provision.

Increasing the proportion of disabled people in employment

- 5.7 We are on target on this indicator, but have been asked whether iWork are focusing too much on supporting disabled clients given the volume of resource available in the borough for this client group and whether this is the reason for the drop in parents supported. We have addressed this second query above.

- 5.8 With regard to the focus on disabled clients, it is the case that in 2016/17 iWork Employment Support and iWork for Business have increased their focus on residents with disabilities. Mental Health working, a partnership commissioned by Housing and Adult Social Services (HASS), has always delivered outcomes against this target and this year have reported 90 to date.
- 5.9 However until January, only iWork was able to support residents whose disability was not mental health. Through the work of the Wellbeing and Work partnership, Islington has now managed to attract significant funding to support disabled people into employment and January saw the launch of the Individual placement and support (IPS) trial which seeks to work with 500 residents.
- 5.10 In addition the Shaw Trust is about to launch a new retention pilot - employment support focused on individuals who are currently off work on a sick note, to support them into sustained employment. This will now allow iWork to review its focus to ensure resources are being used to best effect and to avoid duplication.

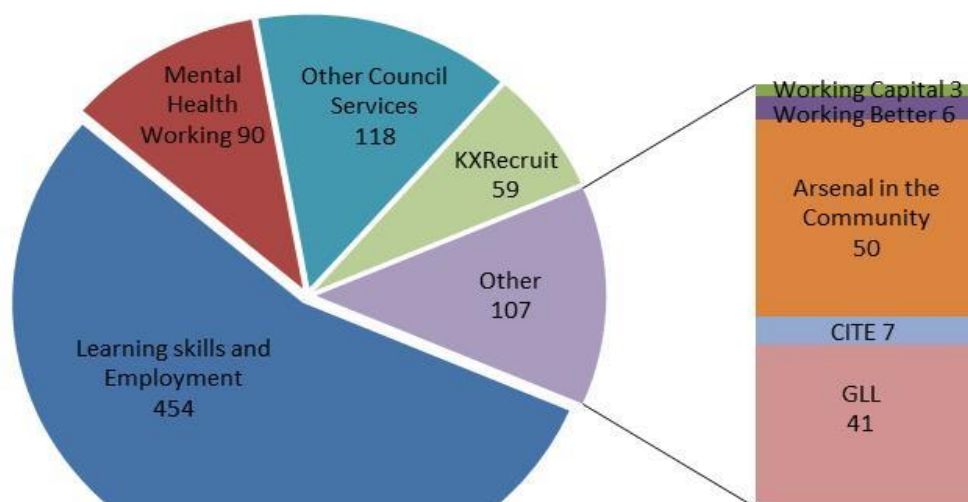
Council apprenticeships

- 5.11 The internal apprenticeship programme has increased its uptake slightly in comparison to this time last year. With the introduction of the apprenticeship levy and public sector target in April 2018 some departments are delaying recruitment to ensure they can meet the increased targets that will be in place from next financial year. Furthermore, departments will not have to pay for apprenticeship training directly from their own budgets from April 2018 as the levy will be paid centrally by the council; departments will then access the funding for training apprentices. It is therefore a better use of departmental resources to slightly delay recruitment.

External Apprenticeships

- 5.12 The target for external apprenticeships has already been exceeded. Numbers remain slightly lower than this time last year. Again, this may be due to some businesses waiting for the apprenticeship levy to come into place in April 2018.

Chart 1 below shows the number of Islington residents supported into work by council service or partner organisation Q3 2016-17



7. Resources - Finance, Customer Services and HR

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Optimise income collection</i>	R1	Percentage of council tax collected in year	M	74.2%	74.4%	96.5%	On	74.4%	No
	R2	Number of council tax payments collected by direct debit	M	60,450	59,000	59,000	On	57,947	Yes
	R3	Percentage of business rates collected in year	M	79.7%	79%	99%	On	79.0%	Yes
<i>Improve customer access and experience through appropriate channels</i>	R4	Number of visits in person at Customer Contact Centre	M	138,303	138,750	185,000	On	143,080	Yes
	R5	Number of telephone calls through Contact Islington call centre	M	320,490	356,250	475,000	On	370,366	Yes
	R6	Number of online transactions	M	121,832	123,750	165,000	Off	106,075	Yes
	R7	Percentage of calls into Contact Islington handled appropriately	M	99.4%	97%	97%	On	99.0%	Yes
<i>Fair and effective management of council workforce</i>	R8	Average number of days lost per year through sickness absence per employee	Q	7.90	6.3	6.0	Off	6.8	No
	R9	Percentage of workforce who are agency staff	Q	13.8%	12.1%	11.7%	Off	13.9%	Yes
<i>Increased representation of BME / disabled staff at senior level (E)</i>	R10	a) Percentage of BME staff within the top 5% of earners (E)	Q	18.4%	20.3%	20.6%	Off	20.5%	No
		b) Percentage of disabled staff within the top 5% of earners (E)	Q	5.7%	4.5%	4.8%	On	3.5%	Yes

Income collection

7.1 Council Tax collection remains on track to meet the year-end target. The December figure is marginally (0.2%) below target. This has reduced to 0.1% below target in January and is on track to meet the target at year end.

7.2 The number of payments collected by Direct Debit is much higher than last year, and is above target for the current year.

7.3 Business rates collection is 79.7%, marginally ahead of the target for this point in the year (and ahead of where we were at this time last year). We are continuing with our 'Attack the Arrears' project on Council Tax which has been successful in reducing debt from previous years, and are extending it to include recovering older business rates debt. This is starting in the last quarter of 2016/17.

Improve customer access through appropriate channels

7.4 Both visits and calls are lower than last year. The number of visits to the contact centre remains on target to be 4,000 lower than in 2015/16 whilst the number of calls is also on target and lower than the same period last year. (NB: the number of calls is based on the number answered, rather than the total number of calls made (calls 'offered') which includes some abandoned calls.)

7.5 The work to increase online transactions continues with the online self-booking for 'bulky waste' going live. The number of digital transactions is 14% higher than the same period last year, although currently just below target. At present there is a problem in extracting the figure for a small number of transactions and this is impacting on the overall total. Once these figures are included, it is envisaged that the total will again be in excess of the target. (NB: The measure for digital transactions has been changed from My eAccount transactions to all online transactions. This is to reflect the fact that there are now a number of ways (especially through our new website) residents can transact online, in addition to My eAccount.)

Fair and effective management of council workforce

7.6 Ill health absence has fallen back slightly since Quarter 2, with the average number of days in Quarter 3 at 7.9. This is above target and higher than the same period last year, which was 6.8 days.

	Chief Executive's	Children's Services	E & R	HASS	Public Health	Resources	LBI Total
Average days lost per employee	2.8	6.4	10.2	8.1	1.0	6.8	7.9

7.7 Across council departments there are variances in terms of reasons for ill health absence. In the Chief Executive's Department, the highest percentage of absences is for back/neck problems at 47.5%. This category has the next highest percentage of absences in Environment and Regeneration, where it reached 12.5%.

7.8 The highest percentage in Environment and Regeneration is Other Musculo-Skeletal, at 20.4%. This category has the next highest percentage of absences in Resources, with 17.1%. However, the highest reason for absence in that department is Stress/Depression/Anxiety/ Mental Health, at 21.1%. In HASS the largest category is Infections, at 45.9%.

7.9 Stress/Depression/Anxiety and Mental Health issues are affecting 22.7% of employees across the council with this being the most prevalent reason for absence in the Children's Service at 25.2%.The London Councils' average absence rate for stress, anxiety and depression is 17.0%. This category has witnessed a continued

and marked increase over the last three quarters, from 18.8% in Quarter 1, to 21.0% in Quarter 2, through to this present high.

7.10 Over the last three quarters there has been very little movement in the percentage of agency workers engaged. It has moved from 13.5%, to 13.7% and now to 13.8%. However, there has recently been a greater focus on reducing these numbers, and it remains below the London Councils' average of 14.7%.

Progression of BME and disabled staff

7.11 The proportion of BME staff in the top 5% of employees has risen again this quarter. The level fell from 19.6% in quarter 4, at the beginning of 2016, to 17.8% in Quarter 2, but now stands at 18.4%. The council has recruited the second cohort of its Inspiring Leaders programme, which is a key element of the actions being taken to improve the position of groups underrepresented at a senior level.

7.12 The proportion of disabled staff in the top 5% of employees on the other hand has risen from 3.5% to 5.7%. This increase may be due to programmes to encourage people to complete equalities monitoring and register their disability. This group is also now targeted in the Inspiring Leaders Programme.

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Final Report Clearance

Signed by Date

Received by Date

Adult Social Care

Objective	PI No.	Indicator	Frequency	Actual Q3 Apr-Dec	Expected profile Q3	Target 2016-17	On/Off target (compared to profile)	Same period last year	Better than last year?
<i>Support older and disabled adults to live independently</i>	ASC1	Delayed transfers of care (delayed days) from hospital per 100,000 population aged 18+	Q	941	685.5	685.8	Off	N/A	N/A
	ASC2	Percentage of people who have been discharged from hospital into enablement services that are at home or in a community setting 91 days after their discharge to these services	Q	89.1%	92.0%	92.0%	Off	89.0%	Yes
	ASC3	Percentage of service users receiving services in the community through Direct Payments	M	30.1%	35.0%	35.0%	Off	30.7%	No
<i>Support those who are no longer able to live independently</i>	ASC4	Number of new permanent admissions to residential and nursing care	M	107	78.75	105	Off	87	No
<i>Support carers</i>	ASC5	Carers who say that they have some or all of their needs met (Score out of 12)	A	7.3	N/A	8	Off	N/A	N/A
<i>Tackle social isolation faced by adult social care users (E)</i>	ASC6	The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact (E)	A	64%	N/A	70%	Off	N/A	N/A

Children's Services

Objective	PI No.	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Improve access to and uptake of good quality Early Years provision</i>	CS1	Percentage of 2 year old places taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after	T (Jul, Nov & Mar)	72%	66%	72%	On	53%	Yes
	CS2	Percentage of families with under-5s registered at a Children's Centre	T (Jul, Nov & Mar)	95%	N/A	92%	On	88%	Yes
	CS3	Number of active childminders	Q	189	193	195	Off	192	No
<i>Support families facing multiple challenges and disadvantage</i>	CS4	Number of families in Stronger Families programme with successful outcomes as measured by payment by results	Sept and Jan	87	40	100	On	N/A	N/A
<i>Safeguard vulnerable children</i>	CS5	Number of new mainstream foster carers recruited in Islington	M	8	9	12	Off	8	Same
	CS6	Number of children missing from care	M	30	10	10	Off	14	No
<i>Ensure all pupils receive a good education in our schools</i>	CS7	Percentage of primary school children who are persistently absent (below 90% attendance)	T (Jul, Nov & Mar)	9.9%	11%	11%	On	10.4%	Yes
	CS8	Number of children in Alternative Provision	Q	112	N/A	100	Off	122	Yes
	CS9	Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	A	58%	N/A	At or above inner London ave	N/A	56.9%	Yes
<i>Ensure suitable pathways for all school leavers</i>	CS10	Percentage of Islington school leavers in Year 11 who move into sustained education or training	A	96.7%	N/A	98%	Off	94.4%	Yes

Environment & Regeneration

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Effective disposal of waste and recycling</i>	ER1	Percentage of household waste recycled and composted	M	31.3% (Q1 & Q2)	35.2%	35.2%	Off	29.4%	Yes
	ER2	Number of missed waste collections - domestic and commercial (per calendar month)	M	475	450	450	Off	417	No
<i>Deal promptly with planning applications</i>	ER3	a) Percentage of planning applications determined within 13 weeks or agreed time (majors)	M	100%	85%	85%	On	86%	Yes
		b) Percentage of planning applications determined within the target (minors)	M	87.7%	84%	84%	On	80%	Yes
		c) Percentage of planning applications determined within the target (others)	M	89.4%	85%	85%	On	86%	Yes
<i>Promote and increase use of libraries and leisure centres</i>	ER4	Number of leisure visits	Q	1.750m	1.576m	2.145m	On	1.690m	Yes
	ER5	Number of library visits	Q	803,904	766,578	1.021m	On	761,221	Yes
<i>Tackle fuel poverty</i>	ER6	Residents' energy cost savings (annualised)	Q	£276,888	£171,250	£223,500	On	£266,304	Yes

Housing

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Increase supply of and access to suitable affordable homes</i>		Number of affordable new council and housing association homes built	Q	72	345	460	Off	113	No
		Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	99	45.5	78	On	N/A	N/A
		Number of under-occupied households that have downsized	Q	118	150	200	Off	122	No
<i>Ensure effective management of council housing stock</i>		Percentage of LBI repairs fixed first time	M	84.8%	85.0%	85.0%	Off	83.9%	Yes
		Major works open over three months as a percentage of Partners' total completed major works repairs	M	12.5%	1.0%	1.0%	Off	1.6%	No
		a) Rent arrears as a proportion of the rent roll - LBI b) Rent arrears as a proportion of the rent roll - Partners	M M	2.2% 2.7%	2.0%	2.0%	Off	2.7%	Yes Yes
<i>Reduce homelessness</i>		Number of households accepted as homeless	M	294	200	400	Off	266	No
		Number of households in nightly-booked temporary accommodation	M	417	455	400	On	490	Yes

Public Health

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Promote wellbeing in early years</i>	PH1	Proportion of new births that received a health visit within 14 days	Q	93.8%	92%	90%	On	N/A	N/A
	PH2	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	92%	95%	95%	Off	91.3%	Yes
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	85%	95%	95%	Off	90%	No
<i>Reduce prevalence of smoking</i>	PH3	a) Number of smokers accessing stop smoking services	Q	710	550	1400	On	532	Yes
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	43%	54%	54%	Off	46%	No
<i>Early detection of health risks</i>	PH4	a) Percentage of eligible population (35-74) who have been offered an NHS Health Check	Q	27%	16.5%	20%	On	18.3%	Yes
		b) Percentage of those invited who take up the offer of an NHS Health Check	Q	41%	66%	66%	Off	54%	No
<i>Tackle mental health issues</i>	PH5	a) Number of people entering treatment with the IAPT service (Improving Access to Psychological Therapies) for depression or anxiety	Q	3,736	3,491	4,655	On	4,149	No
		b) Percentage of those entering IAPT treatment who recover	Q	48.8%	50%	50%	Off	47.5%	Yes
<i>Effective treatment for substance misuse</i>	PH6	Percentage of drug users in drug treatment during the year, who successfully complete treatment and do not re-present within 6 months of treatment exit	Q	18%	20%	20%	Off	15.5%	Yes
	PH7	Percentage of alcohol users who successfully complete their treatment plan	Q	35%	42%	42%	Off	37.8%	No
<i>Improve Sexual Health</i>	PH8	Proportion of adults newly diagnosed with HIV with a late diagnosis (CD4 count less than 350 cells per mm).	Q	33%	25%	25%	Off	N/A	N/A



Finance and Resources
7 Newington Barrow Way, Finsbury Park, London N7 7EP

**Report of: Assistant Director, Service Finance
on behalf of the Commissioning and Procurement Board**

Meeting of:	Date	Agenda item	Ward(s)
Policy and Performance Scrutiny Committee	14 March 2017		All

Delete as appropriate		Non-exempt
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SUBJECT: Procurement Processes – Update report to the Policy and Performance Scrutiny Committee (14 March 2017)

1. Synopsis

- 1.1 This report is the bi-annual update to the Policy and Performance Scrutiny Committee (the ‘Committee’) to enable the Committee to maintain an overview of the work of the Commissioning and Procurement Board and the Council’s contract spend.
- 1.2 The report forms part of the implementation of the agreed decisions of the Executive on 18 September 2014 following a year-long review of the Council’s procurement process by the Committee. The last such report was presented to the Committee on 19 September 2016.

2. Recommendations

- 2.1 To note the recent work of the Commissioning and Procurement Board from July 2016 to December 2016 as set out in this report.
- 2.2 To note the actions of Strategic Procurement and the Commissioning and Procurement Board in following up the recommendations of the Committee.

3. Background

- 3.1 The Committee undertook a year-long review of procurement processes and key areas of Council spend. The Executive in response decided that the Board should provide the Committee with a bi-annual report on its work. The report is to enable the Committee to maintain an overview of the work of the Board and contract spend. This report covers the work of the Board from July 2016 to December 2016.
- 3.2 This report is divided into two parts: Part A and Part B. Part A provides a summary of general updates on the matters agreed by the Executive. Part B provides the second bi-annual report from the Board to the Committee detailing the specific procurement reviews that took place in the period in question.

PART A: Summary regarding matters agreed by the Executive

3.3 **Action 1: Assisting the voluntary and community sector.**

The Committee asked that we report some of the work which Strategic Procurement is conducting to try to support the voluntary and committee sector. The following illustrates some of this work:

- Encouraging the voluntary and community sector to link in with umbrella organisations such as Voluntary Action Islington (VAI);
- Working with the newly established Voluntary and Community Sector Development Team to plan networking events;
- Getting to know the voluntary and community sector by encouraging commissioning client officers in departments to have 'meet the buyer', networking, sub-contracting/partnering and/or information events;
- Offering training on bidding as part of a consortium;
- Transparently publishing lists of all contracts on the Council's website with an aggregate annual value of £5,000 or more to ensure voluntary and community sector can see who our prime contractors are with whom they can build alliances, where they may be too small to contract directly;
- Having dedicated pages on Selling to the Council with a range of guidance and support available including a helpline 020 7527 8118 and generic email address procurement@islington.gov.uk to help with general enquiries on how to do business with the Council;
- Maintaining regular supplier registration days and offering a very significant training offer to providers as covered within this report;
- Advertising larger requirements transparently on the Council's website, London Tenders Portal and via VAI, so these opportunities are widely visible to the sector;
- Allowing providers the opportunities to set up e-alerts which scan any published adverts for key words or categories of services and email the organisation to inform them of the opportunity;

- Having a Tender Resource Pack to provide general information to the sector which is updated biennially, along with a range of tips and guides;
- Completing a range of impact assessments and reviewing and challenging commissioning client officers on social value as part of every tender;
- Consulting and encouraging commissioners to undertake market engagement when developing services they will be re-commissioning to ensure the voluntary and community sector can give their perspective on developing proposals;
- Having a clear overarching corporate Procurement Strategy which dedicates one of the four themes to Supporting the Local Economy and particularly the voluntary and community sector;
- Reviewing commissioning client officer packaging proposals and suggesting ways to divide contracts into smaller lots which may work for the voluntary and community sector;
- Having specific questions as part of the selection process where relevant on an organisation's experience in working with a range of voluntary and community sector organisations;
- Having questions as part of award in regards to understanding of how an organisation will work in partnership with the community and voluntary and community sector organisations;
- Indicating clearly within advertisements that we welcome bids from the voluntary and community sector or partnership and consortium or as sub-contractors where relevant;
- Providing as much notice as possible of potential opportunities and by publishing and list of all contracts we have over £5,000 in an open access format, organisations can sort by what they want in terms of interest or end date to see when opportunities may become available;
- Careful consideration is given to contract durations to ensure they are sustainable for the investment of resources but not so long they are unobtainable wherever possible;
- Having very straightforward procurement processes, for example allowing direct invitations to quote for light-touch services (those primarily within Health and Social Care) up to £500,000, thus greatly reducing the time and investment required from organisations;
- Using the national standard Selection Questionnaire (SQ) applicable to all governmental organisations and replacing the old Pre-Qualification Questionnaire (PQQ);
- Offering training on how to complete an SQ;
- Where questions are asked which are bespoke to the goods, works or services procured, ensuring those questions are proportionate to the size of the contract procured and no unnecessary questions are asked and no documents are usually requested as part of the SQ;

- Reviewing questions carefully to ensure they do not distort the market by excluding the voluntary and community sector unnecessarily;
- Encouraging outcome based specifications which allow the voluntary and community sector to demonstrate their unique abilities to deliver services;
- Discouraging lots of background reading wherever possible and not requesting excessive number of documents to be submitted;
- Prudently balancing the cost and quality ratio on a case by case basis to allow organisations the opportunity to demonstrate their innovation within the financial envelopes available;
- Offering training on how to complete a tender;
- Assigning contractual obligations and risks objectively to ensure these are balanced fairly with the Council and organisation;
- Including terms within the specifications where relevant with direct links to the community and thus at the heart of what the voluntary and community sector can deliver;
- Avoiding unnecessary specification requirements, reporting commitments and key performance indicators (KPIs) and where possible removing as much jargon as possible;
- Having sensible and published procurement timetables, responding quickly to questions wherever we can and allowing fair time to submit questions and review Council responses;
- Ensuring proper consideration of payment terms and payment milestones, paying promptly so as to not require excessive cash flows;
- Clearly articulating what is expected from the outset from organisations with no later hidden surprises, but still allowing the voluntary and community sector to demonstrate their key selling points;
- Making it clear what the budget and expectations are to avoid all organisations, including those within the voluntary and community sector, bidding unsustainably and where an unsustainable bid is identified, challenging this;
- Providing comprehensive feedback on any submission to allow bidders the opportunity to see where they did well and where they need to improve;
- Training internal client commissioning officers on contract management and supplier relationship management to help them when working with the voluntary and community sector.

3.4 **Action 2: Require bidders to explain how they will improve the social, economic and environmental well-being of the Borough.**

Social Value is due to form a significant part of the next bi-annual report to the Committee.

Consequently, this report will not seek to duplicate the contents. However, as previously reported, Social Value is a standard consideration of each procurement strategy report and is often built into contracts as specific questions or specification terms. The Board challenge Social Value and there is a specific Board member with responsibility for social value. Guidance is in place to support commissioning officers, which is currently being reviewed. The Committee will note in the improvements in Social Value consideration as part of the individual challenge processes in Part B of these reports.

3.5 **Action 3: Ensuring housing contracts deliver value for money.**

In the last report, we noted we were completing the final actions delivering Contract Management and Supplier Relationship Management training and reporting on its success.

Strategic Procurement is currently in the process of commissioning further internal training on Evaluating Tenders. We will update the Committee in the next report.

3.6 **Action 4: London Living Wage.**

Action 5: Strategy, Equality and Performance Unit to improve guidance within the procurement procedures relating to equalities.

Action 6: Raising the threshold in the Procurement Rules that triggers the requirement for competitive tenders.

As per last report, these actions have been fully implemented and thus no longer form part of the report.

3.7 **Action 7: Continue to offer registration days**

Strategic Procurement has continued to offer bi-monthly Supplier Registration Days. The days assist potential providers to register on the London Tenders Portal and are advertised on the Council's website.

A list of the available future Supplier Registration dates is published on the Council's website: https://www.islington.gov.uk/business/opportunities/selling_council/procurement-ops

Continue to offer training workshops to local suppliers

In the six month period that this report covers the following have been delivered (approximately one workshop per calendar month):

- Consortia Bidding Workshop x 1 workshops
(1 July 2016)
- Completing a PQQ workshop x 2 workshops
(19 July and 14 October 2016)
- Completing an ITT Workshop x 2 workshops
(23 September and 23 November 2016)

The Committee will be presented with the second full year annual performance data on the provider in the next bi-annual report. The supplier workshop performance year is from April

until March, with the data being assessed at that point.

The Committee should note that with the introduction of the Selection Question (SQ) replacing the Pre-Qualification Questionnaire (PQQ), the training has been updated to be 'Completing a SQ' with effect from January 2017.

A list of the available future Supplier Workshop dates is published on the Council's website: https://www.islington.gov.uk/business/opportunities/selling_council

3.8 **Action 8. Maintain tight control over the use of consultants.**

As the Committee is aware, the Council has a rigorous process to understand and control the use of consultants. Engagement of a consultant has required completion of a business case with the support of the Corporate Director and/or Assistant Chief Executive, along with approval of the consultancy business case panel. An independent audit has been completed to provide quality reassurance on the process. The Head of Strategic Procurement (or his representative) will also advise where it is more appropriate to directly employ a member of staff. The Board oversee the panel members and have provided refreshed names.

The Committee should note there are significant changes being introduced by HMRC to the employment tax and national insurance contributions paid by individuals by invoice in the public sector. Strategic Procurement is part of a working group including Legal, Human Resources and Finance helping to prepare the Council for those changes.

The extent of the changes is still being formulated, but the Council will only have until 6 April 2017 to implement the changes. However, what is known is that where the Council continues to pay a worker through their own company (i.e. paying them by invoice), or continues to pay for a previously engaged worker, the council will be responsible for:

- running checks outlined by HMRC to determine their 'IR35 rule' status, which ensure that applicable workers pay the correct tax and national insurance; and
- deducting the right tax and national insurance contributions for those workers and paying HMRC.

The Committee will be briefed as part of the next bi-annual report with the extent of the changes.

PART B: Bi-annual report to the Policy and Performance Scrutiny Committee to enable the Committee to maintain an overview of the work of the Commissioning and Procurement Board and contract spend.

3.9 **Action: A bi-annual report to the Committee for information to enable the committee to maintain an overview of the work of the Board and of contract spend.**

Overview of the work

The Board brings together senior/chief officers from each Council department and the Executive Member with responsibility for procurement to oversee procurement processes and contract spend.

3.10 CMB commissioned the End-to-End Review of Supply Chain Management. The Board were tasked with maintaining an overview of the outcomes of the review and ensuring its recommendations are delivered. We reported that the Board was overseeing the operational group, the Supply Chain Practitioners Group.

In the July – December 2016 period covered by this report, the Supply Chain Practitioners have covered agenda items as follows:

- Evaluating tenders and giving feedback
- Changes to the Procurement Rules
- Forward planning
- Corporate Contracts Database Register (CCDR)
- Involvement and coproduction
- Framework agreements
- Grants and working with the VCS
- Bid rigging.

3.11 The Procurement Strategy and Procurement Service Plan have continued to be progressed. A review has taken place of our current status. The objectives which were reviewed and agreed at Executive have been monitored. We are on target to achieve the five year outcomes set.

3.12 The Committee wanted the Procurement Toolkit to be maintained and updated. Work has continued to ensure we have a suite of documents to support commissioning client officers at all stages of the contract life-cycle.

3.13 The Board have maintained an oversight of the messages delivered by Strategic Procurement to all staff. The messages are delivered through IC Bulletin and Managers' Bulletin instead of a separate newsletter since January 2016.

3.14 The Board oversee the transparency publication of the Council of all contracts which exceed £5,000. The data is managed by Strategic Procurement on behalf of the Council. Findings continue to be presented on a calendar monthly basis to the Board for assessment.

3.15 The Community Right to Challenge window ran from 1 September 2016 until 31 October 2016 on the Council's website as planned. The window is operated by Strategic Procurement and overseen by the Board. The window allows local community and faith groups to express their interest in running existing Council services and is a legal requirement. The window closed with no expressions of interest from local community or faith groups to take over existing Council services.

3.16 Spend Overview

From 2015/16, the Board looked at in-year spend, as opposed to spend a year in arrears. This allowed the Board to more closely monitor spend and tackle areas of concern more quickly.

- 3.17 The spend includes all non-payroll transactions and therefore also includes spend that cannot be influenced e.g. levies, transfer payments and fees the Council must pay, such as those to the Greater London Authority (GLA) and pension fund contributions.
- 3.18 Spend also includes direct payments to residents and grants, thus is not all contractual procurement spend. The true procurement spend is in the region of about three fifths of the total spend. The Board oversaw spend which aggregated above £5,000 for the year.
- 3.19 In the first seven months of financial year 2016/17, it was reported by Strategic Procurement at December 2016 Board that there had been a total spend of £309,797,769.93 with 4,935 different suppliers. The work analysed and reviewed suppliers in terms of spend above £75,000, utilising data from the financial management system. 379 suppliers were above £75,000 and of those 98.7% were in a satisfactory contract or a levy payment. Five suppliers (about 1.3%) warranted further investigation, primarily because the five suppliers were in a large number of smaller contracts where greater value for money may have been achieved if these were aggregated.
- 3.20 Procurement Challenges
The Board has maintained its Constitutional responsibility to “challenge the approach and strategy of commissioning officers across the Council for the purposes of improving efficiency”.
- 3.21 The process of reviewing and challenging a commission to be procured is very time consuming and needs a very significant amount of input to effectively consider the decision, identify improvements and give reassurance that value for money will be achieved.
- 3.22 The Board has challenged planned commissioning approaches for example:
- Domiciliary Care (Dom Care) – this is a statutory service based on demand. Spend is increasing due to demographic pressures and greater complexity in service need. The Board challenged on the robustness of the outsourced model. Driving down costs too harshly resulted in providers withdrawing from the market and recognition was made of the need to deliver qualitative services of this kind. The Board insisted that lessons needed to be learned from previous exercises to ensure modelling was sustainable. It was noted that unusually for this market, London Living Wage was able to be secured. The Board challenged to ensure the monitoring process meant the staff were definitively benefiting from this advantage. The Board proposed extending the contract period through optional extensions to ensure a partnership could be built with the providers. Providers were involved in the re-modelling of this service.
 - Learning Disabilities Framework - this was a collaborative arrangement to join, which opened up a local market of existing and new providers at competitive capped rates. The Board were keen ensure that the Council could maintain London Living Wage, as not all providers were signed up to its payment. The Board challenged the approach to contract management, specifically sharing information and were able to get assurance of how this is done in a safe manner.
 - Young Carers - this was a jointly commissioned agreement with health and social care. The Board were satisfied why an external partner needed to deliver these services. Concerns of how service levels could be maintained with significant budget reductions, which was explained through increased efficiency, capacity building and partnership in addition to removal of duplication. The market is fairly limited, but the Board were still keen to see young people having choice and it was agreed their views would be built

into the commissioning process.

- Tufnell Park Primary School Regeneration - this is a project to expand primary school places due to need. The intention to use an existing framework agreement for speed and efficiency was commended. The Board challenged the approach to decamping children from existing sites and maintaining their safety. Concerns of how Blacklisting history were to be managed was agreed. Communication with existing parents, children and the neighbourhood was seen as key by the Board.
- Community Stop Smoking Services - this is a complex Islington-Camden joint re-commissioning as all providers had withdrawn previously. The packaging was explored by the Board and this was now more likely to be attractive to the market. Assurance of how member aspirations to engage with the voluntary and community sector was outlined and agreed to be prudent. The tiers of support, so service users get the level of support they need, was actively reviewed and resulted in three levels becoming increasing more involved. The Board indicated were the report could be improved to be made more accessible to the public. Flexible working and ensuring social value were agreed as readily achievable in this service.
- Multi-Borough Domestic Violence Refuge - this is a service across boroughs where women and children are at risk. Service users are by necessity often placed outside of borough for their protection. The governance complexities of multi-borough commissioning was explored as part of the challenge. It was agreed to have a number of lots to reflect the differing needs of boroughs and specialist cases. Landlord/provider property issues are complicated in services of this nature and therefore different options would need to work in different boroughs. The duration and cost:quality split were challenged, including the need to get boroughs to work consistently to deliver the collaboration. Cross-charging of boroughs and resettling service users to appropriate accommodation was key.
- Reducing Serious Youth Violence - here the link with voluntary and community sector was considered vital by the Board, including working with priority grounds. Partnership working was developed to reflect this and key working/interventions were made more specific. Ensuring local employment was in the Board's view a way of mitigating some issues and this was consequently built in within the award criteria, including links to gaining experience. The Board noted the need for young people to be involved in the process and the strategy was amended accordingly.
- Arboriculture Services - here the service is for specialist tree-cutting with responsible use of dangerous plant. This Board determined this service could link with other services. Implications were considered and agreed. Apprenticeships were considered as a possibility here and details of the iWork Council services were thus passed to the contractors. Employment of Islington based residents was also agreed as a real opportunity with this re-commissioning. The method statements were amended to better reflect opportunities for social value and criteria were streamlined to remove unnecessary potential duplication. The approach to joint contract management was addressed, following naturally on from the joint re-commissioning.
- Anti-Social Behaviour Park Patrol Services - the service is one that patrols the borough and passes information back to the Council. Integration and link with individuals and the voluntary community sector was noted and agreed. Environmental impact from travelling around the borough was reviewed. The Board considered there may be an opportunity for the patrol services to know something of the Council's approach to

making every contact count. The approach to contract management and agreement of the correct rate for staff being in excess of London Living Wage was agreed.

- Residential Property Sales and Marketing Framework for High Value Voids - the government intends to require Councils to sell social housing and the Council will be obligated to comply. The Board noted that this was being imposed on the Council. A hybrid model was developed for the sales which were part in-house to a newly developed capacity and part out-sourced. The Board recognised the better pricing which could be achieved, the fewer assets would need to be sold to achieve the Islington contribution. The Board identified there could be opportunities for Social value, for example private sector landlords supporting engagement, purchase of temporary accommodation, a proportion of profits to community funds or even sponsorship. It was agreed this would be thoroughly explored. The Board explored the implications of a number of factors including the Council's trading company iCo being involved, shared ownership and the portfolio choices.
- New Build Residential Block at Centurion Close - this proposal was for a disused car park to be turned into social housing. The Board ensured that energy efficiency and future proofing would form part of the specification requirements. The Board also explored the level of surrounding facilities including play space and how this may be improved. The risks associated to the Council completing the design and procuring the build was reviewed against the more traditional procurement of design and build. The Board investigated to ensure appropriate levels of confidence in the proposal. The approach to contract management was also explored with monitoring and lessons learned now being actively captured. The Board required confirmation of suitability of the site, disruption from deliveries and opportunities for apprentices built into the commissioning approach.
- Enforcement Agents - the proposal reduced the number of agents. The Board explored reducing the number of agents to be satisfied that this would not adversely effect competition. The legal framework in which these services operate was explored and the limitations of a collaboration. What can be recovered is limited by recovery and level by law. Safeguarding vulnerable residents was a concern of the Board and approaches were debated and agreed. The opportunity to make every contact count was also noted and it was suggested elements of this could be addressed in either the award criteria or specification or both. It was noted this was not a criminal judgement issue and the service is highly regulated.
- Integrated Community Equipment Services - this is a twenty-borough joint supply and install procurement. In addition, Islington pools the budget with Health to deliver these services. The statutory service covers both large and small items to help service users within their homes. There were efficiencies to be gained through joint commissioning. The Board explored the tight timescales involved and ensuring the service could be maintained without disruption to service users, including mobilisation. Different standards of equipment were addressed and the likely impact of amendments to these, which is overseen by occupational therapists. The Board wanted to know service user feedback was evidenced for improvements and the benefits of having care closer to home. London Living Wage was mandated on the Islington draw of the procurement, as would be training the service user on safe use of the equipment.
- Refuse Carrying Vehicles Purchase - this was a fleet purchase for waste vehicles which were becoming beyond economical and possible repair. Whilst there are three main manufacturers within the market, the Board noted the advantages of minimising variety in the stock. Complexities of the size of Islington streets limited larger vehicles on some

routes. Safety was a key concern of the Board and explanations of how this would be addressed within the specification were provided. Trackers and the Safer Urban Driving Scheme were also covered. The vehicles are in use daily and subject to considerable wear and tear. The warranty was key in early years of the vehicles. The approach to use of the vehicles in terms of the 'village principle' and reducing usage was explored and was being adopted.

- Charles Simmonds House - this is a specialist build over two underground tunnels, where care is needed in regard to weight restriction. Social and accessible housing was ensured to be part of the redevelopment proposal. Apprentices were agreed to be maximised in the proposal and the intention was London Living Wage would be adopted. Confidence was tested in the finances of the scheme, given the high number of associated external factors. Ensuring a welcoming space and suitability for young people was additionally included. The liaison with local residents and partners from noise and disruption was reviewed for reasonableness. The Tenant and Resident Association concerned were brought in to input into the scheme.
- Financial Systems - this strategy was to explore opportunities to modernise and integrate finance and personnel systems. Available systems and existing systems were reviewed and a challenge was made as to the need for renewal and benefits. It was agreed to not underestimate the cost and impact of change, including on indirect matters such as corporate governance. Lessons were being learned from other borough experiences and the Board expressed concerns of hidden costs, ownership of data and maintaining business continuity. All these areas were to be addressed further in a series of workshops. Increased control was discussed, as was the need to explain why these systems are important and what they do. The changes in current technologies were discussed and it was agreed this would be addressed as the paper progressed.
- Passivhaus Pilot - this is a programme to test a European approach to insulate walls, floors, ceiling and glazing to achieve up to 75% saving in fuel consumption in Victorian Terraces. It was noted by the Board this was specialist and benefits to social housing tenants could be granted. The Board wanted to know about the management of tenants as works are completed and need re-housing. Reviewing existing projects for this type of scheme was agreed important and finance extensively explored the payback period on investment given. The price: quality split was amended and further details on safety were included within the scheme.
- Temporary Agency Workers - the existing agreement was coming to an end and needed re-commissioning. A marginally different approach, buying from a different consortium approach was proposed. The Board addressed IR35 in the discussion. Approaches on internal banks of staff and internal management was debated and dismissed for practical reasons. The reason, specialisms and short notice nature of demand was discussed and how this would need to be addressed within the new procurement. Transparency in use and cost of agency staff with comparators to persons on payroll was agreed essential. Timescales for implementation were discussed for robustness and controls in place to limit over-use were covered. The majority of costs is actual salary to the worker and only a very small margin forms fees, therefore significant cuts in rates will effect workers directly and the Council's potential ability to fill assignments.
- High Rise Insulation Project - this is a re-procurement to insulate high rise buildings. The greatest risks were associated with cost increases in recent comparators. It was noted that suppliers should be made to ensure apprenticeships and other elements of social value. The main benefit to residents would be the direct saving on energy bills, but for

the Council it will significantly reduce repairs on crumbling aged concrete. The project is to be part funded from Section 106. The market is a small and declining, made up of a mix of main contractors with sub-contractors and individual trades. The Board noted the importance of communicating clearly with residents and opportunities for feedback - this is being built into the programme of works. Bidders will be asked to provide a comprehensive timetable for the works.

4. Implications

4.1 Financial implications:

This is an information report only on work undertaken and thus has no additional financial implications.

4.2 Legal Implications:

This is an information report only on work undertaken and thus has no specific legal implications.

4.3 Environmental Implications

This is an information report only on work undertaken and thus has no additional environmental implications.

4.4 Resident Impact Assessment (incorporating the Equalities 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.

Neither the initial screening for a Resident Impact Assessment (RIA) nor a full RIA has been completed, as this is an information report only on work undertaken and thus has no additional resident and/or equalities implications.

5. Conclusion and reasons for recommendations

- 5.1 This report updates the Policy and Performance Scrutiny Committee on work undertaken in response to its review of procurement processes and key areas of Council spend.

Appendices/Background papers

- None

Final report clearance:

Signed by:

Asst Director, Service Finance

Date

Received by:

Head of Democratic Services

Date

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APPENDICES

None for this report.



Report of: Executive Member for Finance, Performance and Community Safety

Meeting of:	Date	Ward(s)
Executive	9 th February 2017	All

PPS

14 March 2017

FINANCIAL MONITORING 2016-17 MONTH 9

1. SYNOPSIS

- 1.1 This report presents the forecast outturn position for 2016-17 as at 31st December 2016. Overall, there is a forecast gross General Fund overspend of £2.3m.
- 1.2 The Housing Revenue Account (HRA) is forecast to break-even over the year.
- 1.3 It is forecast that £112.5m of capital expenditure will be delivered in 2016-17.

2. RECOMMENDATIONS

- 2.1. To note the forecast revenue outturn for the General Fund (**Table 1 and Appendix 1**) of a gross overspend of £2.3m, including corporate items. (**Paragraph 3.1**)
- 2.2. To note the actions to reduce the forecast gross General Fund overspend, and that any remaining overspend at year-end will be covered by drawing down from the £3m corporate contingency budget. (**Paragraphs 3.2 and 3.3**)
- 2.3. To note that the net HRA forecast is a break-even position. (**Section 5, Table 1 and Appendix 1**)
- 2.4. To note the latest capital position with forecast capital expenditure of £112.5m in 2016-17. (**Section 6, Table 2 and Appendix 2**)

3. REVENUE POSITION: SUMMARY

- 3.1. A summary position of the General Fund and Housing Revenue Account is shown in **Table 1** with a more detailed breakdown contained in **Appendix 1** (by service area).

Table 1: 2016-17 General Fund and HRA Month 9 Forecast

	Forecast Over/(Under) Spend (£000)
<u>GENERAL FUND</u>	
Finance and Resources	713
Chief Executive's Department	955
Core Children's Services (Excluding Schools)	3,580
Environment and Regeneration	3,080
Housing and Adult Social Services	(17)
Public Health	0
DEPARTMENTAL TOTAL	8,311
Corporate Items	(5,974)
GROSS OVER/(UNDER) SPEND	2,337
<u>HOUSING REVENUE ACCOUNT</u>	
NET (SURPLUS)/DEFICIT	0

- 3.2. To reduce the underlying, forecast General Fund overspend, the following actions are being undertaken to bring the 2016-17 budget into balance:
- 3.2.1. Corporate Directors are identifying further management actions to bring down their departmental overspends; and
- 3.2.2. There will be clawback, at a level to be agreed, on new carry-forwards at the end of this financial year.
- 3.3. Any remaining overspend at year-end will be covered by drawing down from the £3m corporate contingency budget.

4. GENERAL FUND

Finance and Resources Department (+£0.7m)

- 4.1. The Finance and Resources Department is forecasting an overspend of (+£0.7m). This is due to the following variances:
- 4.1.1. (+£1.2m) shortfall against the commercial property income target due to savings materialising over a longer time frame.

- 4.1.2. Re-phasing of the ICT shared service saving (+£0.5m) to allow the new service to get up and running.
- 4.1.3. Compensating in-year management actions of (-£0.65m) through the more efficient use of staff for processing Housing Benefit claims, and (-£0.35m) managed underspend in accommodation and facilities using the building repairs fund.

Chief Executive's Department (+£0.96m)

- 4.2. The Chief Executive's Department is currently projecting a (+£0.96m) overspend. This is as a result of the legacy overspend position in the Strategy and Community Partnerships division prior to the Chief Executive Department restructure that took effect on 1st October 2016. The legacy overspend relates to the following:
 - 4.2.1. New Homes Bonus (NHB) grant funding was received over the 2015-17 period and it was planned that this would replace council funding and other reducing funding streams within the Strategy and Community Partnerships division. However, this funding was committed against other expenditure in the division, meaning that the budgeted savings were no longer deliverable. Efforts are continuing to identify savings to reduce the overspend further.

Children's Services

General Fund (+£3.58m)

- 4.3. A (+£3.58m) provisional outturn overspend is forecast for the General Fund (non-schools) Children's Services budget as a number of pressures against demand led specialist services have continued from 2015-16 into 2016-17; especially in relation to increasing numbers of personal budget packages, care proceedings, care leavers, unaccompanied asylum seeking children and looked after children. Further overspends are occurring against secure accommodation costs and from the late notice of a further cut in grant funding from the Youth Justice Board. An overspend is also forecast against the universal free school meals budget as pupil numbers continue to increase and eligibility for statutory free school meals reduces. The key variances are as follows:
 - 4.3.1. Increased demand for high level personal budgets to deliver community based packages. (+£0.2m)
 - 4.3.2. Leaving Care costs for 18+ year olds - significant increase in the number of care leavers that we are obliged to offer a service to. Includes rising 18's (Southwark judgement). (+£0.70m)
 - 4.3.3. Unaccompanied Asylum Seeker Children (UASC) - the numbers of UASC have increased by 36 over the duration of the last financial year. The authority is allocated grant to cover the costs of an individual; however, this is not sufficient to meet the sums expended. The first 25 cases are not funded by the Home Office. (+£0.15m)
 - 4.3.4. Children Looked After (CLA) staffing including Independent Futures and the associated increase on client (non-placement) costs (e.g. travel, interpreters, and rents). (+£0.15m)

- 4.3.5. Increase in support packages for young people placed for Adoption because of severe disability and the need for 1 to 1 support to carers. (+£0.1m)
- 4.3.6. CLA Placements – increase in the number and complexity of cases for the under-18 cohort of CLA. These are mainly regulated residential placements. (+£0.70m)
- 4.3.7. Increase in support for 16-17 years olds living in supported accommodation. (+£0.60m)
- 4.3.8. Youth Justice – late notification of £40k reduction of Youth Justice Board grant for 2016-17. (+£0.04m)
- 4.3.9. Disabled Children’s Services – re-phasing of savings from the service review and rationalisation. (+£0.15m)
- 4.3.10. Universal Free School Meals - increased pupil numbers and reduced eligibility for statutory free school meals. The forecast will be updated after the October 2016 schools’ census. (+£0.5m)
- 4.3.11. Holloway Pool Subsidy – savings from the removal of subsidy will not be realised in full. (+£0.06m)
- 4.3.12. Special Educational Needs (SEN) Transport (+£0.65m) - Increasing numbers of pupils and complexity of need.
- 4.3.13. Children’s Centres - net overspend from bringing Westbourne Children’s Centre back in house (General Fund share). (+£0.03m)
- 4.3.14. Short Breaks - increased use of targeted short breaks services by families assessed as requiring a personal budget. (+£0.04m)
- 4.3.15. Cardfields - overspend against premises costs as business rates have not previously been levied against this facility. (+£0.015m)
- 4.3.16. Grant Aid - underspend due to a different profile in take up of subsidised childcare than budgeted for. (-£0.04m)
- 4.3.17. Central staffing underspend of (-£0.165m).
- 4.3.18. Universal Youth - forecast short-term underspend as previously decommissioned services are re-commissioned. (-£0.3m)
- 4.4. Management action to reduce the overspend is currently underway which includes holding vacancies and reviewing high-cost social care packages, but demand in some areas is outstripping supply.

Schools (-£0.1m)

- 4.5. A Dedicated Schools Grant (DSG) underspend of (-£0.1m) is forecast. All of the provisional DSG underspend consists of balances from previous years’ underspends that are being managed to support specific areas of activity as previously agreed by Schools Forum.

Environment and Regeneration (+£3.080m)

- 4.6. The Environment and Regeneration Department is forecasting a (+£3.080m) overspend.
- 4.7. The main reasons for the overspend are set out below and are a combination of longstanding structural issues previously contained by managerial action across the department, shortfalls in income due to market conditions or decisions made by third parties impacting on earlier assumptions and delays in implementing earlier savings decisions.

Public Realm Division (+£2.088m)

- 4.8. The Public Realm division is forecast to be £1.998m overspent. This is as a result of:

Delays in realising savings around waste collection and recycling services and not implementing the Village Principle and consequential operational costs (+£3.110m)

- 4.8.1. A communally based Food and Garden Waste service was proposed as part of the 2014-15 budget setting process. A pilot was agreed to start in June 2015 for three months (+£0.03m). The establishment of the basic elements of the waste and recycling collection services provides the platform for the delivery of the Village Principle. A much longer period of time was taken than anticipated to assess the Food and Garden pilot; to consider alternative options and for the necessary consultative and decision making processes to be completed. This has led to the non-delivery of the savings as originally predicted (+£1.9m). It has also led to additional operational costs to support an ageing fleet as decisions on fleet replacement have also been delayed (+£0.6m). Further to this extra staffing costs have been incurred to ensure vital frontline services are maintained as a result of vehicle breakdowns (+£0.555m) and additional door-to-door recycling containers are required for the new schedule launch in February 2017 (+£0.025m).

Shortfall in Trade Waste Income (+£0.372m)

- 4.8.2. The proposal was to progressively increase trade waste income by £1m over three years. Income is now gaining momentum as planned management actions take effect. The projection above is prudent and if the current rate of growth is maintained the overall shortfall could be as low as (+£0.25m).

Shortfall in Income from Advertising Concession contract (+£0.5m)

- 4.8.3. A survey of the whole borough had identified 60 premium advertising sites which could have generated income of around £9/10k each, totalling between £0.54m and £0.6m. These, however, were not granted planning permission by the Planning Committee. The current position is that planning permission has been granted for only 16 sites, the realisable market value of which are currently being established.

Use of Islington Trading Company (iCo) to deliver subsidy of (+£0.1m)

4.8.4. iCo is now trading in a number of areas – Trade Waste, Memorials, Schools Human Resources and Pest Control. It is likely that the level of activity will now deliver against the trading activity in these areas.

Parking Account (-£2.0m)

4.8.5. All income streams within the Parking Account are currently performing above the levels expected in the financial model and if this trend continues, will result in a significant underspend against budget which can be utilised against Highways and Transport related spend that would otherwise need to be funded from Council revenue and/or capital resources.

4.8.6. Improvements to the accuracy of Penalty Charge Notice (PCN) issues and debt recovery has increased the average value of a PCN, and parking bay suspension income remains high as a consequence of the high levels of economic activity in the borough. Pay and display levels are on target and permit sales have increased. Improvements to the monitoring of moving traffic offences are planned to be operational within the financial year that will also improve compliance levels in this area.

Other (+£0.006m)

4.8.7. Unachievable digital-led productivity gains saving. (+£0.1m)

4.8.8. There is an offsetting corporate allocation of (-£0.095m) relating to further legal costs on a settled claim against three privately owned mature London Plane trees that had been proven to cause subsidence. Due to strong public support, the Council argued for retaining the trees and won the appeal for the trees to be retained. The claimants then proceeded with a claim against the Council for repair costs.

4.8.9. Small overspends throughout the rest of the division of (+£0.001m).

Public Protection Division (+£0.69m)

4.9. There are a number of longstanding structural budget issues within the Public Protection Division that have materialised over recent years and were subject to extensive reporting during the 2015-16 monitoring cycle. These pressures, as reported during 2015-16, are detailed below:

4.9.1. (+£0.18m) pressure within business support mainly around cost pressures relating to staff budgets and non-staffing budgets around IT / licensing costs.

4.9.2. (+£0.14m) pressure in Houses in Multiple Occupation (HMO licensing) income with licenses lasting 5 years and income budgets remaining unachievable.

4.9.3. (+£0.14m) pressure relating to staff costs that were part funded by 'Smoke-free' grant that is no longer received.

4.9.4. (+£0.09m) pressure within the library service mainly around deteriorating income streams on DVD / music rentals and hall lettings.

- 4.9.5. (+£0.05m) pressure relating to a saving relating to loss of Public Health grant.
- 4.10. For 2016-17, budgets have been subject to a re-basing exercise and consequently all areas are around the breakeven position, with the identified budget shortfall described above, of around (+£0.6m), now labelled as management action. The division and department will look for actions and opportunities to reduce this deficit over the financial year; however, a decision has been taken to remove this deficit through a permanent departmental budget adjustment in 2017-18.
- 4.11. There is a continued downturn in Local Land Charges income of (+£0.1m).
- 4.12. The remaining service areas within this division are underspent by (-£0.01m).

Planning and Development Division (+£0.302m)

- 4.13. Development Management has cost pressures around the use of agency staff (used for vacancy and temporary cover) which is offset by an underspend on salaries due to vacant posts and strong pre-application income performance. The latter could reduce this net overspend position if this continues over the financial year. (+£0.026m)
- 4.14. The Building Control service is holding vacancies (-£0.135m) offset by a projected shortfall in income (+£0.2m), unfunded agency costs (+£0.1m), an unallocated saving of (+£0.08m) and an unbudgeted invoice of (+£0.04m) relating to a prior year Scootability payment within the Spatial Planning and Transport (SPAT) service.
- 4.15. The remaining service areas within the division are showing a slight underspend. (-£0.009m).

Housing and Adult Social Services (Break-even Position)

Adult Social Care (Break-even Position)

- 4.16. Adult Social Care is forecasting a break-even position over the financial year.

Housing General Fund (Break-even Position)

- 4.17. The Housing General Fund is forecast to break-even over the financial year.

Public Health (Break-even Position)

- 4.18. Public Health is funded via a ring-fenced grant of £27.3m for 2016-17. There is a forecast net break-even position for the financial year.

Corporate Items (-£6m)

- 4.19. By integrating Strategic Community Infrastructure Levy (CIL) funding with the capital medium term financial strategy (MTFS), it is forecast that there will be £3.5m of previously unbudgeted Strategic CIL funding available for funding infrastructure in the 2016-17 capital programme. This will deliver a saving of (-£3.5m) of the annual corporate revenue contribution to the capital programme in 2016-17 and over the medium term.
- 4.20. The Council has continued to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates. This is forecast to save the General Fund (-£2.2m) in interest charges this financial year. The Treasury Management Strategy is kept under constant review to ensure that available resources are optimised and the

longer-term interest rate position reviewed within an effective risk management framework and in line with the approved strategy.

- 4.21. Additional net unbudgeted grant income (-£0.6m) has been received to compensate for the impact of Government policy on our retained business rates income in 2016-17 (e.g. the continued doubling of small business rates relief).
- 4.22. The corporate position reflects the allocation of (-£1.6m) of HRA resources to the General Fund towards the digital services infrastructure projects/improvements that were agreed in the month 4 monitoring report.
- 4.23. These savings are partially offset by:
 - 4.23.1. Corporate savings of (+£1.0m) being applied to the Environment and Regeneration pressure on the cross-cutting Wi-Fi concession saving due to a lack of suitable General Fund sites (this is a net-nil impact overall as the Environment and Regeneration overspend is reduced, in respect of this applied funding, by the same amount).
 - 4.23.2. (+£0.8m) uncontrollable pressure due to the Council's statutory duty to provide assistance to all destitute clients who are Non-European Union nationals and can demonstrate need under Section 21 of the National Assistance Act, 1948. This is commonly referred to as No Recourse to Public Funds (NRPF).
 - 4.23.3. (+£0.095m) further legal costs within Environment and Regeneration relating to a settled claim against three privately owned mature London Plane trees that had been proven to cause subsidence. This corporate adjustment offsets the costs within Environment and Regeneration.

5. HOUSING REVENUE ACCOUNT

- 5.1. The forecast outturn for the HRA is a gross surplus of (-£2.6m) to be transferred into the HRA risk equalisation reserve, leaving a break-even position overall.
- 5.2. The key reasons for the forecast gross (-£2.6m) surplus are:
 - 5.2.1. An increase in rental income of (-£2m) due to the post budget setting confirmation that PFI properties were to be excluded from the 1% rent reduction.
 - 5.2.2. A review of annual leaseholder service charges leading to an underlying increase in charges of £1m, applied to both 2015-16 actuals and 2016-17 estimates, meaning a (-£2m) increase in income.
 - 5.2.3. Other additional net income, mainly in relation to charges for other services and facilities. (-£0.2m)
 - 5.2.4. Offsetting this is a charge in respect of new digital services projects/improvements to IT infrastructure of (+£1.6m).

6. CAPITAL PROGRAMME

- 6.1. It is forecast that £112.5m of capital investment will be delivered in 2016-17. This is set out by department in **Table 2** below and detailed at **Appendix 2**.

Table 2: 2016-17 Capital Programme Month 9 Forecast

Department	2016-17 Revised Budget	2016-17 Capital Forecast	Forecast Re-profiling (to)/from Future Years
	(£m)	(£m)	(£m)
Children's Services	18.9	18.9	(0.0)
Environment and Regeneration	23.0	22.2	(0.8)
Housing and Adult Social Services	61.2	71.4	10.2
Finance and Resources	0.1	0.0	(0.1)
Total	103.2	112.5	9.3

7. IMPLICATIONS

Financial Implications

- 7.1. These are included in the main body of the report.

Legal Implications

- 7.2. The law requires that the Council must plan to balance its spending plans against resources to avoid a deficit occurring in any year. Members need to be reasonably satisfied that expenditure is being contained within budget and that the savings for the financial year will be achieved, to ensure that income and expenditure balance.

Environmental Implications

- 7.3. This report does not have any direct environmental implications.

Resident Impact Assessment

- 7.4. A resident impact assessment (RIA) was carried out for the 2016-17 Budget Report approved by Full Council. This report notes the financial performance to date but does not have direct policy implications, so a separate RIA is not required for this report.

Background papers: None

Responsible Officer:

Mike Curtis
Corporate Director of Finance and Resources

Report Authors:

Martin Houston
Strategic Financial Advisor
Tony Watts
Head of Financial Planning

Signed by



Executive Member for Finance, Performance
and Community Safety

30 January 2017

Date

Governance and Human Resources

Resources
Town Hall, Upper Street,
London N1 2UD

Report of: Assistant Director Governance and Human Resources

Meeting of	Date	Agenda Item	Ward(s)
Policy and Performance Scrutiny Committee	14 March 2017	G1	All

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

1. Synopsis

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

2. Recommendation

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

3. Background

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

PTO

4. Implications

4.1 Environment Implications

None specific at this stage

4.2 Legal Implications

Not applicable

4.3 Financial Implications

None specific at this stage

4.4 Equality Impact Assessment

None specific at this stage

Final Report Clearance

Signed by

.....
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 6 FEBRUARY 2017

SCRUTINY REVIEWS 2015/16:						
SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
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 17 Jan 2017 Exec 9 Feb 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
Smart Cities	Environment and Regeneration	JB 28 June 2016 Exec 21 July 2016	July - Nov 2016	JB 13 Dec 2016 Exec 23 March 2017		Sally Millett
Health implications of damp properties	Health and Care	JB 18 Oct 2016 Exec 24 Nov 2016	Sept - Dec 2016	JB 21 March 2017 Exec 27 April 2017		Julie Billet & Simon Kwong
Tax Avoidance	Policy and Performance	JB 28 June 2016 Exec 21 July 2016	Sept - Dec 2016	JB 21 March 2017 Exec 27 April 2017		Steve Key
Knife Crime and Mobile Phone Theft	Policy and Performance	JB 28 June 2016 Exec 21 July 2016	Sept - Dec 2016	TBC		Catherine Briody
Flooding Scrutiny	Policy and Performance	JB June 2017 Exec July 2017	TBC			

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FORWARD PLAN OF KEY DECISIONS

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 27 APRIL 2017 AND BEYOND

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

Page 53

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

Published on 1 March 2017

FORWARD PLAN OF KEY DECISIONS

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

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 27 APRIL 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 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

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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.	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 Sean.mclaughlin@islington.gov.uk
2. Page 55	Contract award for adaptations, repairs and installations work for disabled residents	All Wards	Corporate Director of Housing and Adult Social Services	7 March 2017	Contract award for Adaptation Repairs and Installations for disabled residents	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
3.	Procurement strategy for a Passivhaus pilot retrofit and new build scheme at 173 Highbury Quadrant	Highbury East	Corporate Director of Housing and Adult Social Services	8 March 2017	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
4.	Contract extensions for Genito-Urinary Medicine and Sexual Health Services	All Wards	Director of Public Health	8 March 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Julie Billett julie.billett@islington.gov.uk

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
5.	Frameworks for Islington Council Non-Housing Building Repairs	All	Corporate Director of Resources	13 March 2017	None	Open	Mike Curtis Mike.curtis@islington.gov.uk Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety andy.hull@islington.gov.uk
6. Page 56	Contract award for the Horticulture Resource Centre groundworks redevelopment	All Wards	Corporate Director Environment and Regeneration	3 March 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jan Hart jan.hart@islington.gov.uk
7.	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	13 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 Sean.mclaughlin@islington.gov.uk

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
8.	Contract award for void property repairs and refurbishment works	All Wards	Corporate Director of Housing and Adult Social Services	15 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 Sean.mclaughlin@islington.gov.uk
9.	Contract award for domestic abuse refuge provision for women and children	All Wards	Corporate Director of Housing and Adult Social Services	17 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 Sean.mclaughlin@islington.gov.uk
10.	Contract award for care home beds for older people at Cheverton Lodge Nursing Home	All	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)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
11.	Contract award for integrated sexual health services across North Central London	All Wards	Director of Public Health	21 March 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Julie Billett julie.billett@islington.gov.uk Deputy Leader of the Council and Executive Member Health and Wellbeing
12.	Local Flood Management strategy	All Wards	Executive	23 March 2017	None	Open	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
13.	Procurement strategy for the transformation of Substance Misuse Services	All Wards	Executive	23 March 2017	None	Open	Julie Billett julie.billett@islington.gov.uk Deputy Leader of the Council and Executive Member Health and Wellbeing

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
14.	The Bridge Satellite School lease arrangements	All	Executive	23 March 2017	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Joe Caluori, Executive Member for Children, Young People & Families joe.caluori@islington.gov.uk
15.	Contract extension for mental health supported housing accommodation	All Wards	Corporate Director of Housing and Adult Social Services	29 March 2017	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
16.	Procurement of Public Health pan London on line sexual health services	All Wards	Director of Public Health	30 March 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Julie Billett julie.billett@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
17.	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 Sean.mclaughlin@islington.gov.uk
18.	Hanley Crouch construction of 8 units	Tollington	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 Sean.mclaughlin@islington.gov.uk
19.	Contract award for Redbrick Estate district heating renewal	Bunhill	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 Sean.mclaughlin@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
20.	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 April 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
21. Page 61	Data Centre and Cloud Strategy	n/a	Shared ICT and Digital Service Joint Committee	20 April 2017	None	Open	Mike Curtis Mike.curtis@islington.gov.uk Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety andy.hull@islington.gov.uk
22.	Contract award for temporary accommodation	All	Executive	27 April 2017	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
23.	Adoption of revised Statement of Community Involvement	All Wards	Executive	27 April 2017	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
24.	Procurement strategy for Learning Disabilities Accommodation Dynamic Purchasing System	All Wards	Executive	27 April 2017	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
25.	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 carmel.littleton@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
26.	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	16 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 maxine.holdsworth@islington.gov.uk
27. Page 63	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 carmel.littleton@islington.gov.uk Councillor Joe Caluori, Executive Member for Children, Young People & Families joe.caluori@islington.gov.uk
28.	Mount Carmel proposed 125 year lease of Land to COLA Highgate Hill	All	Executive	18 May 2017	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Joe Caluori, Executive Member for Children, Young People & Families joe.caluori@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
29.	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 bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
30.	Highbury Corner Roundabout	St Mary's	Executive	18 May 2017	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
31.	Contract award for the construction of 8 new 2-bedroom apartments on the car park at Centurion Close		Corporate Director of Housing and Adult Social Services	19 May 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

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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)
Page 65	32. Housing allocation scheme	All Wards	Executive	15 June 2017	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
	33. Review of the Local Development Plan	All	Council	29 June 2017	None	Open	Kevin O'Leary kevin.oleary@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
	34. Contract award for the construction of 61 new build homes on the Andover Estate	Finsbury Park	Executive	13 July 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

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35.	Contract award for communal heating and ventilation maintenance including responsive repairs and out of hours cover	All Wards	Executive	28 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 Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
36.	Contract award for agency contract	All Wards	Corporate Director of Resources	28 September 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Mike Curtis Mike.curtis@islington.gov.uk
37.	Contract award for framework agreement for fire safety work to housing street properties	All	Executive	28 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 Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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

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)
38.	Contract award for the construction of 40 new build homes and improvements to Dixon Clark Court	St Mary's	Executive	28 September 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
39.	Contract award for the construction of 42 new build homes and improvements to Besant Court	Mildmay	Executive	28 September 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
40.	Contract award for the transformation of Substance Misuse Services	All	Executive	19 October 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk

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

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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)
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Membership of the Executive 2016/2017:

Councillors:

Richard Watts
 Janet Burgess, MBE
 Joe Caluori
 Kaya Comer-Schwartz
 Andy Hull
 Asima Shaikh
 Parmaid Ward
 Claudia Webbe

Portfolio

Leader
 Health and Social Care
 Children, Young People and Families
 Community Development
 Finance, Performance and Community Safety
 Economic Development
 Housing and Development
 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

5. Quarter 2 Performance statistics

8 MARCH 2017

1. Flooding Scrutiny Review – witness evidence

14 MARCH 2017

1. Report of Procurement Board

2. Call ins if any

3. Monitoring report

3. Financial update

5. Quarter 3 Performance report/sickness absence

6. Presentation Executive Member Community Development

7. ICO 6 month update

22 MARCH 2017

1. Scrutiny Review Flooding – meeting with residents and businesses

20 APRIL 2017

1. Scrutiny Review Flooding – meeting with OFWAT

25 MAY 2017

- 1. Membership and Terms of Reference**
- 2. Scrutiny topics 2017/18**
- 3. Crime Statistics/Governance Arrangements**
- 4. Scrutiny Review Flooding – Draft recommendations/Final report**
- 4. Report back from Thames Water/TfL independent review**
- 5. Call ins – if any**
- 6. Monitoring report**

JUNE/JULY

TAX AVOIDANCE SCRUTINY REVIEW – 12 MONTH REPORT BACK – JULY 2017
KNIFE CRIME, MOBILE PHONE THEFT ETC. - 12 MONTH REPORT BACK – JULY 2017
THAMES WATER INDEPENDENT REVIEW OF FLOODING
REPORT OF PROCUREMENT BOARD
WELFARE REFORMS UPDATE
GOVERNANCE ARRANGEMENTS

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