



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

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## AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

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Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held in Committee Room 4, Town Hall, Upper Street, N1 2UD on, **30 November 2017 at 7.30 pm. (THERE WILL BE A PRE MEETING FOR MEMBERS OF THE COMMITTEE AT 7,00P.M.)**

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Despatched : 22 November 2017

### Membership

#### **Councillors:**

Councillor Richard Greening (Chair)	Councillor Caroline Russell
Councillor Clare Jeapes (Vice-Chair)	Councillor Troy Gallagher
Councillor Jilani Chowdhury	Councillor Robert Khan
Councillor Theresa Debono	Councillor Alice Clarke-Perry
Councillor Gary Doolan	Councillor Gary Heather
Councillor Martin Klute	Councillor Flora Williamson
Councillor Una O'Halloran	Councillor Paul Smith
Councillor Michael O'Sullivan	Councillor Rowena Champion

#### **Substitutes:**

Councillor Mouna Hamitouche	Councillor Olly Parker
MBE	Councillor James Court
Councillor Marian Spall	Councillor Satnam Gill OBE
Councillor Angela Picknell	Councillor Nurullah Turan
Councillor Nick Wayne	

**QUORUM: 4 COUNCILLORS**

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

1. Apologies for Absence
2. Declaration of Substitute Members
3. Declarations of Interest

**Declarations of interest**

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

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

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

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

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

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

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

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

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

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

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

This applies to all members present at the meeting.

4. To approve minutes of previous meeting 1 - 6

5. Matters Arising from the minutes

6. PUBLIC QUESTIONS

7. Chair's Report

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

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

8. ASB Update 7 - 24

9.	Presentation Executive Member Finance, Performance and Community Safety - Verbal	25 - 48
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<b>E.</b>	<b>REPORT OF REVIEW CHAIRS - if any</b>	<b>Page</b>
<b>F.</b>	<b>MONITORING RECOMMENDATIONS OF SCRUTINY COMMITTEES, TIMETABLE FOR TOPICS, WORK PROGRAMME AND FORWARD PLAN</b>	<b>Page</b>
<b>G.</b>	<b>URGENT NON EXEMPT MATTERS</b>	
	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.	
<b>H.</b>	<b>EXCLUSION OF PUBLIC AND PRESS</b>	
	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.	
<b>I.</b>	<b>CONFIDENTIAL ITEMS FOR CALL IN - IF ANY</b>	<b>Page</b>
<b>J.</b>	<b>EXEMPT ITEMS</b>	
	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.	
<b>K.</b>	<b>OTHER BUSINESS</b>	<b>Page</b>

The next meeting of the Policy and Performance Scrutiny Committee will be on 18 January 2018  
**Please note all committee agendas, reports and minutes are available on the council's website:**

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

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# Public Document Pack Agenda Item 4

London Borough of Islington

## Policy and Performance Scrutiny Committee - 2 November 2017

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at Committee Room 4, Town Hall, Upper Street, N1 2UD on 2 November 2017 at 7.30 pm.

**Present:**           **Councillors:**       Greening, Jeapes, Gallagher, Heather, Chowdhury, Williamson, Champion, O'Sullivan, O'Halloran, Picknell and Smith

**Also Present:**       **Councillor:**           **Hull**  
**Borough Commander: Catherine Roper**

**Councillor Richard Greening in the Chair**

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

Councillors Doolan, Klute, Russell, Debono, Khan and Calouri – Executive Member Children, Young People and Families  
Councillors Jeapes and Gallagher for lateness

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

Councillor Picknell stated that she was substituting for Councillor Doolan

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

None

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

#### **RESOLVED:**

That the minutes of the meeting of the Committee held on 5 October 2017 be confirmed and the Chair be authorised to sign them

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

None

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

The Chair outlined the procedures for Public questions and filming and recording of meetings

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

The Chair stated that the Annual Crime and Disorder report that was being considered that evening reflected an increase in crime figures. The Chair added that the Police had had to suffer substantial reductions in funding over the past 7 years and this has had an impact no doubt, on their ability to respond. It was stated that the Council had similarly had a 70% reduction in funding in a similar period.

The Chair added that the implications of Government funding cuts were now beginning to be felt significantly

**399**      **ANNUAL CRIME AND DISORDER REPORT (Item 8)**

jCatherine Roper, Borough Commander, was present together with Councillor Andy Hull, Executive Member, Finance, Performance and Community Safety. Keith Stanger, Service Director Community Safety and Crime Reduction and Catherine Briody, Head of Youth and Children's Services were also present.

Agenda item C9 – Knife Crime, Mobile Phone theft – 12 month report back was also considered in relation to this item.

During consideration of the report and presentation the following main issues were raised –

- Crime trends in Islington are largely mirroring those seen across London and there had been an increase in overall crime by 19%
- Key areas for the SIP are youth crime, violence against women and girls, Hate Crime and Anti-Social Behaviour and PREVENT
- Youth Crime is a main focus and knife crime remains an area of concern
- Islington largely reflects trends across London except for theft snatch, where Islington is disproportionately high, and knife crime with injury victims under 25 years of age
- Theft snatch offence levels have risen 83% and theft of motor vehicles is linked to this and increased 45% due to stolen mopeds
- There has however been a reduction in first time entrants to youth crime and youth custody rates continue to reduce
- The Youth Offending Service is now operating well and reoffending rates are decreasing despite the needs of the cohort becoming more complex
- Violence against Young Women and Girls – domestic abuse offences increased by 4% in line with London rises, but detection rates fell 13% to 21% against MPS falling 2% to 26%
- The Domestic Violence MARAC is functioning well with good multi agency representation
- Sexual offences continue to increase 33% and there are low numbers of other types of VAWG
- Faith hate crime is increasing and other types of hate crime are decreasing. This is in line with the MPS overall, however detection rates on all forms of Hate Crime in Islington are improving, but remain low
- The Committee noted that the Police were employing new measures to detect perpetrators of moped crime, and a number of significant arrests of individuals has recently been made
- It was noted that Islington is the only borough that had designate safer schools officers in all primary and secondary schools and work is also taking place with

Universities in the borough. All secondary schools in the borough had a Safer Schools officer and there were 10 in total

- In response to a question it was stated that there is a need for better information to be given to the Public in relation to mobile phone theft it was stated that crime prevention information was given to the Public
- The Borough Commander also referred to the fact that a lot of the crime in Islington is related to inter generation crime and family links. In addition, the 'rat runs' in Islington made it easier for mopeds to escape the Police and measures were being looked at in this regard to make it more difficult for moped crime
- In response to a question it was stated that the Police were working to ensure that criminal assets were frozen, and that those organising the wider criminal network - the 'gangmasters' – were apprehended, However, the Police recognised that improvements were needed
- Councillor Hull referred to the large reduction in Police numbers over the past few years and that Police numbers in Islington had reduced considerably and such reductions have a significant impact on crime reduction. The Police had also to find further significant savings in their budget
- Reference was made to the fact that the Police did use CCTV footage and there is radio communication in CCTV hubs, In addition, the Council had installed barriers in some areas to make it more difficult for mobile thieves to evade escape, however the young people often had their faces covered which made CCTV images difficult to view. It was noted that the Police were trialling a DNA spray that could aid detection in the future
- The Borough Commander stated that officers could pursue mopeds and work is also taking place with the Serious Crime Unit to gather intelligence about the serious criminals organising crime in the borough
- It was noted that relationships had improved between the Police and young people and there needed to be a balance as to how young people in groups were handled, as not all young people congregating together were involved in criminal activity
- In response to a question it was stated that a risk assessment was carried out before a moped thief is pursued and it was stated that the number of prosecutions for moped crime in the past year could be provided to the Committee
- It was stated that the current establishment of officers in Camden and Islington was 1200 officers as resources had now been merged, and that the establishment figures had reduced by 250 officers since 2010
- The Borough Commander referred to the fact that the Borough were fortunate in that the Council had funded a good offer of youth facilities and that this needed to be more widely publicised in her view
- The Borough Commander stated that most youth crime is committed by 13-18 year old boys, and there are often safeguarding issues involved. There is also a problem of young girls being used for criminality
- The Committee were informed that a great deal of work is being carried out by the Youth Offending Service with prolific offenders, although the numbers are lower than previous years. Measures other than custodial sentences were explored and this approach has led to a reduction in re-offending
- In relation to the recommendations in the 12 month report back on knife and mobile phone crime it was stated that a great deal of work had been carried out with the Courts, and that the integrated gangs team had been a success, and it is hoped to extend this model to engage more young people at an earlier stage
- The Committee were pleased to note that there had been significant improvements in the Youth Offending service, and targets were all being met
- In addition, a toolkit for schools had been developed around understanding of gangs and it is hoped that this will shortly be available

## Policy and Performance Scrutiny Committee - 2 November 2017

- Knife sweeps are being undertaken on a regular basis, in addition to stop and search, where the numbers of stop and search had reduced, however the positive outcomes had increased. It was felt that stop and search is being used more appropriately
- The Committee noted that more support is being provided for victims of crime and that and young people who are involved in crime that are also victims. Victim support staff also went into schools and did work with them
- Reference was made to the introduction of safe havens and it was stated that the Committee should be provided with information as to how many were proposed and those that will be open after 6.00p.m.
- It was stated that violence against young women and girls had increased and that this if felt to be due to increased reporting. More officers had been assigned to work in this area
- Reference was made to the increase in faith hate crimes and it was felt that there is also underreporting. There were reports of Muslim women being abused in the street and that often Muslim women did not report this and that ways of encouraging them to report such incidents should be looked at, The Borough Commander indicated that the Police did hold a surgery at the Mosque and were trying to build positive relationships
- The Committee were of the view that prosecutions for hate crime should be better publicised and that this would encourage more reporting
- Members were informed that a training package had been purchased in relation to hate crime and what residents could do when they were victims of hate crime
- In response to a question it was stated that the SIP has tried to raise awareness of the need to report and a one stop shop would shortly be set up which will hopefully assist

### **RESOLVED:**

That the report be noted and the Borough Commander be requested to inform Members of the details of the number of safe havens proposed and those that would be open after 6.00pm

The Committee thanked the Borough Commander, Catherine Briody, Keith Stanger and Councillor Hull for attending

### **400 KNIFE CRIME/MOBILE PHONE THEFT SCRUTINY REVIEW - 12 MONTH REPORT BACK (Item 9)**

This item was dealt with in conjunction with minute 399 above

### **401 FINANCIAL MONITORING UPDATE (Item 10)**

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present for discussion of this item.

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

- It was noted that there was an overspend at month 4 but it was hoped that by year end this could be covered by contingency reserves
- The situation for the Council is however extremely challenging as the Council had had a 70% reduction in Government spending since 2010

**RESOLVED:**

That the report be noted

The Committee thanked Councillor Hull for attending

**402 WELFARE REFORMS UPDATE (Item 11)**

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present and was accompanied by Robbie Rainbird Head of Processing, Housing Benefits

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

- Islington is due to move to a full Universal Credit service by March 2018 and feedback from pilot areas had highlighted a number of significant issues for claimants and Local Authorities
- These included an increase in rent arrears that is likely to lead to a loss in income stream to landlords and the Council and more demand for Council services and support teams
- Members expressed concern at the implications for claimants and landlords of the changes and that they would support a Council motion to request the Government to look again at implementation and assess the results of the trial in the pilot areas and the problems encountered before a full rollout of Universal Credit takes place
- Discussion took place as to the length of time that it took for claimants to receive payment of Universal Credit, in some cases up to 9 weeks and the problems of sanctions being imposed
- In addition, claims for Universal Credit needed to be made on line and some residents would have difficulty with this
- In response to a question as to whether there had been any financial modelling on Islington residents on the results of the introduction of Universal Credit, it was stated that 22000 residents would be on Universal Credit, and of these 48.6% of claimants would be worse off and 29.3% better off
- It was stated that the level of rent arrears could increase significantly as a result of the introduction on Universal Credit
- The Committee noted, that unlike most other Local Authorities, they had protected voluntary sector funding, and had the best funded Law Centre to assist residents

**RESOLVED:**

That the report be noted and the Committee support a motion to Council calling for the introduction of Universal Credit to be halted, in order to assess the problems encountered in the pilot areas, as outlined above

The Committee thanked Councillor Hull and Robbie Rainbird for attending

The meeting ended at 10.00 pm

CHAIR



ISLINGTON

***Policy & Performance Scrutiny***  
***Anti-Social Behaviour***  
***April – November 2017***

# Anti-Social Behaviour Headlines

- Continued increase in ASB calls to the council while calls to the police decrease
- Number of repeat callers has increased too – new process to tackle Repeat Callers has now been introduced
- The Community MARAC is continuing to be successful in dealing with vulnerable victims, with full partnership support
- New Clinical Psychologist in post to help understand the drivers behind the complex ASB cases
- New approach to tackling street population issues

## Areas of Progress:

- ASB strategy signed off
- St Mungo's awarded the Street Population contract for the next 3 years, with rapid response volunteers to improve case management
- Using action to increase take up of services by street population who choose to stay on the streets rather than engage
- Workshop held to “walk through the journey of an ASB victim” to improve the service
- Community Safety coordinating 18 multi-agency problem solving projects relating to current hotspots

## Areas for Development:

- Delivery of the new ASB Action Plan
- Agree a joint cross-borough approach to tackling the street population and ASB issues
- Prioritising scheme for ASB calls and reducing repeat callers
- Roll out of CPN training and implementation for housing staff

# Key Areas of Work

## Community Safety Officers x 4

- Continue to hold a geographical oversight of hotspot areas for crime and ASB and also one specialist portfolio of work each:
  - Hate Crime and Violence Against Women & Girls support
  - Street Population, vulnerable victims and perpetrators including Community MARAC
  - Safer Places, Safer Spaces
  - Youth Crime and supporting interventions

## Clinical Psychologist

- Co-located with LBI Housing and supporting ASB officers to have a Psychologically informed approach in dealing with complex MH case work. Focus on upskilling staff to manage cases and providing MH support to Community MARAC. 31 cases have been referred for this specialist support so far (July to date)

## Community MARAC Co-Ordinator

- Manage the Community MARAC meetings, raise profile of the MARAC and share best practice

# Anti-Social Behaviour

- **ASB Action plan focuses on the following aims. To:**
  - Ensure an effective operational response
  - Support vulnerable victims and perpetrators
  - Engage the community to build resilience and cohesion
  - Focus on long terms solutions
- **Partnership working group** took place in October 2017 to ‘walk the journey of an ASB victim’ to identify any gaps in service to victims across all organisations in Islington. Focused on three main reporting avenues:
  - LBI reporting line
  - Housing Office
  - Call to police
- **Where Enforcement has been necessary:**
  - 1 Criminal Behaviour Order has been granted against a persistent ASB & crime perpetrator
  - 2 Anti-Social Behaviour Injunctions have been granted against persistent ASB perpetrators
  - 3 Anti-Social Behaviour Injunctions are in the process of legal proceedings

# ASB Response Service

- § Currently leading on the prioritisation of and response to the calls received in light of the significant increase of calls now seeing
- § Reviewing ASB messaging to residents to make it clear what will and will not be dealt with and the response they can expect to receive
- § Close partnership working with Community Safety to reduce ASB associated with longer term issues
- § Leading the roll out of Community Protection Notices training and implementation through Housing staff
- § Building stronger partnerships with other registered providers
- § Improving the case management arrangements of vulnerable residents

# Vulnerable Victims & Perpetrators

- Monthly Community MARAC meetings now fully staffed and supported
  - There have been 55 complex MARAC referrals supporting vulnerable victims and perpetrators of ASB
  - New Clinical Psychologist in place and MARAC Co-Ordinator started in July. Clinical Psychologist is currently supporting up to 20 housing officers to develop their skills and capacity for dealing with complex mental health cases
  - MARAC Co-Chaired by Police Inspector and Community Safety
  - 26 new cases since April against target of 15 demonstrating a clear need
  - Very good range of partners referring and attending meetings
  - Process for identifying the most at risk cases is ongoing
- Community Trigger requests continue to be managed by Community Safety
  - 12 trigger enquiries requests since April with 4 formal trigger requests. 2 cases met threshold and 2 did not
  - Even where cases do not meet the threshold we ensure follow up from the relevant department/agency

# Safer Places, Safer Spaces

- **Continuing to deal with location based ASB including hot spot areas**
  - Youth related ASB (eg Cally, Whittington Park)
  - Linking in with both LBI housing and other Registered Providers to support work on estates
  - Community Safety are currently managing 18 multi-agency problem solving projects responding to ASB/Crime hotspots in the borough with some 20 different partner organisations (eg Pentonville Drones, Mildmay ASB)
  - The team have currently undertaken 14 Environmental Visual Audits at hotspot locations mapping out a number of potential environmental and other improvements to reduce crime and ASB
  - Increased the number of Safe Havens in the borough to 67
  - Community Safety have developed a new Memorial Management Policy for the Council
  - Changes to DPPO legislation (becoming a PSPO) on 20<sup>th</sup> Oct

# Street Population

- Significant increase in street population related complaints linked to begging & street drinking & 'Hotspot' at Stroud Green Road
  - Working with a wide range of support services to identify unmet needs
  - New relationship established with 'Women at the Well', who support homeless and vulnerable women. They have been doing joint outreach shifts with St Mungo's in specific locations where there is a need.
  - Case conferences held with relevant agencies to develop a plan of action of the most problematic street pop individuals coming to attention.
  - New project by DCLG-social impact bond started in November-this scheme will work with 12 rough sleepers in Islington, identified by CHAIN as long term rough sleepers. This is run by Thamesreach and offers additional support to these individuals.
  - Working with police to develop days of action for intelligence gathering and any other suitable intervention, 2 days already held and further dates planned for Nov and Dec.
  - Xmas poster campaign to promote 'alternative giving' rather than cash to those begging.
  - Continuing to deal with location based ASB including hot spot areas
  - Youth related ASB
  - Linking in with both LBI housing and other Registered Providers to support work on estates

# Police Response to ASB

- § Increased use of dispersal zones across the borough to tackle crime & ASB issues as they occur
- § Sharing of ASB information (Airwave) with partners
- § Ward Panels for resident engagement and local tasking
- § Enforcement of the DPPO powers on Holloway Road (Street Drinkers) which has moved them on
- § CPN's issued in co-operation with council
- § Continuing to monitor and enforce action for repeat callers
- § 2 CBOs in the last month
- § Re-classifying ASBs to better reflect the circumstance to eliminate erroneous data.
- § Adoption of ASB warning notices & the planned sharing of these with partners.
- § Delivery of best practice to the SIP sub group for the above point by Tower Hamlets ASB team
- § Specific projects running are touting around Emirates stadium, vulnerable users, drug dealing and ASB around North road.

# Safer Neighbourhood Board

The SNB commands £26,600 from MOPAC funds to pay for projects aimed at tackling crime & ASB

- 6 projects have been initiated by the SNB to respond to issues such as knife crime (Ben Kinsella Trust) theft (Highbury West Residents) and cyber bullying (MetaPlay)
- Facilitation of conferences
- 1 Islington public event planned focusing on fear of crime



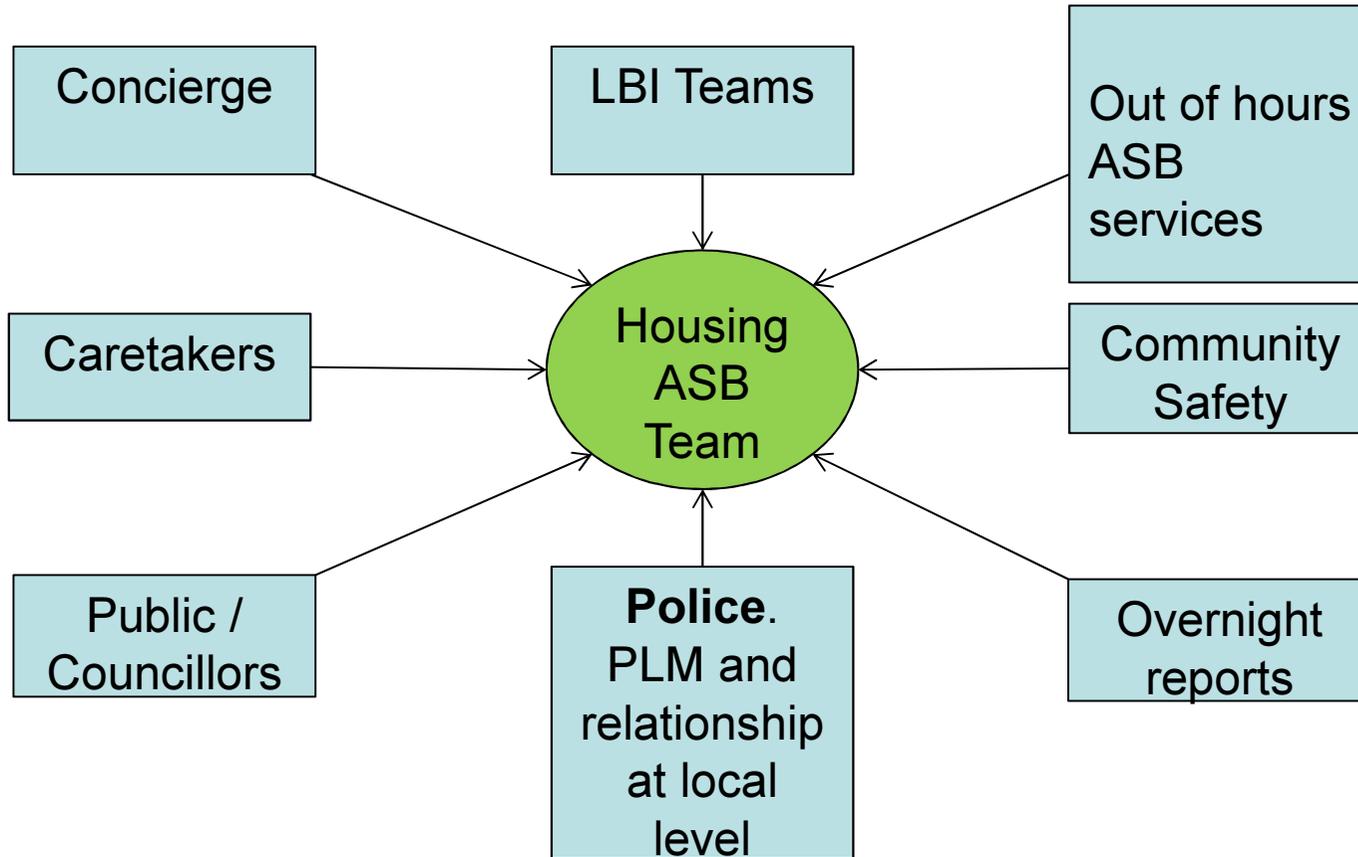
# Housing and ASB

- 3 Area Based Housing Teams serving 29,000 council tenant and leasehold tenancies.
- Locally based asb, tenancy, estate services teams and field based staff. Responsive. Pooled local knowledge.
- Case management focuses on needs of both victims and perps. Support needs and enforcement.
- Uphold rights and obligations of the **Tenancy Agreement.**

# Case Numbers

- 806 new cases in 2016/17 including 95 harassment ( victim perception)
- 372 new cases ytd ( Oct 2017) including 28 harassment
- 65 cases of domestic abuse 2016/17
- 54 cases of domestic abuse ytd
- Most prevalent reports: neighbour disputes /nuisance – noise, drugs, youths, dogs

# ASB Evidence Collection



# TOOLS AND POWERS

## EARLY INTERVENTION – BEHAVIOURAL CHANGE

Warning Letter/discussion  
Provision of support  
Notices of Seeking Possession

## LEGAL ACTION

Possession including  
Absolute Ground, Injunction  
Closure Order  
CPN

## LAST RESORT

Eviction

# Support

- Stronger families programme
- Mediation
- Victim support
- Mental Health
- Adult social care
- Children's services
- Floating support (SHP) accessing wide range of specialist support
- TYS & Community Development Progs
- Solace

# Support v Enforcement

Support Type	YTD 2017/18		Enforcement	2016/17	Apr-Oct 2017
Floating Support	65		Eviction	6	6
Children's Services	23		Injunction	26	9
Victim Support	36 ( to Sept)		Possession order	25	16
MARAC	2		NSP	140	80
Contact with Adult Social Care	96		Warning letter	201	124
			Closure order	2	3



# Developments

- Aligned harassment reporting data in line with MOPAC
- Monthly PI reporting now includes a range of support referrals
- Co-location into Area Housing teams for SHP, Victim Support and Clinical Psychologist
- Re-introduction of reporter satisfaction surveys
- Establishment of Hoarding panel
- Training agreed for tenancy and asb staff on issuing CPN

# Next steps

- Housing Operations transformation into Homes and Communities
- Replacement of case management system under consideration
- Introduction of downloadable 'Noise app' for reporters.
- Mobile working capability



ISLINGTON

# **Annual Report of the Executive Member for Finance, Performance and Community Safety**

**Cllr Andy Hull**

Policy and Performance Scrutiny Committee  
30 November 2017

# Responsibilities

- Finance - including budget setting and management
- Revenues & Benefits
- Resources: Property, ICT, Human Resources, Legal Services
- Procurement, Contract Management
- Democratic Services, Registrars and Electoral Registration
- Customer Services: Contact Islington and Complaints
- Performance management
- Risk management: Information Governance, Internal Audit & Risk
- Council transformation
- Community safety and policing (including hate crime)
- Public Protection



# Finance

- Council and Pension Fund accounts for 2016/17 signed off with no issues
- Prepared and passed the Council's 2017/18 Budget, delivering a further £21 million of savings as a result of government cuts, meaning that the council has had to reduce spending by a total of £170 million since 2010
- Robust financial monitoring resulted in the early identification of budget pressures for this year and next:
  - Departments responded swiftly to the pressure and there is evidence of the overspend being pared back – although demand pressures on Children's and Adult's services are not going away
  - For 2018/19 the increased budget pressure has led to a new package of savings options being prepared to address the shortfall
- The Pension Fund has seen its investments assets grow significantly over the past year closing the gap between its assets and liabilities
- The Pension Fund is also taking a lead by actually reducing its carbon footprint – all of its equity investment is now in low carbon vehicles



# Finance

- Going forward, the Council will need to find a further £40m savings in the three year period 2019-22 through a new Outcome Based Budgeting approach
- An exercise has been undertaken to review council expenditure in line with seven agreed outcomes:
  - Residents in work and financially independent
  - Decent, secure and affordable homes
  - Children and families able to thrive, reaching their potential
  - A safe and cohesive borough
  - Residents living healthy, independent lives
  - A welcoming and attractive place to live, work and do business
  - A well run council
- Over the next year we will review expenditure / services within each outcome to explore savings options whilst ensuring that we achieve good outcomes for residents



# Revenues and benefits

- Maintained high collection rates for Council Tax and Business Rates, generating £130m of revenue for the council. In 2016-17, we collected 96.7% of council tax, our highest ever
- Increased the proportion of CT payers who pay by direct debit – over 62,000 out of approximately 89,000 accounts
- Continued efforts to collect old Council Tax arrears and expanded this to include Business Rates. Total arrears recovered to date: £2.5m Council Tax and £1.6m Business Rates
- Developed proposal to exempt Foster Carers from Council Tax – will be included in budget recommendations in February 2018 and, if agreed, would start from April 2018
- Changed Council Tax billing arrangements (from August 2017) for student blocks to ensure landlords do not avoid paying Council Tax if a room is not occupied by the student
- Reviewed Council Tax properties that have been empty for more than 2 years and levied 50% premium on these

# Revenues and benefits

- Hosted Welfare Reform Conference (with Advice Partners) in March 2017 for voluntary and community sector organisations: discussed impacts to date and support for residents going forward
- Relaunched Resident Support Scheme (RSS) at Welfare Reform Conference to encourage VCS partners to refer residents in need
- Continued to use Discretionary Housing Payment (part of RSS) to support those affected by welfare reform:
  - Low income working families who have lost income as a result of the removal of family premium
  - Vulnerable groups adversely affected by the most recent reforms: single people under 25, lone parents not receiving additional element of Child Tax credits and Housing Benefit, single people claiming Local Housing Allowance
  - Those facing a shortfall in rent as a result of the Bedroom Tax and Benefit Cap
- Urgent payments made to support the victims of the Finsbury Park terrorist attack

# Property

- Property Strategy sets out policies to make best use of the Council's property portfolio – around 270 properties, including operational buildings, libraries, children's centres, community centres, investment properties
- Progress this year includes:
  - Accommodation Review key phases now complete – brought together council services with similar remits into the same buildings to make it easier to work together.
  - Key income and savings opportunities being realised this year:
    - £200k from letting second floor of Laycock Street PDC to Clinical Commissioning Group;
    - £250k from moving staff out of Northway House, Upper Street and exiting the lease (Pret a Manger taking over the lease, subject to planning consent)
  - On track to realise £3m of extra income / rent savings by 2019/20
  - Work progressing on optimising use of community centres, and space in libraries, and further operational accommodation efficiencies

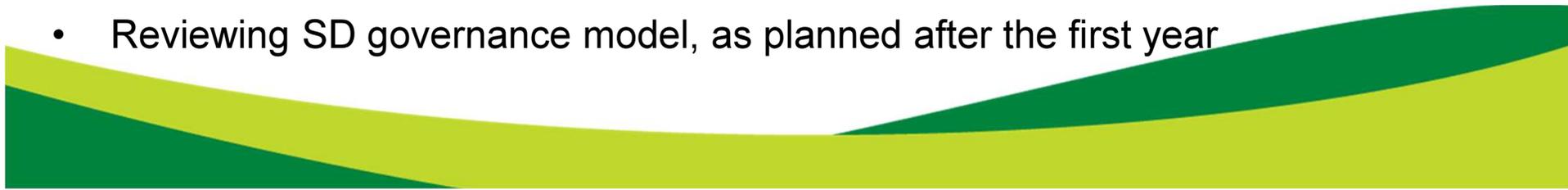
# Property

- Undertaken urgent review of all owned council buildings / properties following Grenfell fire
- Identified one commercial property (council is freehold owner) - 251/253 Hungerford Road - that has ACM type 2 cladding
- Property is occupied by Guinness Trust Flats and the Bridge School
- Interim additional fire safety measures have been put in place
- Council is leading on investigating state of building and finding /installing suitable replacement cladding. Timeline 6-12 months
- NB: An inspection of all council housing properties has also been undertaken by Housing. One block – Braithwaite House – has been found to have Type 2 cladding. Work is underway to address this and will be reported to Housing Scrutiny Committee



# ICT / Shared Digital

- The Shared Digital Service (with Camden and Haringey) has been running for its first 'kick-off' year. A budget of £43.7m has been created to operate the service
- A shared digital strategy is being drafted, showing a huge overlap in the priorities for Islington, Haringey and Camden
- Infrastructure projects are underway to contribute to the £6m saving target for the shared service. These include:
  - consolidating 9 data centres across the three councils to 2 co-hosted centres
  - moving to a single supplier for mobile phones, calls and data
  - moving to a single supplier for multi-function devices (printers, copiers, scanners)
  - upgrade to Office 2016 and move to Office 365 allowing more flexible working
- Business applications and their contracts are being reviewed, looking for opportunities to re-use or consolidate across the boroughs
- Islington's priority projects have been agreed allowing focused delivery
- Reviewing SD governance model, as planned after the first year



# Human Resources

- Reviews of key areas of HR service delivery undertaken - appraisal system and recruitment process. Digital solutions, including 'People Dashboard' providing real-time information on recruitment, agency worker numbers, sickness absence and appraisal completion, fully developed and awaiting implementation when Digital Services capacity permits
- Procurement of agency workers contract completed to challenging deadlines. New provider selected – savings anticipated and exciting social value proposition included in service provision
- Increased support for managers to enable them to reduce use of agency workers, including increased provision of regular management information, adoption of principles governing the use of agency workers, and implementation of targeted resourcing strategies
- Scrutiny of delivery of occupational health contract to address issues, and proposals developed for sourcing a new provider to offer an improved service.
- Actions to comply with legislation relating to increased pensions auto-enrolment implemented by 1<sup>st</sup> October 2017 deadline, annual pensions statements issued
- Significant piece of work to ensure the Council implemented the government's changes to the 'IR35' legislation completed\*

\*IR35 tax legislation is designed to combat tax avoidance by workers supplying their services via an intermediary, but who would be an employee liable to pay Income Tax and National Insurance Contributions if the intermediary was not used. From April 2017, responsibility for ensuring IR35 is correctly implemented in the public sector shifted from the contractor to the public sector body

# Human Resources

- Ongoing work to offer council apprenticeships to Islington residents, aligning opportunities with end of school year to provide viable post-16 option. Realistic prospect of meeting Manifesto target (200 council apprenticeships over 4 years) and Public Sector Apprenticeships Target (which most London boroughs do not anticipate achieving)
- 'Fuse' programme, launched in October, delivering apprenticeships to existing employees as part of deriving maximum benefit from the Apprenticeship Levy
- Policies - Dying To Work initiative adopted, reflected in Managing Attendance policy; new Collective Disputes Procedure drafted and consultation with Trades Unions underway
- Ongoing focus on supporting diversity and inclusion: Inspiring Leadership programme (supporting BAME/disabled colleagues to progress) redesigned with offer more tailored to individuals; new diversity training being developed for all employees; regular meetings of staff forums (BME, Disabled, LGBT, Women); support being provided for forums to assess equalities impact of key processes;
- Timewise accreditation renewed end September 2017
- Staff engagement survey delivered to all employees to increase employee voice, with over 2,000 responses. Departmental and corporate action plans currently being drafted. Analysis of equalities data undertaken





# Procurement & contract management

- In 2016/17 the Council had 6,093 suppliers - total third party spend amounted to over £551m – around one third of these contracts were tendered in 2016-17
- Strategic Procurement oversees all procurement, contract management and in-sourcing matters for the Council, ensuring that we comply with legislation and ensuring the money is properly spent. Activity over the past year includes:
- Delivered training to local suppliers to help them win contracts, encouraging commissioning officers to hold ‘meet the buyer’ events for the voluntary and community sector
- Published lists of all contracts with aggregate annual value of £5,000 or more on Council website to ensure transparency, and to support VCS to build alliances with existing suppliers, to support delivery of services
- Advertising larger requirements transparently on the Council’s website, London Tenders Portal and Voluntary Action Islington
- Running of the Community Right to Challenge Process
- Ensuring London Living Wage is considered as part of the procurement process for contracts

# Legal Services

- Successfully advised on / defended a number of high profile employment tribunal claims and also special educational needs tribunal claims
- Advising on the winding up of the Bemerton Estate Tenant Management Organisation
- Advised on and executed contracts on high value new build housing projects including Redbrick Estate and Kings Square Phase 2, and imminent contract award on the Charles Simmons House new build housing project
- Successfully defended appeal against Council's decision to refuse planning permission for Parkhurst Road residential development. Developers will need to factor in planning policy requirements when bidding for development and affordable housing requirements will not be reduced as a result of the developer over paying
- The Council brought a successful appeal regarding the validity of notices served on introductory tenants (LBI v Dyer [2017] EWCA Civ 150)



# Democratic Services

- In 2016-17, Committee Services published the papers for and clerked 179 council committee meetings and 125 school appeals
- Committees supported include Council, Executive, Audit, Standards and those related to Planning, Licensing and Scrutiny
- During the year the team also coordinated and published over 40 officer key decisions
- The Member Support and Committee Services teams were brought together in October 2016 as a result of the restructure of the Chief Executive's Department. Following the reorganisation the Member Support and Committee services teams have moved into one office, to facilitate team working and to create improved meeting space in the Town Hall
- New procedures and guidance documents to support the new working arrangements and to assist colleagues across the council and members with decision making procedures are being produced



# Registrars

- Conducted over 2,000 ceremonies in the last 12 months - 2nd highest in London (after Westminster)
- Recent Annual Performance Review from the General Register Office gave praise to excellent performance. All appointment availability for birth, deaths and ceremonies exceed the national attainment levels
- Ongoing work to provide customers better digital access to the registration service with more services being available to book online
- Our bespoke ceremonies website 'Say I do Islington' has partnered with the Print team to offer residents the ability to order wedding stationery such as invites and order of the day. Local businesses can now also advertise on the ceremony website - already generated £5,000 income in a short period of time
- Public Protection and Counter fraud framework has been developed to give assurance to the General Register Office that security measures are in place within the Register Office
- Positive discussions underway to extend the City of London partnership agreement past November 2018 – looking for 5 or 10-year renewal of the contract



# Electoral Services

- Successful delivery of UK Parliamentary General Election (snap election) in what was expected to be a fallow year with added pressures of having two high profile Members of Parliament
- Ongoing work on the annual voter registration canvass for publication of the revised Register of Electors on 1 December 2017
- Assisted Children's Services on organising the Youth Council elections 2017
- Plans for registration drive for students and halls of residence and door to door canvassing in spring focussing on the local elections in May 2018
- Polling District Review undertaken and changes presented to Audit Committee for agreement



# Customer Services

- Continued reduction in calls to Contact Islington and visits to the Customer Centre
- Increase in transactions through online / digital channels
- Work underway to install new technology in Customer Centre to enable residents to scan documents and speed up self-service
- Continued use of random and “with cause” drugs tests across the whole council
- Increased revenue and user numbers for Assembly Halls in comparison to previous year
- Security / Facilities staff successfully responded to two increases in UK Threat Level from Severe to Critical



# Performance

- Reviewed and refreshed the council's corporate performance indicators, setting new challenging targets for 2017/18
- Introduced additional equalities objectives / measures around increasing achievement in Early Years and educational attainment at Key Stage 2 and 4 for underperforming groups
- Implemented new arrangements for quarterly performance reporting to scrutiny – each committee now has responsibility for monitoring performance in its area, and receives quarterly performance reports presented by the relevant Executive Member
- Held Monthly Performance Panels (MPPs) focusing on key priorities with Corporate Directors and Executive Members
- Supported work around Outcome Based Budgeting – looking at measures to assess and benchmark the performance of services across the council in delivering outcomes



# Information Governance

- Work underway to prepare for the new EU General Data Protection Regulation (GDPR)
- Will apply from 25 May 2018 and new UK Data Protection Act will come into force to enact GDPR's requirements
- GDPR is designed to ensure data subjects have control over their data and how it is used. It grants data subjects a number of new rights, including the right to erasure and the right to be informed, requires organisations to adopt “appropriate technical and organisational measures” to protect personal data. It also introduces mandatory data breach reporting to the ICO
- Council has agreed its GDPR approach and an action plan with 12 workstreams (in line with the Information Commissioner's 12 steps to compliance) is now in place
- GDPR working group have undertaken a baseline audit of contracts, privacy notices, consent arrangements and an information audit
- Training and awareness sessions have been delivered across all senior management teams and a communications campaign is underway for all staff



# Internal Audit / Risk management ISLINGTON

- 2016/17 Annual Report presented to Audit Committee September 2017. Overall moderate assurance opinion given (i.e. the council's systems for control, risk and governance are generally adequate with some improvement required)
- 2017/18 Audit Plan on target to be delivered by the end of the financial year – Interim Annual Report will be prepared for Audit Committee in January 2018
- Between 1 April and 15 September 2017, 24 cases were referred to Internal Audit Investigations and 4 whistleblowing referrals made
- An interim whistleblowing report was presented to Audit Committee in September
- We are currently working with the Fraud Forum to enhance overall governance arrangements surrounding anti-fraud initiatives
- Corporate Risk Register now in place and each department now has a Risk Register, which will be reviewed in Quarter 4
- Principal Risk Report presented to Corporate Management Board in July 2017. An update will be produced in December. Risk management workshops continue to be delivered across the Council

# Community Safety



- Safer Islington Partnership signed off four-year strategies for Youth Crime, Violence Against Women and Girls, Hate Crime, and Anti-Social Behaviour
- Preventing Youth Violence Contracts awarded for mentoring and key working services, and Schools Youth Violence Prevention Toolkit designed with schools
- Funding secured, through partnership working, for two new projects supporting women with complex needs suffering domestic violence, with both projects on track to start in the new year:
  - Flic\* DVA Pilot: Islington selected as the location for the FLIC DVA pilot, working with around 5 women at a time who are homeless and experiencing multiple disadvantage.
  - DCLG Complex Needs Project: specialist service for women experiencing severe and multiple disadvantage across Camden, Enfield, Haringey and Islington. Contract awarded to Solace – will support at least 20 women at any one time across the four boroughs and, additionally, 150 women with complex needs across each of our refuge and floating support services

\* Fulfilling Lives in Islington and Camden



# Community Safety



- New Prevent Partnership Board set up under Safer Islington Partnership, Prevent Officers recruited, training delivered to schools / parents
- Multi-Agency Hate Crime Action Plan agreed, successful Hate Crime Awareness Week in October, including signing of Pledge
- Coordinated extensive support offer to victims and families of Finsbury Park terrorist attack
- Clinical psychologist working with ASB and Housing teams to identify and address mental health issues which may be driving behaviour
- St Mungo awarded three-year Street Population contract, with rapid response volunteers to improve case management. Two days of joint action held to tackle street population issues



# Public Protection

- Steady increase in the number of food businesses compliant with safety requirements, and food premises awarded Healthy Catering commitment
- Commercial Environmental Health Team continued to drive improvements in food safety. Action taken includes:
  - Closed 4 food businesses and served notice on 7 others which posed significant risk to public safety. Prosecuted local restaurant for failing to control serious mouse infestation (£14,000 in fines / costs)
  - Investigated serious accident where member of the public fell down unguarded pub cellar hatch
  - Investigated food poisoning outbreak in local restaurant and cryptosporidium outbreak associated with a swimming pool
- Trading Standards team undertook first prosecution in England and Wales of a letting agency for the issuing of a sham licence (i.e. with no security of tenure, security of deposit, or access to redress)
- Since April 2017, team has also carried out four premises licence reviews (for illegal / underage alcohol sales), brought 21 premises with illegal labelling / composition of cosmetics into compliance, and issued a caution relating to the sale of a knife to a minor, and for false use of food hygiene rating

# Fairness

- Islington Council received recognition during Living Wage Week as the leading London Living Wage (LLW) borough
- The Council continues to encourage other local businesses to adopt LLW. There are now 118 other accredited living wage employers in Islington, amongst the highest in the country
- In Living Wage Week (6-13 November 2017) Islington Council became the first UK landlord to require organisations leasing our commercial buildings to pay their employees living wage. The Council owns 60 commercial properties in the borough which are let to a variety of businesses (e.g. restaurants, architects and shops). Under the policy, new leases will include an agreement to pay at least the living wage, or they will not have their lease renewed.
- London Living Wage was increased in Living Wage Week – from £9.75 per hour to £10.20: LBI to implement this uplift early, on 1<sup>st</sup> Jan 2018.





Report of: **Executive Member for Finance, Performance & Community Safety**

Meeting of	Date	Agenda Item	Ward(s)
<b>Policy &amp; Performance Scrutiny Committee</b>	<b>30 November 2017</b>		<b>All</b>

Delete as appropriate	<b>Exempt</b>	Non-exempt
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## SUBJECT: CORPORATE PERFORMANCE REPORT – Quarter 2 2017-18

### 1. Synopsis

- 1.1 The Council has in place a suite of corporate performance indicators to help monitor progress in delivering corporate priorities and services and working towards our goal of making Islington a fairer place to live and work. Progress is reported on a quarterly basis through the Council's Scrutiny function to challenge performance where necessary and ensure accountability to residents.
- 2.1 This report sets out performance over the first two quarters of the current year i.e. from April to September 2017, with a particular focus on those areas which fall within the remit of Policy and Performance Scrutiny: Crime & Community Safety, and Resources.

### 2. Recommendations

- 2.1 To note the position at the halfway point in the current financial year towards achieving the targets set for 2017-18, including more detailed insight into those areas which fall within the remit of the Committee, namely Crime & Community Safety, and Resources.

### 3. Background

- 3.1 The council's performance management framework includes a set of corporate performance indicators which enables us to monitor the outcomes and services that matter most to residents and which will help us deliver our vision around Fairness.
- 3.2 The Policy & Performance Scrutiny Committee (PPS) has overall responsibility for maintaining an overview of the Council's performance, and for more detailed monitoring and challenge around those areas that fall within its remit i.e. Crime & Community Safety, and Resources. The four thematic scrutiny committees – Children's Services, Health and Care, Environment & Regeneration, and Housing – have responsibility for monitoring and challenging performance against those performance indicators within their remit.

3.3 This report combines data from quarters 1 and 2 to set out progress in delivering our targets at the midway point of the year. The body of the report focuses upon those areas which fall within the remit of PPS i.e. Crime & Community Safety and Resources, and includes a short commentary on performance. The tables at Appendix A set out end of year figures for all remaining corporate performance measures.

**KEY FOR PI TABLES:**

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

**(E)** = equalities target

## 4. Crime & community safety

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period 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	<b>78%</b> Q1&2	85%	<b>No</b>	77%	<b>Yes</b>
	CR2	Number of first time entrants into Youth Justice System	Q	<b>30</b> Q1&2	70	<b>Yes</b>	44	<b>Yes</b>
	CR3	Percentage of repeat young offenders (under 18s)	Q	<b>39%</b> Q1&2	43%	<b>No</b>	41%	<b>Yes</b>
	CR4	Number of custodial sentences for young offenders	Q	<b>7</b> Q1&2	30	<b>Yes</b>	22	<b>Yes</b>
<i>Support offenders into employment</i>	CR5	Number of Integrated Offender Management cohort						
		a) in employment	Q	<b>13</b>	35	<b>No</b>	7	<b>Yes</b>
		b) in education and training	Q	<b>4</b>	47	<b>No</b>	13	<b>No</b>
<i>Ensure an effective response for victims of crime and anti-social behaviour</i>	CR6	Number of repeat ASB complainants to Police and Council	Q	<b>55</b>	50	<b>No</b>	52	<b>No</b>
	CR7	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	<b>47%</b>	38%	<b>No</b>	49%	<b>Yes</b>
<i>Tackle Domestic Violence</i>	CR8	Percentage of repeat victims referred to the Domestic Violence MARAC	Q	<b>33%</b>	29%	<b>Yes</b>	20%	<b>Yes</b>
	CR9	Number of young victims (aged 16 - 18) referred to the MARAC	Q	<b>8</b>	7	<b>Yes</b>	0	<b>Yes</b>
	CR10	Number of consultations provided by DVIP to Children's Social Care workers	Q	<b>52</b>	150	<b>No</b>	N/A New measure	<b>N/A</b>
	CR11	Rate of domestic abuse sanction detections	Q	<b>20.6%</b>	40%	<b>No</b>	32%	<b>No</b>

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Tackle hate crime through increased reporting and detection (E)</i>	CR12	<i>Homophobic Offences</i>						
		a) Number reported to police	Q	<b>50</b>	99	<b>Yes</b>	23	<b>Yes</b>
	b) Number detected by police*	Q	<b>5</b>	26	<b>No</b>	5	<b>Similar</b>	
	CR13	<i>Racist Offences</i>						
		a) Number reported to police	Q	<b>294</b>	647	<b>No</b>	179	<b>Yes</b>
	b) Number detected by police	Q	<b>56</b>	216	<b>No</b>	36	<b>Yes</b>	
	CR14	<i>Disability Hate Offences</i>						
		a) Number reported to police	Q	<b>8</b>	25	<b>No</b>	17	<b>No</b>
	b) Number detected by police	Q	<b>2</b>	2	<b>Yes</b>	0	<b>Yes</b>	
	CR15	<i>Faith Hate Offences</i>						
		a) Number reported to police	Q	<b>75</b>	72	<b>Yes</b>	26	<b>Yes</b>
	b) Number detected by police	Q	<b>17</b>	16	<b>No</b>	5	<b>Yes</b>	

*\*known as sanction detections*

#### Reduce youth crime and reoffending

- 4.1 In Q2 alone, 85% of young people triaged were diverted away from the criminal justice system. The cumulative total for the year to date is 78% including outcomes in Q1. This is slightly higher than at the same point during the previous year.
- 4.2 A small cohort of young people continues to escalate in offending behaviours in a short space of time. Considerable multi-agency work is in place addressing prolific offenders and will take time to embed, with mentors linked to these young people.

#### Support offenders into employment

- 4.3 Progress in placing offenders into employment is positive. In the first six months of this year we have supported 13 people from the Integrated Offender Management (IOM) cohort into employment, almost double the number for the same period last year. However, we are struggling to engage offenders in education and training. This is largely due to their chaotic lifestyles and complex needs. Offenders in the IOM cohort tend to be in and out of prison and have a history of not engaging and most are heavily dependent on substance misuse.
- 4.4 We have been working with St Giles' Trust to increase the numbers engaged in Education, Training and Employment (ETE), and early signs have been positive. Whilst most clients are not yet ready for ETE, some are engaging positively with St Giles to tackle other issues that will hopefully move them closer towards being able to build their skills and move into work.
- 4.5 The IOM Team is looking at the cohort to identify those who may be ETE ready, and is encouraging offender managers to make referrals into programmes such as Blue Sky which has been introduced by MOPACs GTO Pilot. With ETE now being a priority for the Probation service (with targets around engagement), it is hoped that more offender managers will refer clients to services which support them into education and employment.

#### Effective response to anti-social behaviour (ASB)

- 4.6 We have seen a continued increase in ASB calls to the Council, whilst at the same time calls to the Police have decreased. There has also been an increase in the repeat callers over

recent months (though marginally lower than the same period last year). Reducing the number of ASB calls, including repeat calls, is a priority for the Safer Islington Partnership and a new process to identify and tackle repeat callers has been introduced.

#### Tackle Domestic Violence

- 4.7 Whilst domestic abuse offences have increased in Islington (and across London), the rate of offences which result in a sanction detection has fallen to 20.6%, well below target and considerably lower than the same period last year (32%). Detection rates across London have also fallen, though not as significantly.
- 4.8 On a more positive note, the Domestic Violence MARAC is performing well with good representation from the various partners. We've seen a welcome increase in referrals for vulnerable victims (repeat victims and young people aged 16-18).
- 4.9 The Domestic Violence and Abuse Advocacy services for men and women now work with victims from the age of 16 (previously 18) in line with the government's revised definition of DVA. We think this will have a very positive impact on the number of young men and women identified and worked with going forward. We have also commissioned the IRIS project and a BAMER VAWG service to support female victims.

#### Tackle Hate Crime

- 4.10 Across London, there has been an increase in Faith Hate Crime but a decrease in other forms of Hate Crime. In Islington, data for the first six months of the year, showed an increase in reports of hate crime across all categories compared to the same period last year, other than disability, where incidents reported were lower than last year.
- 4.11 Whilst detection rates for all types of Hate Crime are improving, they remain low. The police are moving away from sanction detections towards other 'positive outcomes' that avoid a punitive outcome where the victim does not wish to pursue this. We are in discussions with the police around how to define and measure these 'positive outcomes' and ensure that they are an effective means of responding to and deterring Hate Crimes.
- 4.12 Following the launch of the Hate Crime Strategy last year, a Hate Crime Action Plan has been agreed setting out specific actions to deliver the ambitions in the strategy. We held a successful Hate Crime Awareness Week (week commencing 20 October 2017), which included Islington North MP Jeremy Corbyn joining local councillors and police at an event at the Finsbury Park Mosque to sign a pledge to tackle hate crime in the borough.
- 4.13 A dip sampling process for police scrutiny of Hate Crime incidents has been introduced with the first sampling undertaken in September 2017. Hate Crime Awareness online training is to be rolled out to staff in Islington, with a target of training 1,500 people).
- 4.14 The council has provided a range of support to victims of the Finsbury Park Terrorist attack, including awarding grants from the Resident Support Scheme to provide financial support to 12 victims facing hardship as a result of the impacts of the attack.

## 5. Resources - Finance, Customer Services and HR

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Optimise income collection</i>	R1	Percentage of council tax collected in year	M	<b>50.7%</b>	96.7%	<b>Yes</b>	51.1%	<b>Similar</b>
	R2	Number of council tax payments collected by direct debit (average monthly)	M	<b>62,244</b>	62,000	<b>Yes</b>	59,952	<b>Yes</b>
	R3	Percentage of business rates collected in year	M	<b>56.6%</b>	99%	<b>Yes</b>	56.6%	<b>Same</b>
<i>Improve customer access and experience through appropriate channels</i>	R4	Number of visits in person at Customer Contact Centre	M	<b>63,348</b>	161,000	<b>Yes</b>	96,353	<b>Yes</b>
	R5	Number of telephone calls through Contact Islington call centre	M	<b>209,338</b>	390,000	<b>No</b>	218,389	<b>Yes</b>
	R6	Number of online transactions	M	<b>83,518</b>	180,000	<b>No</b>	81,544	<b>Yes</b>
	R7	Percentage of calls into Contact Islington handled appropriately	M	<b>98.9%</b>	97.0%	<b>Yes</b>	98.0%	<b>Yes</b>
<i>Fair and effective management of council workforce</i>	R8	Average number of days lost per year through sickness absence per employee	Q	<b>7.9</b>	6.0	<b>No</b>	8.40	<b>Yes</b>
	R9	Percentage of workforce who are agency staff	Q	<b>11.5%</b>	10%	<b>No</b>	13.7%	<b>Yes</b>
<i>Increased representation of BME / disabled staff at senior level (E)</i>	R10	a) Percentage of BME staff within the top 5% of earners	Q	<b>18.8%</b>	20.6%	<b>No</b>	17.8%	<b>Yes</b>
		b) Percentage of disabled staff within the top 5% of earners	Q	<b>5.8%</b>	6.5%	<b>No</b>	5.4%	<b>Yes</b>

### Income collection

- 5.1 In 2016-17 we achieved the highest level of in-year collection that the council has ever achieved. And performance in the first six months of this year continues to be strong, with similar the rate of income collected for both Council Tax and Business Rates compared to the same period last year, and we are on track to meet our 2017-18 targets.
- 5.2 Forthcoming changes to funding for local government due to be implemented within the next few years will see an end to the annual government grant. Instead councils will be able to

retain an increased proportion of Business Rates collected. This means that Council Tax and retained Business Rates will account for the vast majority of the funding we have as a council. Maintaining our current high collection rates will be essential to ensuring we maximise the funding available to deliver services for Islington residents.

- 5.3 Paying Council Tax by direct debit is the easiest way for residents to ensure their payments are made on time and avoid falling into arrears. Monthly payments made by direct debit continue to grow. In the first six months of this year, the average number of Council Tax payments made by direct debit each month exceeded 62,000, over 2,000 per month more than the same period last year.
- 5.4 We are continuing our efforts to recover 'old debt' from unpaid Council Tax and Business Rates arrears. In 2016-17, arrears recovered amounted to £1.075m income for the Council, and we are likely to exceed that this year. In the first four months of 2017-18, we have already recovered £1m retained income for the Council through Council Tax and Business Rates arrears.

Improve customer access through appropriate channels

- 5.5 Over the past few years, we've seen an ongoing decrease in customers calling or visiting the Council, as the range of services and transactions available through our online offer has steadily increased. This trend has continued in 2017-18.
- 5.6 In the period April to September 2017, there were just over 63,000 visits to our Customer Centre at 222 Upper Street, a significant reduction on the same period last year.

NB: An element of visitor number recording relies on the manual recording of customers, which is subject to under-reporting during very busy periods. Therefore, whilst we are confident that there has been a reduction in the number of visitors, this is more likely to be in the region of 10-15% over the past year. We are exploring the potential for customer centre staff to use tablets to record visitors which would be quicker for them, and would improve the reliability of the data.

- 5.7 The number of telephone calls to Contact Islington has also decreased, by around 9,000 calls compared to the same period last year. However, we would need to see a faster rate of reduction in the second half of this year to achieve our ambitious target of 390,000 calls.
- 5.8 The number of online transactions continues to grow slowly but steadily. Numbers will have been affected by IT issues related to the new online Repairs service. Whilst these are being resolved, tenants are unable to request repairs online. There has also been a reduction in online applications for Bulky Waste removals since the charging policy was introduced. Schools Admissions are now 100% online, and account for a large volume of total online transactions. However, admissions are concentrated at certain points in the school year (typically Autumn and Spring terms), in line with application deadlines, so numbers should increase in the next few months as parents apply for primary and secondary school places for their children.

Fair and effective management of council workforce

- 5.9 The average days lost through sickness per employee is currently 7.9 days (12 month period to the end of September 2017). Whilst above target, this is an improvement on the figure for the same period last year.
- 5.10 The average number of sickness days can be significantly affected by extreme values, for instance, a small number of staff having a lot of days' sickness. At the last meeting of the Policy & Performance Scrutiny Committee, we were asked to also provide details of the

median number of sickness days. The median number of staff sickness days compared to the average, over the past three quarters was as follows:

- Quarter to March 2017: Average = 7.5 days Median = 2 days
- Quarter to June 2017: Average = 7.9 Days Median = 2 days
- Quarter to Sept 2017: Average = 7.9 days Median = 2 days

5.11 The picture of sickness absence varies across the Council, not only in terms of the number of days, but also the reasons for sickness absence. The table below shows average sickness days lost in the past 12 months, broken down by directorate and reasons for absence:

	Chief Exec	Children's Service	E&R	HASS	Public Health	Resources	Total
Appointment	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.12%
Back & Neck Problems	9.9%	9.3%	13.4%	9.3%	1.2%	7.7%	10.30%
Chest/ respiratory	2.8%	5.4%	2.9%	4.8%	0.0%	2.2%	3.84%
Eye/ ear/ nose/ mouth/ sinus/ dental	2.8%	4.9%	3.9%	3.4%	16.4%	3.5%	3.87%
Genito-urinary/ menstrual	11.4%	1.9%	0.7%	2.0%	6.7%	1.0%	1.43%
Heart/ Blood pressure/Circulation	7.1%	5.3%	2.7%	2.6%	0.0%	7.2%	3.97%
Infections	34.8%	9.5%	9.3%	9.4%	51.5%	8.5%	9.36%
Neurological/ Headaches/ Migraines	9.9%	4.8%	2.0%	4.3%	0.6%	2.6%	3.26%
Other	2.8%	11.8%	8.5%	7.3%	4.9%	7.5%	8.59%
Other Musculo-skeletal	1.4%	6.4%	19.2%	14.6%	0.6%	17.5%	14.99%
Pregnancy related	1.4%	2.3%	0.5%	0.8%	0.0%	4.4%	1.63%
Stomach/ liver/ kidney/ digestion	12.8%	8.5%	7.5%	9.9%	14.6%	7.0%	8.36%
Stress/ Depression/ Anxiety/ Mental Health	2.8%	24.0%	27.2%	26.4%	3.6%	21.5%	25.22%
Surgery/ Medical Procedure	0.0%	6.3%	1.7%	5.3%	0.0%	9.6%	5.06%

5.13 Over the past few years, there has been a concerted effort to reduce the number of agency staff, which tend to be more expensive for the council. As of September 2017, agency staff accounted for 11.5% of the council's workforce, a reduction of more than 2% on the same period last year.

*Progression of BME and disabled staff*

5.14 One of the Council's key corporate equalities objectives is to ensure that all staff have the ability to progress in the organisation. Analysis of workforce data some years ago indicated that disabled staff and those from some Black and Minority Ethnic (BME) groups were less likely to progress within the organisation and are under-represented at senior level.

5.15 The key measure of success is the proportion of staff from these groups who are in the top 5% of earners (around 200 senior officer / director posts). Latest data for September 2017

shows that, although currently below target, there has been an improvement in the rates of BME and disabled staff in the top 5% of earners compared to the same period last year.

5.16 Results of a council-wide staff survey undertaken earlier in 2017 have been analysed to provide insight into the issues and concerns of specific equalities groups. This will enable the Council to better understand and address any barriers that are preventing staff from some groups progressing within the organisation.

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Final Report Clearance

Signed by ..... Date

Received by ..... Date

## Adult Social Care

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period 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	<b>735.06</b> Q1	525.9	<b>No</b>	689.60	<b>No</b>
	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	<b>98.3%</b>	95.0%	<b>Yes</b>	99.0%	<b>Similar</b>
	ASC3	Percentage of service users receiving services in the community through Direct Payments	M	<b>31.3%</b>	35.0%	<b>No</b>	30.6%	<b>Yes</b>
<i>Support those who are no longer able to live independently</i>	ASC4	Number of new permanent admissions to residential and nursing care	M	<b>51</b>	130	<b>Yes</b>	69	<b>Yes</b>
<i>Tackle social isolation faced by adult social care users (E)</i>	ASC5	The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact (E)	A	<b>70.6%</b> Jan 17	73.0%	<b>TBC</b> Next survey Jan 18	64.2%	<b>Yes</b>

## Children's Services

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Improve access to and uptake of good quality Early Years provision</i> <b>Equalities objective:</b> <i>Increase take up by under-represented groups</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)	<b>67%</b> Summer 17	75%	<b>No</b>	72%	<b>No</b>
	CS2	Percentage of families with under-5s registered at a Children's Centre <i>NB: measures to look at registration rate of target groups to be agreed and introduced shortly</i>	T (Jul, Nov & Mar)	<b>90%</b> 16-17 FY	95%	<b>No</b>	95%	<b>No</b>
	CS3	Uptake of funded early education places for 2 year olds among Turkish / Kurdish families ( <b>E</b> )	A	<b>42</b> Jan 2017	50	<b>Yes</b>	30 Jan 2016	<b>Yes</b>
<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	Minimum 2 claims Oct 17 & Spring 18 tbc	<b>217</b> 16-17 FY	260	<b>Yes</b>	30	<b>Yes</b>
<i>Safeguard vulnerable children</i>	CS5	Number of children missing from care	M	<b>10</b> Aug 2017	20	<b>Yes</b>	N/A PI revised 17/18 to focus on those missing for 24 hours+	<b>N/A</b>
<i>Ensure all pupils receive a good education in our schools</i>	CS6	Percentage of primary school children who are persistently absent (below 90% attendance)	T (Jul, Nov & Mar)	<b>10.5%</b> Autumn term 16/17	At or below Inner London average	<b>TBC</b>	9.6%	<b>No</b>
	CS7	Number of children in Alternative Provision	Q	<b>118</b> Snapshot end Jun 17	90	<b>Yes</b>	97	<b>No</b>
	CS8	Average Attainment 8 score	A	<b>50.6</b> 15/16 AY 16/17 data due Oct	51.3 Inner London ave 2015/16	<b>No</b>	49.7 14/15 AY	<b>Yes</b>
	CS9	Average Progress 8 score	A	<b>0.19</b> 15/16 AY 16/17 data due Oct	0.17 Inner London ave 15/16 AY	<b>Yes</b>	N/A New measure	<b>N/A</b>

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<b>Equalities objective:</b> <i>Improve attainment rates for under-performing groups (E)</i>	CS10	Gap in attainment between Black Caribbean pupils and the LA average for all pupils at:						
		a) Key Stage 2 (expected standard in Reading, Writing and Maths)	A	<b>16% pts</b> 16/17 AY (prov)	<15% pts	<b>No</b>	15% pts	<b>No</b>
	b) Key Stage 4 (Progress 8)	A	<b>0.24</b> 15/16 AY	<0.24	<b>TBC</b>	N/A New measure	<b>N/A</b>	
	CS11	Gap in attainment between White British pupils eligible for Free School Meals and the LA average for all pupils at:						
a) Key Stage 2 (expected standard in Reading, Writing and Maths)		A	<b>19% pts</b> 16/17 AY (prov)	<12% pts	<b>No</b>	12% pts	<b>No</b>	
	b) Key Stage 4 (Progress 8)	A	<b>0.59</b> 15/16 AY	<0.59	<b>TBC</b>	N/A New measure	<b>N/A</b>	
<i>Ensure suitable pathways for all school leavers</i>	CS12	Percentage of Islington school leavers in Year 11 who move into sustained education or training	A	<b>97.3%</b> 2016 leavers 2017 data due Nov	98%	<b>TBC</b>	96.7%	<b>Yes</b>

# Employment

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
Support Islington residents into employment	E1	a) Total number of people supported into paid work through council activity <i>with sub-targets for:</i>	Q	<b>572</b>	1,250	<b>No</b>	548	<b>Yes</b>
		b) Islington parents of children aged 0-15	Q	<b>171</b>	385	<b>No</b>	143	<b>Yes</b>
		c) Young people aged 18-25	Q	<b>192</b>	325	<b>Yes</b>	143	<b>Yes</b>
		d) Disabled people / those with long term health conditions <b>(E)</b>	Q	<b>101</b>	200	<b>Yes</b>	117	<b>No</b>
	E2	Percentage of residents supported into paid work* through council activity, who remain in employment for at least 26 weeks <i>*Currently, this tracks iWork clients only. Work underway to capture data for clients placed by other LBI services</i>	Q	<b>97%</b>	70%	<b>Yes</b>	41%	<b>Yes</b>
Increase proportion of disabled people in employment <b>(E)</b>	E3	Percentage gap between employment rate for residents with long term health conditions and overall Islington employment rate <b>(E)</b>	A	<b>20.3%</b> 16/17	14.2%	<b>No</b>	<b>15.1%</b> 15/16	<b>No</b>
	E4	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit <b>(E)</b>	Q	<b>11,549</b>	11,460	<b>Yes</b>	11,730	<b>Yes</b>
Lead by example in promoting apprenticeships	E5	Number of Islington residents supported into:	Q	<b>15</b>	50	<b>No</b>	18	<b>No</b>
		a) Council apprenticeships	Q	<b>43</b>	75	<b>On</b>	37	<b>Yes</b>
	E6	b) Apprenticeships with external employer	Q	<b>67%</b>	70%	<b>Yes</b>	N/A New measure	<b>N/A</b>

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Promote social value through our contracts</i>	E7	Number of Islington residents:						
		a) Supported into jobs with Council contracted suppliers	Q	18	30	Yes	N/A New measure	N/A
		b) gaining apprenticeships with council contracted suppliers	Q	6	10	Yes	N/A New measure	N/A
<i>Promote employability skills and lifelong learning</i>	E8	a) Number of learners doing an accredited course through Adult & Community Learning	T	Autumn term data due Jan 18	1,200	TBC	N/A New measure	N/A
		b) Percentage of these learners who achieve an accreditation	T		90%	TBC	N/A New measure	N/A
	E9	Number of library visits	Q	526,730	1,081,049	No	538,574	No

## Environment & Regeneration

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Effective disposal of waste and recycling</i>	ER1	Percentage of household waste recycled and composted	Q	<b>29.8%</b> Q1	35.6%	<b>No</b>	30.6%	<b>No</b>
	ER2	Number of missed waste collections - domestic and commercial (monthly average)	M	<b>Not available</b> issues with data system	450	<b>TBC</b>	475	<b>TBC</b>
<i>Deal promptly with planning applications</i>	ER3	a) Percentage of planning applications determined within 13 weeks or agreed time (majors)	M	<b>100%</b>	90%	<b>Yes</b>	100%	<b>Yes</b>
		b) Percentage of planning applications determined within the target (minors)	M	<b>91.5%</b>	84%	<b>Yes</b>	91.9%	<b>Yes</b>
		c) Percentage of planning applications determined within the target (others)	M	<b>93.6%</b>	85%	<b>Yes</b>	93%	<b>Yes</b>
<i>Promote and increase use of leisure centres</i>	ER4	Number of leisure visits	Q	<b>1,205,533</b>	2,188,359	<b>Yes</b>	1,207,956	<b>Similar</b>
<i>Tackle fuel poverty</i>	ER6	Residents' energy cost savings (annualised)	Q	<b>£59,064</b>	£182,500	<b>Yes*</b>	£70,549	<b>No</b>

\*Historically, higher level of savings activity delivered in Q3 and 4 so we expect this figure to rise over the winter months

# Housing

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Increase supply of and access to suitable affordable homes</i>	H1	Number of affordable new council and housing association homes built	Q	<b>49</b>	250	<b>No</b>	78	<b>No</b>
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	<b>57</b>	108	<b>Yes</b>	35	<b>Yes</b>
	H3	Number of under-occupied households that have downsized	Q	<b>54</b>	163	<b>No</b>	37	<b>Yes</b>
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	M	<b>88%</b>	85%	<b>Yes</b>	84.6%	<b>Yes</b>
	H5	a) Major works open over three months as a percentage of Partners' total completed major works repairs	M	<b>2.0%</b>	11%	<b>Yes</b>	2.7%	<b>Yes</b>
		b) Satisfaction rate with repairs undertaken by Partners	M	<b>TBC</b>	95%	<b>TBC</b>	N/A New measure	<b>N/A</b>
H6	a) Rent arrears as a proportion of the rent roll - LBI	M	<b>2.0%</b>	2.0%	<b>Yes</b>	1.9%	<b>Similar</b>	
	b) Rent arrears as a proportion of the rent roll - Partners	M	<b>2.5%</b>	TBC	<b>TBC</b>	2.4%	<b>Similar</b>	
<i>Reduce homelessness</i>	H7	Number of households accepted as homeless	M	<b>106</b>	400	<b>Yes</b>	119	<b>Yes</b>
	H8	Number of households in nightly-booked temporary accommodation	M	<b>323</b>	400	<b>Yes</b>	467	<b>Yes</b>

## Public Health

Objective	PI No.	Indicator	Frequency	Q2 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Promote wellbeing in early years</i>	PH1	Proportion of new births that received a health visit	Q	<b>93%</b>	90%	<b>Yes</b>	94%	<b>Similar</b>
	PH2	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	<b>84%</b> Q1	95%	<b>No</b>	93%	<b>No</b>
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	<b>74%</b> Q1	95%	<b>No</b>	89%	<b>No</b>
<i>Identify and reduce key health risks</i>	PH3	a) Number of four week smoking quitters	Q	<b>125</b> Q1	800	<b>No</b>	N/A New measure	<b>N/A</b>
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	<b>43%</b> Q1	50%	<b>No</b>	42.5%	<b>Yes</b>
	PH4	Percentage of eligible population (40-74) who receive an NHS Health Check	Q	<b>8.4%</b>	13.2%	<b>Yes</b>	N/A New measure	<b>N/A</b>
<i>Tackle mental health issues</i>	PH5	a) Number of people entering treatment with the IAPT service for depression or anxiety	Q	<b>2,421</b>	4,655	<b>Yes</b>	2,485	<b>Similar</b>
		b) Percentage of those entering IAPT treatment who recover	Q	<b>48%</b>	50%	<b>No</b>	49%	<b>Similar</b>
<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	<b>17%</b>	20%	<b>No</b>	17.5%	<b>Similar</b>
	PH7	Percentage of alcohol users who successfully complete their treatment plan	Q	<b>36%</b>	42%	<b>No</b>	39.7%	<b>No</b>
<i>Improve Sexual Health</i>	PH8	Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services	Q	<b>TBC</b>	TBC	<b>TBC</b>	N/A New measure	<b>N/A</b>

\*Improving Access to Psychological Therapies

**Resources Department**  
**7 Newington Barrow Way, London N7 7EP**

**Report of: Corporate Director of Resources**

<b>Meeting of:</b>	<b>Date</b>	<b>Agenda item</b>	<b>Ward(s)</b>
<b>Policy and Performance Scrutiny Committee</b>	<b>30th November, 2017</b>		
<b>Delete as appropriate</b>	<b>Exempt</b>	<b>Non-exempt</b>	

## **Subject: Islington Council’s use of Agency Workers**

### **1 Synopsis**

- 1.1 This report provides the Policy and Performance Scrutiny Committee with a progress report on the council’s use of agency workers, after which it will be presented to Audit Committee.

### **2. Recommendations**

- 2.1 To note the information provided in this report and the recommendation to continue the regular scrutiny of the use of agency workers by Departmental Management Teams and the Corporate Management Board, but that reports to Committee are no longer required.

### **3 Background**

- 3.1 The Policy & Performance Scrutiny Committee commissioned a review in 2013/14 of the council’s use of agency workers. The Committee agreed a number of recommendations which were considered by the Executive. The Executive agreed that a bi-annual update should be provided to the Committee on the council’s use of agency workers and its implementation of the actions agreed by the Executive in response to the Committee’s recommendations. This is the seventh such report.

### **4 Spend on agency workers**

- 4.1 **Appendix 1** shows the spend on agency workers by department for the past 3 years. Whilst there are variations between departments, it demonstrates a year on year reduction, and a significant overall reduction between the 12 months to October 2016 to the past 12 months (up to September 2017), equating to approximately £900K.

### **5 Use of agency workers**

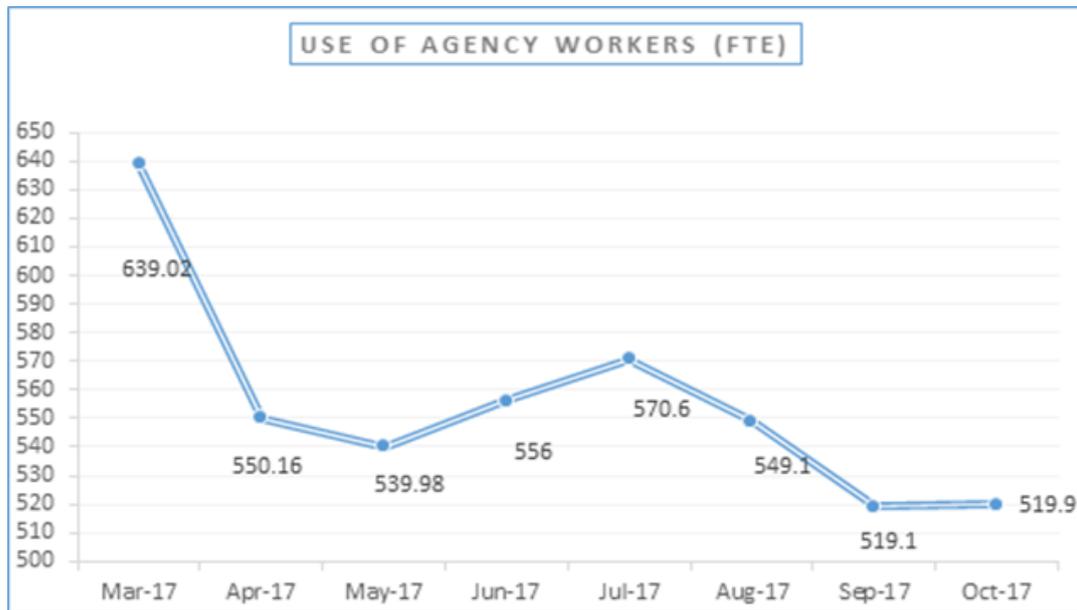
Figure 1: Use of agency workers compared to council employees

	Live agency assignments through Comensura	Use of agency workers by full time equivalent	Agency workers as a percentage of the workforce	Agency workers as a percentage of the workforce based on fte
<b>September 2017</b>	735	647.41	13.65%	13.01%
June 2017	611	559.17	12.94%	11.91%
October 2016	763	689.32	14.04%	13.75%
May 2016	720	666.37	13.6%	12.48%
September 2015	807	719.91	14.7%	13.09%
June 2015	972	900.46	17.39%	17.00%

- 5.1 On 30<sup>th</sup> September 2017, there were 735 live agency assignments via the Comensura contract compared to 611 on 30<sup>th</sup> June, 2017 and 763 on 31<sup>st</sup> October, 2016. It is important to note that an assignment does not equate to a full-time post. The full time equivalent (fte) figure for these 735 assignments is 647.41 agency workers, which demonstrates an increase since the last report, which provided the figures as of 30<sup>th</sup> June 2017.
- 5.2 Based on headcount, agency workers made up 13.65% of Islington Council's workforce as at 30<sup>th</sup> September, 2017 (based on fte, it was 13.01%) compared to 12.94% of the council's workforce as at 30<sup>th</sup> June 2017. However, this compares to an average figure of 14.47% (based on headcount) across all London councils in 2016/17. Therefore, the percentage of agency workers engaged by Islington Council based on headcount remains lower than the average for London councils by slightly less than 1%. See **Appendix 2** for the use of agency workers for all London boroughs (based on full time equivalent).
- 5.3 It should be noted that there is a significant disparity between the business model adopted by Islington Council, which delivers the overwhelming majority of its services directly, and most other London boroughs, which generally do not. At **Appendix 2**, Islington appears as the London borough in 11<sup>th</sup> place, with a significantly lower use of agency workers than other boroughs adopting the same model, such as Barnet, Lewisham and Hackney. To achieve a comparison with boroughs which do not have the same business model, the assignments in the categories 'Manual Worker' and 'Trade and Operatives' can be removed. These amount to 284 assignments on 30<sup>th</sup> September, and their deduction from the total reveals a figure of 451. This brings the number of agency worker assignments as a percentage of Islington Council's headcount down from 13.65% to 8.38%.
- 5.4 The information in paragraph 5.1 above has been reported historically and provides a picture of the use of agency workers on one specific day (i.e., 30<sup>th</sup> September in the case of this report). However, more recently the council has been using information which reflects more accurately the deployment of agency workers. This is the number of full-time equivalent workers engaged over the course of each month. At **Appendix 3** and Figure 2 below, this information is shown on a monthly basis dating back to March 2017. With the exception of the months of June and July, which represent a seasonal variation, it shows that the number of fte equivalent agency workers (including all categories) over the

course of each month has reduced steadily from 639 in March 2017, to 519.9 in October 2017. This number represents 11.19% of the council's workforce for the month of October.

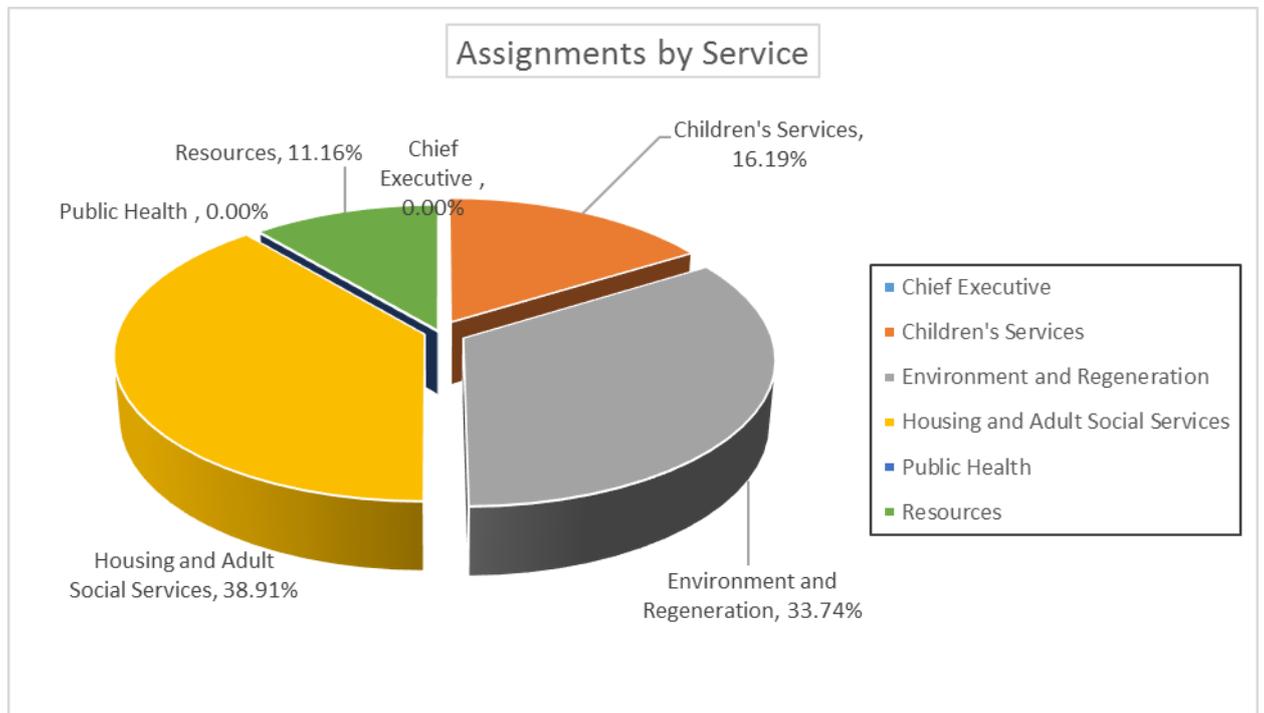
Figure 2: Monthly use of agency workers (fte)



5.5 The reduction in the use of agency workers since March mirrors the reduction in spend reported in paragraph 4.1, and this trend is expected to continue as a result of ongoing management action reported below.

5.6 Use of agency workers by department

Figure 3: Islington agency assignments for September 2017



Source: Comensura: 30<sup>th</sup> September

On 30<sup>th</sup> September, 2017, the highest number of live assignments was in HASS, with 286 (compared with 299 in the last report), followed by Environment and Regeneration, with 248 (compared with 212 in the last report), Children's Services with 119, Resources with 82, Public Health with 0 and the Chief Executive's Department with 0. Clearly HASS and E&R are the council's largest departments and provide many services which must be highly responsive to residents' needs.

5.7 Figures for use of agency assignments by department as at the end of September 2017 are shown at **Appendix 4**. This figure relates to the number of occasions on which agency workers were engaged (assignments), not the full-time equivalent figure.

#### 5.8 **Average length of assignment**

The average length of agency worker assignment is 411 days, including weekends (13 months). 256 agency workers have been engaged for longer than 12 months, which equates to 34.83% of assignments. This is comparable to the level last reported to this committee, when the figure was 237 agency workers, equating to 35.70% of assignments.

#### 5.9 **Types of assignments undertaken**

There is a concerted effort on the part of managers across all departments to adopt alternative resourcing options, in order to reduce the number of agency workers engaged. Large recruitment campaigns are taking place in order to change resourcing models to a lower use of contingent labour.

**Appendix 5** sets out the roles undertaken by agency workers on 30<sup>th</sup> September, 2017, shown by department. The categories of roles are those available for selection when entering an assignment onto the Comensura system.

- In Public Health and the Chief Executive's Department, agency workers are used mostly to cover professional roles, although none are engaged at present.
- In Children's Services, the majority of agency worker use is in qualified or unqualified social care roles (which also makes up a substantial part of the contingent labour in HASS) although a quarter of the roles in Children's Services are administrative and clerical. Agency workers have been used in these roles during a period of restructure to avoid permanent employees being made redundant. A fall in the number of agency workers is expected in the next few months as the restructure is finalised and posts reduced.
- In HASS, organisational changes are on-going and agency workers are being engaged until there is clarity about staffing needs, at which point the number of agency workers is expected to reduce. This may account for the relatively large number of agency workers categorised as administrative and clerical workers in that department at present.
- In December 2015, in E&R the most common category of agency assignment, manual labour, stood at 183. This has increased slightly, to 199, in September 2017. Managers continue to seek to reduce the use of agency workers by pursuing alternative resourcing options and by focusing on reducing sickness absence. Large recruitment campaigns in E&R, currently concluding, are expected to result in a further significant reduction of the use of agency workers shortly.

- In Resources, the greatest use of agency workers is also in the category of manual labour. There is a focus on reducing their use, with campaigns currently under way to recruit to permanent and fixed-term contracts, and projects to explore different ways of working.

#### 5.10 Progress towards meeting departmental targets

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

Department	Target %	Current Performance %
Chief Executive's	2.5	0
Children's Services	9.5	9.24
E&R	12	19.13
HASS	16	16.25
Public Health	3	0
Resources	10	8.75
<b>Medium term annual average target</b>	<b>11.7</b>	<b>13.65</b>

Resources Department, Chief Executive's Department and Public Health are clearly over-achieving against their targets, Children's Services has also achieved its target and HASS is just slightly over its target.

## 6 Reducing the use of agency workers

### 6.1 IR35

In April, the much anticipated reforms to the IR35 legislation were introduced. These shifted the responsibility of paying tax and National Insurance contributions from agency workers engaged through Personal Service Companies to the party contracting with the Personal Service Company in circumstances where the worker's engagement resembled that of an employee. This change was intended to move as many public sector contractors as possible to be 'on payroll' and therefore considered for tax purposes to be the same as an employee. The reforms put some strain on service delivery but have been managed in such a way as to have little impact overall. Further changes to this legislation are anticipated in April 2018.

### 6.2 Management Information

Considerable work has been done to provide management information that will give managers a clear picture of their use of agency workers. As reported above, the information made available by the provider, Comensura, historically has been in the form of 'snapshot' reports, which showed the use of agency workers only on the final day of every month. In addition, the business structure on the provider's system was out of date. Now managers are receiving monthly reports which reflect the use of agency workers (both in the format of the number of

assignments and the number of full-time equivalent workers) throughout the course of the month, and structures have been amended so they are accurate.

### **6.3 Principles for the use of agency workers**

The Director of Human Resources has worked with the Chief Executive, Corporate Directors and the Executive Member for Finance, Performance and Community Safety to develop a set of principles to act as parameters for the use of agency workers. These principles provide guidelines for the deployment of agency workers, with the aim of reducing their numbers. They are attached at **Appendix 6**.

### **6.4 Improving recruitment**

As agency workers are often used to provide capacity until recruitment to permanent or fixed-term contracts bears fruit, HR has been working closely with service managers to support more effective recruitment processes. This includes:

- Introducing a streamlined recruitment process, which will also allow for establishment records to be accurately maintained and budgets to be monitored. This process has been developed into an e-form to make the process even more user-friendly, which has been available to implement for the past 6 months but has been delayed due to a lack of capacity in Digital Services. At the time of writing, there is no indication of when it will be possible to implement this improvement to the council's processes;
- Developing a 'People Dashboard' so that at all times managers have at their fingertips access to accurate, up-to-date information on progress with recruitment campaigns, the number of agency workers engaged and levels of sickness absence. The Dashboard has been available to implement for the past 6 months but has been delayed due to a lack of capacity in Digital Services. At the time of writing, there is no indication of when it will be possible to implement this improvement to the provision of management information;
- Holding regular 'recruitment roundtable' meetings with managers in services where there are high levels of recruitment or hard-to-fill posts, to ensure there are no obstacles to the effective management of recruitment campaigns;
- Inviting Finance colleagues to resourcing meetings with managers, to clarify budget issues;
- Working with managers to develop alternative approaches to recruitment, to reflect different sectors of the employment market and make jobs accessible to the right candidates.

### **6.5 Other measures to reduce the use of agency workers**

A number of other issues can have an impact on the use of agency workers, including the salaries and benefits offered, ways of working and absence levels. Work currently underway to address these issues include:

- Providing advice to ensure that remuneration levels do not form a barrier to permanent recruitment, recommending the appropriate use of job evaluations and market supplements;
- Developing a compendium of the benefits offered by the council to assist in attracting the talent required to deliver services;

- Researching how different ways of working, such as annualised hours, may meet some resourcing needs and reduce the use of agency workers;
- Working with managers to reduce sickness absence, including a project to provide focused support in a particular service, and a review of the Managing Attendance policy, to make it more user-friendly. In addition to this, a spotlight has been shone on the provision of the occupational health service, and this scrutiny is greatly improving the service received.

## **7. Improved management of the agency workers contract**

7.1 The Director of Human Resources has been increasing the focus on the management of the current contract to reduce the dependence on temporary labour, as well as to deliver cost savings and efficiencies. This work has recently provided the following management information to aid decision-making.

- Assignments in each department exceeding 3 year's duration;
- Hours worked for each assignment over the standard Islington 35-hour week;
- List of rates paid by assignment in excess of the rate card charge for the role.

This information has helped managers to reduce the number of agency workers.

## **8. Procurement of a new agency workers' contract**

8.1 The current agency workers' contract expires at the end of January 2018. Committee agreement was given to a mini tender under the YPO framework, Lot 1 for Managed labour. The Corporate Director for Resources was given delegated authority to award a new contract, in consultation with the Executive Member for Finance, Performance and Community Safety. The reasons for choosing this procurement route are that it provides:

- A framework of pre-assessed providers that includes the current provider;
- It enables the council to bring into the contract the current approximate £1.5m spend on senior interims that is currently off-contract;
- There is an option to use the contract for permanent recruitment;
- The contractor will partner with the council to deliver its social value aims to help more local people into employment;
- There is a financial incentive for using this framework in the form of an annual dividend, which will provide approximately £54K on the current level of spend on agency workers.

8.2 The decision has been taken to end the relationship with Comensura and award the contract to Reed, with the new contract starting on 1<sup>st</sup> February, 2018. The award was informed by engagement with managers through focus groups and an on-line survey to identify the requirements for a future contract. These were used to inform supplier engagement events and the preparation of the tender document. Reed's tender is expected to deliver savings through the focused management of job categories and pay rates. The strong social value element of the contract bid promises to offer good opportunities to support access to employment for Islington residents.

## **9. Implications**

### **Financial implications:**

None arising directly from this report.

**Legal implications:**

None arising directly from this report

**Environmental Implications:**

None.

**Resident Impact Assessment:**

No resident impacts arise directly from this report. An equalities analysis of agency workers as at 30<sup>th</sup> September, 2017 is set out below:

- Gender

The gender balance of the agency workforce is similar to the council’s employees. 53.75% of agency workers are male, compared to 48.35% of council employees.

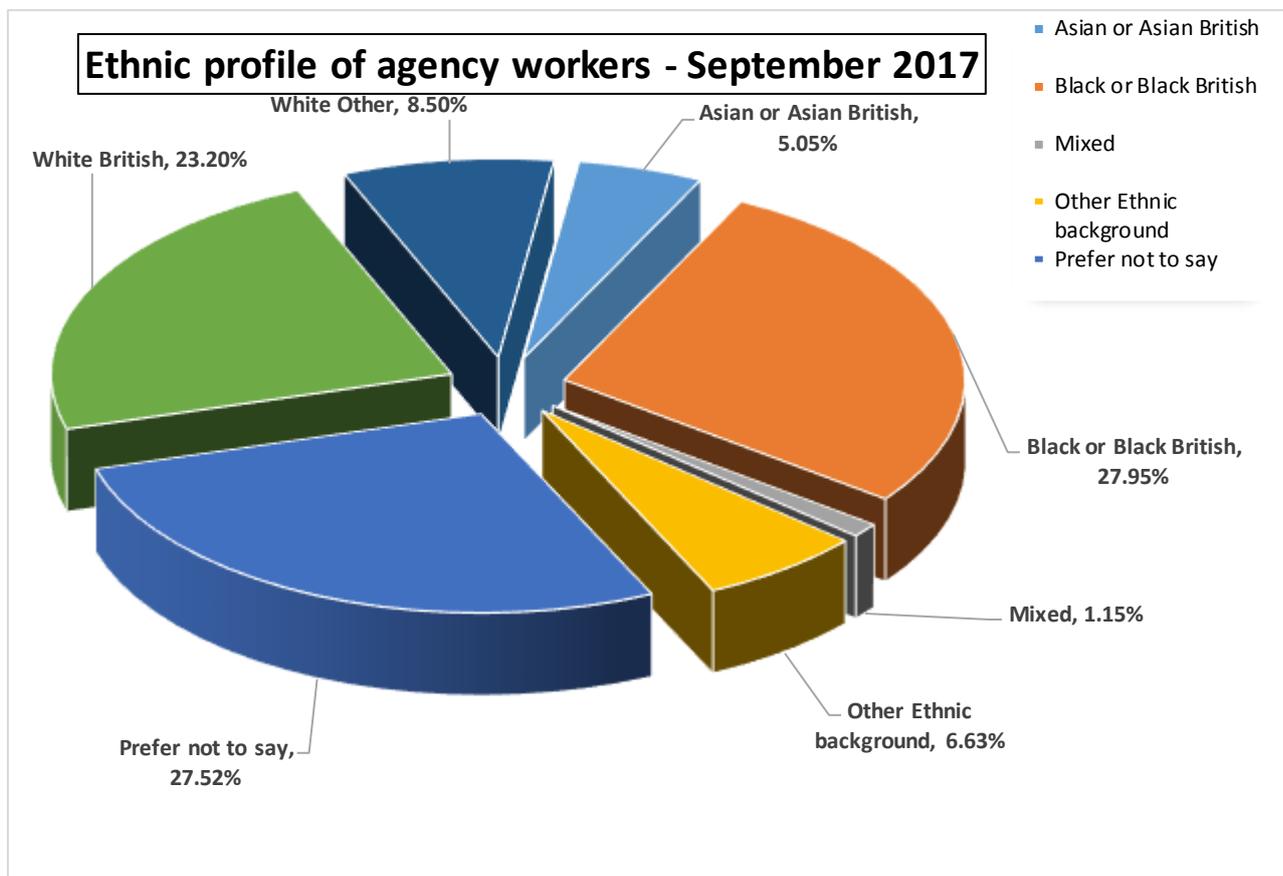
- Disability

The percentage of agency workers declaring a disability is less than 1.00%, which is significantly lower than the figure for directly employed staff, which is 8.33%.

- Ethnicity

The diversity of agency workers and the directly employed workforce is similar in respect of BME groups, with 41% for agency workers and 38% for employees. There is a large percentage (28.3%) of agency workers who prefer not to declare their ethnicity. (See Figure 4 below).

Figure 4: Ethnic profile of agency workers



Source: Comensura. Sept 2017

- Age

The age distribution of the agency workers is set out in the table below (Figure 5), which shows that agency workers are on average younger than the council's employees. 6.34% of agency workers are under 25 compared to 2.94% of employees.

Figure 5: Age profile of agency workers

16-24	25-34	35-44	45-54	55-64	65+
6.34%	24.35%	25.94%	29.39%	12.68%	1.30%

Source Comensura: June 2017

## 10 Conclusion

10.1 The actions agreed by the Executive have been completed and/or embedded. In view of the sustained reduction in the deployment of and spend on agency workers and the continued focus on implementing appropriate resourcing models following the principles adopted by all Corporate Directors, it is recommended that the regular scrutiny of the use of agency workers at Departmental Management Teams and the Corporate Management Board continues, but that reports to Committee are no longer required.

Final report clearance:

**Signed by: Mike Curtis**  
**Corporate Director of Resources**

**19<sup>th</sup> November, 2017**



**Report author: Liz Haynes**  
**Director of Human Resources,**

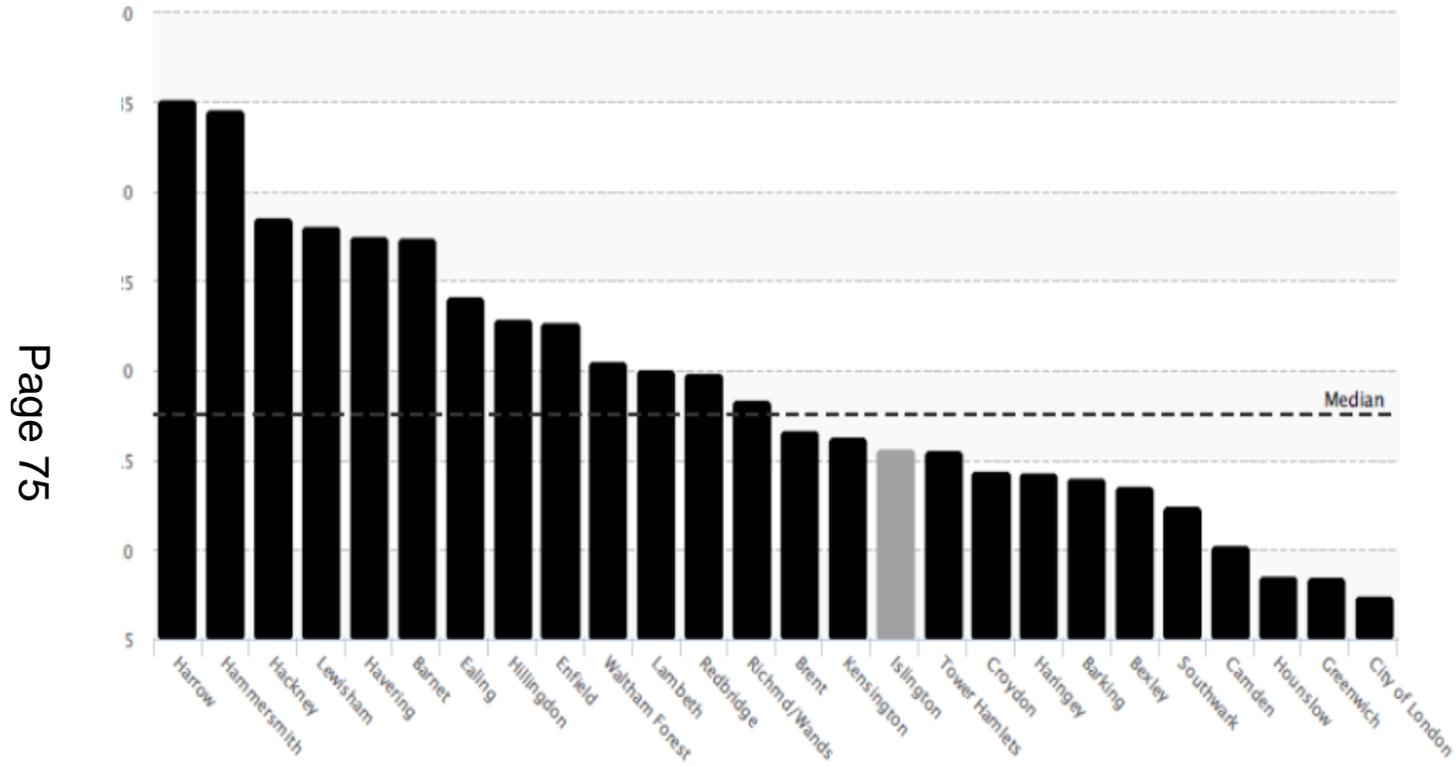
## Appendix 1

### Spend on agency workers from November 2014 to September 2017

Period	Spend by Department						Total Spend
	Chief Executive's	Children's Services	Environment and Regeneration	Resources	Housing and Adult Social Services	Public Health	
October 16 - September 17	£70,225	£4,531,693	£6,582,567	£4,419,512	£10,360,323	£185,849	£26,150,171
July 16 - June 17	£108,441	£4,445,748	£6,083,453	£5,053,308	£10,827,034	£263,679	£26,781,664
November 15 - October 16	£526,101	£3,845,127	£5,506,032	£5,078,407	£12,001,568	£107,836	£27,065,071
November 14 - October 15	£415,499	£4,200,612	£6,262,262	£4,531,437	£12,311,011	£76,953	£27,797,773

## Appendix 2

### Deployment of agency workers by London boroughs



## Appendix 3

### ISLINGTON COUNCIL AGENCY WORKER FTEs

		Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
Chief Executives Department	FTE (35 hr week)	0.0	0.0	0.0	1.0	0.2	0.0	0.0	0.0		
	# Active Assignments	0	0	0	1	1	0	0	0		
Children's Services	FTE (35 hr week)	85.8	78.0	80.3	89.4	95.7	85.8	78.2	87.6		
	# Active Assignments	131	123	123	139	138	143	136	133		
Environment and Regeneration	FTE (35 hr week)	191.8	173.8	174.2	182.7	191.4	190.2	191.7	187.6		
	# Active Assignments	221	210	204	216	225	248	260	259		
Housing and Adult Social Services	FTE (35 hr week)	270.8	234.8	228.9	221.5	224.3	214.2	193.7	191.2		
	# Active Assignments	457	443	363	352	322	328	331	311		
Public Health	FTE (35 hr week)	1.2	0.9	1.0	0.7	0.7	0.0	0.0	0.0		
	# Active Assignments	2	2	2	2	1	0	0	0		
Resources	FTE (35 hr week)	89.4	62.6	55.6	60.9	58.3	58.9	55.5	53.5		
	# Active Assignments	137	118	111	93	92	102	97	104		
TOTAL	FTE (35 hr week)	639.0	550.2	540.0	556.0	570.6	549.1	519.1	519.9		
	# Active Assignments	948	896	803	805	779	821	824	807		

## Appendix 4: Number of agency worker assignments by department

Agency worker assignments by service for September 2017

Service Area		Count
<b>Children's Services</b>		<b>119</b>
	Admin and Clerical	29
	Education	9
	Financial	3
	Information Technology	1
	Interim Executive	5
	Social and Healthcare Qualified	64
	Social and Healthcare Unqualified	8
<b>Environment and Regeneration</b>		<b>248</b>
	Admin and Clerical	7
	Engineering and Surveying	1
	Facilities and Environmental Services	22
	Housing Benefits and Planning	6
	Interim Executive	1
	Manual Labour	199
	Trades and Operatives	12
<b>Housing and Adult Social Services</b>		<b>286</b>
	Admin and Clerical	23
	Engineering and Surveying	31
	Facilities and Environmental Services	1
	Housing Benefits and Planning	29
	Information Technology	1
	Interim Executive	4
	Manual Labour	3
	Social and Healthcare Qualified	59
	Social and Healthcare Unqualified	97
	Trades and Operatives	38
<b>Resources</b>		<b>82</b>
	Admin and Clerical	9
	Facilities and Environmental Services	3
	Financial	1
	Housing Benefits and Planning	13
	Human Resources	2
	Information Technology	1
	Interim Executive	6
	Legal	11
	Manual Labour	35
	Procurement	1
<b>Grand Total</b>		<b>735</b>

## Appendix 5 - Agency worker roles

Job categories of staff  
during September  
(as at 30.09.17)

	Chief Executive	Children's Services	E&R	HASS	Public Health	Resources	Grand Total
Admin and Clerical	0	29	7	23	0	9	68
Education	0	9	0	0	0	0	9
Financial	0	3	0	0	0	1	4
Information Technology	0	1	0	1	0	1	3
Interim Executive	0	5	0	0	0	6	11
Social and Healthcare Qualified	0	64	0	59	0	0	123
Social and Healthcare Unqualified	0	8	0	97	0	0	105
Engineering and Surveying	0	0	1	31	0	0	32
Facilities and Environmental Services	0	0	22	1	0	3	26
Housing Benefits and Planning	0	0	6	29	0	13	48
Human Resources	0	0	0	0	0	2	2
Interim Executive	0	0	1	4	0	0	5
Manual Labour	0	0	199	3	0	35	237
Trades and Operatives	0	0	12	38	0	0	50
Legal	0	0	0	0	0	11	11
Procurement	0	0	0	0	0	1	1
<b>Grand Total</b>	<b>0</b>	<b>119</b>	<b>248</b>	<b>286</b>	<b>0</b>	<b>82</b>	<b>735</b>



**Principles for reducing the  
use of agency workers**

**May 2017**

## **Principles for reducing Islington Council's use of agency workers**

**The council has a presumption against the use of agency workers, preferring in all but exceptional circumstances to seek to recruit to permanent or fixed-term employment contracts.**

The reasons for this position are as follows :

- The council wishes to act as a responsible and ethical employer, providing opportunities which offer people stability and security for them and their families;
- The council offers terms and conditions of employment which reflect its commitment to reducing poverty and inequality, and to making Islington a fairer place;
- Unless used in conjunction with planned knowledge transfer, a high use of agency workers undermines efforts to build organisational and individual capability and does not allow for effective succession planning;
- An extensive use of agency workers carries significant risk in view of the facility with which workers can terminate contracts; and a potentially transient workforce will be less motivated and less committed to the council's vision and values.

**The council's operating principles regarding the use of agency workers are:**

- Wherever possible, agency workers will not be engaged on contracts longer than 12 months;
- Agency workers may be required on a short term basis to maintain frontline operational services such as refuse, recycling, social care, and for short-term externally funded projects or to support income generation;
- Large-scale programmes which require specific skills most appropriately sourced through agency contracts will specify the extent of the requirement during the planning stage of the programme;
- Where agency workers are engaged, recruitment on a permanent or fixed-term basis will be undertaken concurrently, except when the need is for periods shorter than three months;
- Managers will endeavour to convert current agency workers' contracts to fixed-term contracts where possible.
- The use of agency workers, other than for emergency cover, should only be authorised by corporate directors;
- Where agency workers are used to cover hard-to-recruit-to posts, advice should be sought from HR on alternative strategies to develop a sustainable workforce;
- Options for reviewing remuneration will be pursued rather than engaging agency workers where remuneration is believed to be an obstacle;
- Managers will not engage agency workers to cover clerical and administrative roles for longer than 3 months;
- Extensions to agency contracts beyond three months must be agreed by corporate directors and authorised by the chief executive;
- Unless there is a compelling and exceptional reason for so doing, agency workers will not be engaged on successive assignments.

**Human Resources undertakes to support the reduction of the use and cost of agency workers in the following ways.**

**Effective recruitment to permanent/fixed-term contracts**

- The introduction of the new recruitment approvals process makes recruitment more efficient and easily monitored. This will continue with the implementation of the e-form and People Dashboard, which will allow managers easily to monitor the progress of their recruitment campaigns.
- Working with systems providers, HR undertakes to provide management information on key measurables relating to recruitment.
- The Recruitment Team offers recruitment roundtable meetings with managers to focus on large-scale campaigns or hard-to-fill posts.
- Alternative approaches to resourcing are being trialled when potential candidates may be unfamiliar with public sector recruitment.

**Reward and remuneration measures that support permanent recruitment in a competitive employment market**

- Human Resources will support applications for market supplements in posts where the council's salary levels are thought to be uncompetitive.
- A total reward statement will be developed to enable managers to demonstrate the value of non-financial as well as financial elements of the reward offer.

**The development and implementation of departmental workforce plans**

- Human Resources will support the development and advise on the implementation of departmental workforce plans to ensure a planned approach to resourcing and development.

**Supporting the effective management of sickness absence and focusing on wellbeing**

- Working alongside managers, Human Resources will support the effective management of sickness, to seek to reduce absences, including targeted projects in services where absences are particularly high.
- Human Resources will work to increase the effectiveness of the occupational health service, including an increased focus on contract management, and review of delivery options.
- There will be an increased focus on promoting well-being at work, drawing together the total offer and increasing its profile.
- The Managing Attendance policy will be reviewed, to ensure that managers have the best tools with which to manage sickness absence.

**Effective management of the agency workers contract**

- Human Resources will continuously work closely with the provider to seek to offer more options to reduce the use and cost of agency workers.

**Increasing the provision of management information**

- The People Dashboard will provide managers with information at their fingertips on the number of agency workers, progress on recruitment campaigns, progress with appraisals and sickness absence. This will enable managers to manage more effectively through evidence-based decision-making.

**Increasing management capability**

- High-quality learning will continue to be provided to build management capability and support managers' ability effectively to apply the council's policies and procedures, including attendance management, recruitment and selection, and performance management.

**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)
<b>Policy and Performance Scrutiny Committee</b>	30 NOVEMBER 2017	G1	All

<b>Delete as appropriate</b>	<u>Exempt</u>	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 Environmental 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 29 Sept 2017**

<b>SCRUTINY REVIEWS 2015/16:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
CCTV	Environment and Regeneration	JB 28 June 2016 Exec 21 July 2016	July - Nov 2016	JB 13 Dec 2016 Exec 19 Jan 2017	15 May 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	28 Nov 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	16 Nov 2017	Simon Kwong
Responsive Repairs	Housing	JB 6 Sept 2016 Exec 29 Sept 2016	Sept - Dec 2016	JB 13 Dec 2016 Exec 19 Jan 2017	11 Dec 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	14 Nov 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	14 Dec 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	20 July 2017	Steve Key
Knife Crime and Mobile Phone Theft	Policy and Performance	JB 28 June 2016 Exec 21 July 2016	Sept - Dec 2016	JB 20 June 2017 Exec 13 July 2017	2 Nov 2017	Catherine Briody

**SCRUTINY REVIEWS 2016/17:**

<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Flooding Scrutiny	Policy and Performance	JB 5 Sept 2017 Exec 28 Sept 2017	Sept - Nov	JB 12 Dec 2017 Exec 4 Jan 2018		Kevin O'Leary
Regeneration of Retail Areas	Environment and Regeneration	JB 5 Sept 2017 Exec 28 Sept 2017	Sept - Nov	JB 12 Dec 2017 Exec 4 Jan 2018		Martijn Coojimans
Improving access to psychological therapies	Health and Care	JB 5 Sept 2017 Exec 23 Nov 2017	Nov - Dec	JB 12 Dec 2017 Exec 4 Jan 2018		Natalie Arthur
Housing Services for Vulnerable People	Housing	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Jan	JB 12 Dec 2017 Exec 4 Jan 2018		Paul Byer
Post-16 Education, Employment and Training	Children's	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Feb	JB 16 Jan 2018 Exec 1 Feb 2018		Holly Toft

**SCRUTINY REVIEWS 2017/18:**

<b>COMMITTEE</b>	<b>SCRUTINY REVIEW</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Housing Scrutiny Committee	Fire Safety	TBC				Damian Dempsey & Stuart Fuller
Housing Scrutiny Committee	Effectiveness of Communications	TBC				Paul Byer & Lynne Stratton
Housing Scrutiny Committee	New Build Programme (mini review)	TBC				TBC
Health and Care Scrutiny Committee	Air Quality and Health	TBC				Julie Billett
Environment and Regeneration	Recycling	TBC				Matthew Homer
Children's Services	TBC – 5 topics under consideration	TBC				TBC
Policy and Performance	None	TBC				N/A

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# FORWARD PLAN OF KEY DECISIONS



# ISLINGTON

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

## **FOR THE PERIOD TO THE EXECUTIVE MEETING ON 4 JANUARY 2018 AND BEYOND**

Page 89

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

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

Published on 1 November 2017

# FORWARD PLAN OF KEY DECISIONS

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

### FOR THE PERIOD TO THE EXECUTIVE MEETING ON 4 JANUARY 2018 AND BEYOND

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

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

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

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

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

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

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

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

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'.	Corporate Director/Head of Service Executive Member (including e-mail address)
1.	Procurement strategy for the refurbishment of part of the commercial premises at 49 - 59 Old Street, EC1V 9HX	Bunhill	Corporate Director of Resources	8 November 2017	None	Open	Mike Curtis <a href="mailto:Mike.curtis@islington.gov.uk">Mike.curtis@islington.gov.uk</a>
2.	Contract award for the framework agreement for municipal building repairs - general building works	All Wards	Corporate Director of Resources	8 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Mike Curtis <a href="mailto:Mike.curtis@islington.gov.uk">Mike.curtis@islington.gov.uk</a>
3.	Procurement strategy and contract award for Occupational Health service	n/a	Corporate Director of Resources	13 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Mike Curtis <a href="mailto:Mike.curtis@islington.gov.uk">Mike.curtis@islington.gov.uk</a>
4.	Procurement strategy and contract award for Finance systems hosting and support	n/a	Chief Digital and Information Officer	20 November 2017	Finance systems Hosting and Support Contract revised	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Ed Garcez <a href="mailto:Ed.Garcez@islington.gov.uk">Ed.Garcez@islington.gov.uk</a>

# 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.	Peregrine House installation of Wet Rise	Bunhill	Corporate Director of Housing and Adult Social Services	21 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
6.	Diesel surcharge on short stay parking	All	Executive	23 November 2017	None	Open	Bram Kainth <a href="mailto:bram.kainth@islington.gov.uk">bram.kainth@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>
9.	Shared Digital Governance Model Review including staffing implications	n/a	Executive	23 November 2017	None	Open	Ed Garcez <a href="mailto:Ed.Garcez@islington.gov.uk">Ed.Garcez@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>

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10.	Contract award for mental health short-term crisis accommodation	All	Executive	23 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health & Social Care <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
11.	London Borough of Culture Bid	All Wards	Executive	23 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Kaya Comer-Schwartz, Executive Member for Community Development <a href="mailto:kaya.comerschwartz@islington.gov.uk">kaya.comerschwartz@islington.gov.uk</a>
12.	Contract award for Tufnell Park Primary School redevelopment	All Wards	Executive	23 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children, Young People & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>

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13.	Contract award - Insurance renewal miscellaneous policies - 6 lots	All Wards	Corporate Director of Resources	23 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Mike Curtis <a href="mailto:Mike.curtis@islington.gov.uk">Mike.curtis@islington.gov.uk</a>
14. Page 94	Contract award - Insurance renewal leaseholder building insurance	All	Corporate Director of Resources	23 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Mike Curtis <a href="mailto:Mike.curtis@islington.gov.uk">Mike.curtis@islington.gov.uk</a>
15.	Contract award - to deliver and manage early education and childcare provision and host early childhood services in 4 Children's Centres	All	Corporate Director Children's Services	28 November 2017	None	Open	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>

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	16.	Contract award for the construction of 40 new build homes and improvements to Dixon Clark Court	St Mary's	Corporate Director of Housing and Adult Social Services	29 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
Page 95	17.	Procurement strategy for Hanley Crouch 'The Laundry Site'	Tollington	Corporate Director of Housing and Adult Social Services	29 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
105		Contract award for the construction of 61 new build homes on the Andover Estate	Finsbury Park	Corporate Director of Housing and Adult Social Services	29 November 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

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19.	Contract award for autism spectrum condition and profound learning difficulties outreach service	All Wards	Corporate Director Children's Services	4 December 2017	None	Open	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>
20.	Procurement strategy for Finsbury Centre construction	All	Executive	4 January 2018	None	Open	Karen Sullivan <a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
20.	Multiple vehicles' permit fees	All	Executive	4 January 2018	None	Open	Bram Kainth <a href="mailto:bram.kainth@islington.gov.uk">bram.kainth@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>

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22.	Contract award for framework agreement for fire safety work to housing street properties	All	Executive	4 January 2018	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
23.	Contract award for communal heating and ventilation maintenance including responsive repairs and out of hours cover	All Wards	Executive	4 January 2018	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong <a href="mailto:Simon.kwong@islington.gov.uk">Simon.kwong@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
24.	Adoption of Holloway Prison site Supplementary Planning Document	All	Executive	4 January 2018	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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25.	Highbury Corner Roundabout	St Mary's; Highbury East	Executive	4 January 2018	None	Open	Karen Sullivan <a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>
26.	Amendment to the Council's Housing Allocations Scheme 2015	All	Executive	4 January 2018	None	Open	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
27.	Procurement strategy for Beaumont Rise new build	Hillrise	Executive	4 January 2018	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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28.	Finsbury Park Neighbourhood Forum and Area designation	Finsbury Park	Executive	1 February 2018	None	Open	Karen Sullivan <a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
29.	Review of Adult Social Care and Children's Services case management system provision	n/a	Shared Digital Joint Committee	20 February 2018	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Ed Garcez <a href="mailto:Ed.Garcez@islington.gov.uk">Ed.Garcez@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
30.	Contract award for the construction of 42 new build homes and improvements to Hathersage Court and Besant Court	Mildmay	Corporate Director of Housing and Adult Social Services	27 February 2018	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

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31.	Contract award for building materials, equipment, tool hire and plant hire supply	All Wards	Corporate Director of Housing and Adult Social Services	4 April 2018	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
32 Page 100	Hanley Crouch construction of 8 units	Tollington	Corporate Director of Housing and Adult Social Services	22 June 2018	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

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Membership of the Executive 2017/2018:

Councillors:

Richard Watts  
 Janet Burgess MBE  
 Joe Caluori  
 Kaya Comer-Schwartz  
 Andy Hull  
 Asima Shaikh  
 Darmaid 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

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**POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2017/18**

**20 JULY 2017**

- 1.Revenue outturn 2016/17**
- 2.Presentation Leader of the Council on Executive priorities 2017/18**
- 3.Quarter 4 Performance report**
- 4. Work Programme 2017/18**
- 5.Call ins if any**
- 6.Monitoring report**
- 7. Use of Agency staff/Sickness absence**
- 8. New Scrutiny topics – Approval**
- 9. Scrutiny Review – Tax Avoidance – 12 month report back**

**05 OCTOBER 2017**

- 1.Financial update**
- 2.Call ins if any**
- 3.Monitoring report**
- 4. Welfare Reforms update**
- 5. Performance update – Quarter 1**
- 6. Thames Water – response to flooding scrutiny review and St.John Street and Copenhagen Street bursts**

**02 NOVEMBER 2017**

- 1.Annual Crime and Disorder report**
- 2. Knife Crime – 12 month report back**
- 3. Financial Monitoring**
- 3. Welfare Reforms update**
- 3. Call ins (if any)**

**30 NOVEMBER 2017**

- 1..Use of agency staff
- 3 Call ins – if any
4. Monitoring report
5. Quarters 1/ 2 Performance update
6. Work Programme 2017/18
7. Presentation – Executive Member Performance, Finance and Community Safety
8. ASB update

**18 JANUARY 2018**

- 1.Budget 2017/18
- 2.Call ins- if any
3. Monitoring report
- 4, ICO 12 Month Update

**08 FEBRUARY 2018**

1. Report of Procurement Board
2. Call ins (if any)
3. Financial Monitoring update

**08 MARCH 2018**

- 1.Performance update – Quarter 3
- 2.Call ins if any
- 3.Monitoring report
3. Financial update
4. Presentation Executive Member Community Development – Councillor Comer-Schwartz
5. ICO 12month update
6. Crime statistics
7. Work Programme 2017/18
8. Use of Agency staff/sickness absence



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