



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

AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held in on, **3 July 2017 at 7.30 pm.**

N.B THERE WILL BE A PRE MEETING FOR MEMBERS OF THE COMMITTEE AT 7.00P.M.

Lesley Seary
Chief Executive

Enquiries to : Peter Moore
Tel : 020 7527 3252
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Despatched : 23 June 2017

Membership

Councillors:

Councillor Richard Greening (Chair)
Councillor Clare Jeapes (Vice-Chair)
Councillor Jilani Chowdhury
Councillor Theresa Debono
Councillor Gary Doolan
Councillor Martin Klute
Councillor Una O'Halloran
Councillor Michael O'Sullivan

Councillor Caroline Russell
Councillor Troy Gallagher
Councillor Robert Khan
Councillor Alice Perry
Councillor Gary Heather
Councillor Flora Williamson
Councillor Paul Smith
Councillor Rowena Champion

Substitutes:

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

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. Membership, Terms of Reference etc. 1 - 8
5. To approve minutes of previous meeting 9 - 18
6. Matters Arising from the minutes
7. PUBLIC QUESTIONS
8. Chair's Report

B. SCRUTINY AND MONITORING REPORTS **Page**

9.	Governance Arrangements	19 - 30
10.	Youth Crime - Update	31 - 40
C.	DISCUSSION ITEMS - IF ANY	Page
D.	REPORT OF REVIEW CHAIRS	Page
E.	URGENT NON EXEMPT MATTERS	
	Any non-exempt items which the chair agrees should be considered urgently by reason of special circumstances. The reason for urgency will be agreed by the Chair and recorded in the minutes.	
F.	EXCLUSION OF PUBLIC AND PRESS	
	To consider whether, in view of the nature of the business in the remaining items on the agenda any of them are likely to involve the disclosure of exempt or confidential information within the terms of the access to information procedure rules in the constitution and if so, whether to exclude the press and public during discussion thereof.	
G.	CONFIDENTIAL ITEMS FOR CALL IN - IF ANY	Page
H.	EXEMPT ITEMS	
	The Public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed.	
I.	OTHER BUSINESS	Page

The next meeting of the Policy and Performance Scrutiny Committee will be on 20 July 2017 **Please note all committee agendas, reports and minutes are available on the council's website:**

www.democracy.islington.gov.uk

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Report of: Director of Law and Governance

Meeting of	Date	Agenda Item	Ward(s)
Policy and Performance Scrutiny Committee	25 May 2017		All

Delete as appropriate		Non-exempt
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Subject: MEMBERSHIP, TERMS OF REFERENCE AND DATES OF MEETINGS OF POLICY AND PERFORMANCE SCRUTINY COMMITTEE

1. Synopsis

To inform members of the terms of reference of the Policy and Performance Scrutiny Committee

2. Recommendations

- 2.1 To note the membership appointed by Council on 11 May 2017, terms of reference and dates of meetings of the Policy and Performance Scrutiny Committee for the municipal year 2017/18, as set out at Appendix A.

3. Background

- 3.1 The terms of reference of the Policy and Performance Scrutiny Committee (as contained in Part 5 of the Council's Constitution) are set out at Appendix A.
- 3.2 The membership and dates of meetings agreed are also set out below for information.

MEMBERSHIP OF POLICY AND PERFORMANCE SCRUTINY COMMITTEE 2017/18

COUNCILLORS:

**Richard Greening – Chair
Clare Jeapes – Vice Chair
Rowena Champion
Gary Doolan
Jilani Chowdhury
Una O’Halloran
Gary Heather
Alice Perry
Martin Klute
Robert Khan
Troy Gallagher
Mick O’Sullivan
Theresa Debono
Paul Smith
Flora Williamson
Caroline Russell**

Substitute Members

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

DATES OF MEETINGS 2017/18

**25 MAY 2017
3 JULY 2017
20 JULY 2017
5 OCTOBER 2017
2 NOVEMBER 2017 – ANNUAL CRIME AND DISORDER MEETING
30 NOVEMBER 2017
18 JANUARY 2018 – BUDGET MEETING
8 FEBRUARY 2018
29 MARCH 2018
26 APRIL 2018**

4. Implications

4.1 Financial Implications

None.

4.2 Legal Implications

None.

4.3 Equalities Impact Assessment

An equalities assessment is not relevant in this instance.

4.4 Environmental Implications

Papers are circulated electronically where possible and consideration is given to how many copies of the agenda might be required on a meeting by meeting basis with a view to minimising numbers. Any agenda not used at the meeting are recycled. These are the only environmental implications arising from the report

4.5 Resident Impact Assessment

There are no direct equality or other resident impact implications arising from this report

Conclusion and reasons for recommendations

The report is submitted to ensure members are fully informed of the remit of the Committee.

Background papers:

Islington Council's Constitution
Programme of Meetings

Final Report Clearance

Signed by

.....
Director of Law and Governance

.....
Date

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POLICY AND PERFORMANCE SCRUTINY COMMITTEE

(This Scrutiny Committee is the Council's statutory crime and disorder scrutiny committee)

Composition

Members of the Executive may not be members of the Policy and Performance Scrutiny Committee.

The membership of the committee shall include the Chairs of the Scrutiny Committees (subject to political balance rules)

No member may be involved in scrutinising a decision in which he/she has been directly involved.

Policy and Performance Scrutiny Committee shall be entitled to appoint a number of people as non-voting co-optees

Quorum

The quorum for the Policy and Performance Scrutiny Committee shall be four members not including co-optees.

Terms of Reference

1. The co-ordination of all overview and scrutiny functions on behalf of the Council.
2. To receive reports from the Leader on the Executive's priorities for the coming year and its performance in the previous year.
3. To consider matters relating to the financial position and performance of the Council other than detailed performance matters in the remit of another scrutiny committee.
4. To consider matters relating to the performance of the Council and its partners other than detailed performance matters falling within the remit of any other Scrutiny Committee.
5. To carry out the functions of an overview and scrutiny committee in respect of matters relating to the Chief Executive's Department and the Resources Directorate.
6. To be the Council's crime and disorder committee and to review or scrutinise matters relating to the discharge of crime and disorder functions by the Council and its partners and make reports or recommendations to the Executive or other appropriate part of the council.

7. To receive requests from the Executive or the Leader of the Executive for scrutiny involvement in policy development and review and key decisions before they are made and decide how to respond.
8. To monitor the Executive's Forward Plan.
9. To consider all matters which have been referred to it in accordance with the provisions contained in the call in procedure contained within Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules set out in Part 4 of this Constitution and to decide whether such matters should be referred to Council or to the Executive for reconsideration.
10. To consider all matters that have been referred to it in accordance with the provisions contained in the councillor call for action procedure contained within the Overview and Scrutiny Procedure Rules.
11. To set at the beginning of each municipal year a work programme for itself and the four Scrutiny Committees following consultation with the Chairs of those committees.
12. To receive the annual report of the Voluntary and Community Sector Committee.
13. To set aside one or more meeting(s) each year to receive an annual report from each of the 4 Scrutiny Committees.

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Public Document Pack Agenda Item 5

London Borough of Islington

Policy and Performance Scrutiny Committee - 4 May 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 4 May 2017 at 6.00 pm.

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

Also

Councillor Richard Greening in the Chair

349 **APOLOGIES FOR ABSENCE (Item 1)**

Councillors Doolan and Gallagher

350 **DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**

None

351 **DECLARATIONS OF INTEREST (Item 3)**

None

352 **TO APPROVE MINUTES OF PREVIOUS MEETING (Item 4)**

None

353 **MATTERS ARISING FROM THE MINUTES (Item 5)**

None

354 **PUBLIC QUESTIONS (Item 6)**

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

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

None

356 **SCRUTINY REVIEW FLOODING - INDEPENDENT REVIEW INTO MAJOR BURSTS - THAMES WATER (Item 8)**

The Chair welcomed the following representatives of Thames Water to present the findings of the independent review by Paul Cuttill into the recent major bursts of mains in London in the previous year –

Nigel Dyer – CEO Thames Water Infrastructure Alliance

Paul Cuttill OBE – Author of Independent Review

Alex Nickson – Water Resources and Growth Lead

James Kingston – General Manager North London

Thames Water made a presentation to the Committee, copy interleaved, during which the following main points were made -

- Thames Water outlined the background to the report following the recent major bursts in London
- Thames Water stated that their priority is to get peoples lives and businesses back to normal as quickly as possible, do everything they can to repair the damage caused and minimise future risk of bursts and to keep in contact with those affected and engage with the local community moving forward
- The Forensic Review was led by Paul Cuttill OBE who has 30 years experience in utilities and covered causes of each burst, asset condition, location and environment, and whether any patterns of failure could be identified, impact on customers, the wider community and cost, the immediate response what was done well and improvements needed and whether changes were needed to the network configuration, pumping and control regimes
- Key findings included – improvement in the understanding of the network and improvements in managing existing data and knowledge, focusing on improving the management of planned works and better use of local knowledge. In addition there should be an acceleration of the roll out of monitoring units where bursts that may happen or have already occurred. Refresh how alarms are prioritised, increase capacity to analyse data and work with partners to develop new, innovative ways of assessing the condition of pipes, improve communication with both customers and within the company immediately after bursts have happened, improve the capacity to deal with multiple incidents and improve how Thames Water can better learn from incidents after they have taken place
- In response to the review Thames Water welcome the findings and will focus on carrying forward the recommendations and identifying and fixing the mains at highest risk. In addition, Thames Water stated that they have already begun implementing the Forensic Review recommendations and are finalising an implementation plan to ensure the recommendations are delivered
- In terms of investment Thames Water are committing an additional £97m into the trunk main network over and above what was in the 2015/19 business plan and this included the investment in Upper Street to reline the trunk main and deploying surveying and monitoring equipment at additional locations
- It was noted that Thames Water were also moving forward with an innovative pipe testing facility in Kempton Park
- Thames Water stated that in terms of customer care the Customer Incident Management Project is implementing the changes needed to ensure there is a world class recovery service for customers, and this will focus on customer communication channels, on site presence, after care and it is aimed to complete this project by the end of 2018/19
- The next steps include the recommendations from the Forensic Review being fed into Thames Water Trunk Mains Strategic Review and are composed of five sub work streams – operating model, asset information, event response, risk management and monitoring. The work streams will design the changes needed to

address the Forensic Review recommendations and the Strategic Report and implementation plan will be completed by the end of July and this will be shared with stakeholders

- In terms of the relining of the Upper Street trunk main the 36" trunk main rehabilitation is underway and traffic management and cycle diversions installed on Islington Green and Upper Street. Trial holes for launch and reception works have commenced and the new pipework is on order. Customer and stakeholder engagement is well advanced, letter drops and public consultations have been completed and regular engagement meetings are taking place with Islington Council and TfL
- Thames Water stated that they are working hard with those flooded to complete their insurance claims and each claimant has an individual claim handler to deal with their insurance claims. Thames Water added that they had recently written to customers with an update confirming what information is required to enable them to complete their claims. In order to expedite claims Thames Water stated that they are holding regular meetings with the local community to discuss and resolve common claim issues
- Thames Water added that the recent major bursts are a reminder that they need to keep investing in the ageing pipework network, as many pipes in London are over 100 years old and that the flooding was caused by their pipes and it is their responsibility to put things right. Thames Water indicated that they would work with their partners, including local Councils, to deliver on the recommendations of the Forensic Review and to ensure that investment is carried forward with minimal disruption, engaging with its customers throughout
- Thames Water stated that they had accepted the recommendations of the review in full
- Paul Cuttill outlined the process of the review and that the focus was on the engineering and technical side and that he had received full co-operation from Thames Water and their staff during the review
- Paul Cuttill stated that he had found that there is a large amount of knowledge concerning the network retained by a relatively small number of people at Thames and training was needed to spread this knowledge however this could take 2/3 years to complete. It was noted that the Strategic Review will look in more detail at the appropriate level of investment required in terms of replacing the ageing pipe network but the current rate of replacement needed to be improved and Thames recognised this. However this made it important to ensure that Thames responds to any emergency situations that occur in the interim
- A Member stated that whilst he felt that it was a comprehensive report there was a need to address the emergency response to the Upper Street burst as this could have led to a loss of life. In addition there was a need to address the stress caused to the residents and businesses affected and this could have been dealt with in more detail in the report and that there was a gap in scoping the review. Paul Cuttill reiterated that the focus of the review was on the technical and engineering side and that due to time constraints the review had had to focus on the 8 major incidents and that there was no common cause of these incidents. However Thames were developing a policy to improve customer communications and customer engagement and 3 of the 8 major bursts had been as a result of contractors works fracturing pipe work
- In relation to whether the HSE should have been involved given the potential loss of life at Upper Street Paul Cuttill stated that this was a difficult judgement as they had legal obligations if they became involved but he felt that work could take place with all parties in a sensible manner to achieve acceptable solutions
- Paul Cuttill informed Members that he had been impressed by the fact that Thames staff had engaged with him constructively, were sorry for the incidents and were

determined to work to improve things. In the interim before the strategic review it was important to monitor the condition of pipes although this is difficult, especially if the corrosion of the pipe takes place on the outside of the pipe, such as in the Upper Street incident. At present there is only 18% of the network that is monitored and this needs to be improved and this is one of the recommendations made in the report

- There is also a need to improve communications flow to the Control Room at Reading and there needed to be better handling of calls to the call agents who take emergency and no supply calls including more training and possible separation of retail and no supply/emergency calls and Thames were addressing this
- It was noted that the water pressure in pipes is subject to fluctuation and that Upper Street did not have a Synyrix monitoring system however the Upper Street burst highlighted a number of failings. These included the earlier burst not being properly recorded, the non connection of the change in flow rate in the Control Room at Reading, and following the burst Thames had changed the process for recording bursts and new monitoring measures were being installed
- In response to a question from the Chair it was noted that in terms of prioritisation of pipework on the network Thames took into consideration the age of the pipe work and the type of soil etc. and the implications of any major bursts on the surrounding area, such as the siting of Tube stations and hospitals
- Reference was made to the Fire Brigade call to Thames at 5.07a.m. on the morning of the Upper Street burst, and that this did not appear to have resulted in appropriate action being taken. Thames stated that they were looking at the speed of the response and the provision of emergency teams and their location for the future
- In terms of the report Paul Cuttill stated that the timing of the report had not allowed him to look in detail at a 'deep dive' of the other 23 locations where major bursts had occurred and that this the emergency response that had taken place however he felt that this would be addressed in the Strategic Review in order to inform Thames future investment plan to put to OFWAT
- A Member enquired whether Thames could investigate the introduction of a GIS app on phones that could inform operatives and the Control Room in areas especially where there is potential loss of life. Thames stated that they were refining their modelling techniques and looking at consequence models and developing a social media plan. Paul Cuttill stated that in his view this was a good suggestion and something Thames could look into in the future
- In response to a question it was stated that surveys of Wallace Road 36" mains would be taking place in the next few weeks along with general testing of the network
- Thames stated that it was important to prioritise monitoring to parts of the network that appeared to pose the biggest risk of bursts and impact that it could cause
- In response to a question about whether the Control Room at Reading should have identified an increase in flow on the Upper Street burst it was stated that the increase took place during the entire event peaking at 08.38a.m. where an increase of 20% flow had taken place since 4.30a.m. Whilst the response should have been quicker and that the knowledge of how call agents deal with calls and flow of information to the Control Room had to be addressed and Thames were looking into this as stated earlier
- Concerns were expressed at the issues surrounding the ongoing insurance and compensation claims and Thames reiterated that they were committed to ensuring that residents and businesses did not suffer any economic loss as a result of the flood. Thames stated that businesses needed to demonstrate economic loss and they would compensate for this and there is a step by step guideline on the website to assist customers in processing claims and Thames and their insurers were happy to go through this with claimants in order to assist them. Thames added that they

were endeavouring to deal with claims within 10 days of receipt of a claim and insurance staff were available that evening if there were any queries

- It was noted that there were people affected by the burst who had not yet submitted claims, 130 had been submitted to date and it was felt that there were about 17 that to date had not yet submitted claims
- In response to a question as to whether Thames would consider compensation payments given it may be difficult for businesses to reflect loss of trade, Thames stated that they were having regular meeting with residents and businesses and were committed to no resident or business being worse off as a result of the flood
- In response to a question as to why the Forensic Review had not addressed those affected as a result of the flood it was stated that whilst this may have been an omission the review was time limited and the scope had not provided for this, although Paul Cuttill stated that he did not believe Thames had done this deliberately
- Concern was expressed at the advice given by Thames that residents and businesses may need to engage a solicitor to pursue compensation claims and that this would be expensive. Thames stated that this had been discussed at the regular meeting held with residents and businesses and a £1000 goodwill payment had been made to residents but businesses stated that this had not been an option available to them. A member of the Public stated that businesses had 'gone through hell' following the flood and suffered enormous stress and inconvenience and it was difficult for them to quantify economic loss. Thames responded that they recognised residents and businesses had suffered as a result of the flood, however if it can be demonstrated through GP or medical evidence that people had suffered stress this could be used as a basis for compensation payments. Thames insurers outlined the differences between claims for damages, compensation, economic loss etc. and that they would prepare a flow chart to outline this that residents and businesses could use
- In response to a question it was stated that the maximum Courts have awarded is £1500, however Thames could give consideration to raising this figure and Thames insurers could put residents and businesses in touch with no win no fee solicitors to protect their interests if required
- In response to a statement Thames insurers stated that they did not feel that a class action would succeed however this was an issue for residents and businesses to consider
- The Chair proposed that there should be a form developed in order for claimants to submit claims for compensation requesting the information that Thames needs to assess such claims together with a contact number to assist residents
- A Member referred to the need for more public engagement events and it was stated that Thames should not 'hide' behind insurance and legal issues but need to show some corporate responsibility as a result of the flood, which was their fault, and not of residents and businesses, and make appropriate recompense for this. Thames responded that they recognised this and were looking to develop a policy standard to deal with instances such as this and they concurred with the suggestion of a claim form to assist residents and businesses to claim compensation payments. This policy would hopefully be introduced later that year and they recognised the need for more effective customer engagement
- In response to monitoring progress on the recommendations of the Forensic Review, the internal Thames Executive would be progressing this and Thames would come back and report on progress to the Committee in 6 months
- In response to a questions as to the increased investment of £97m in pipework it was stated that £4.5m will be spent on relining the Upper Street pipe and the Strategic Review will deal with the overall investment strategy in more detail

Policy and Performance Scrutiny Committee - 4 May 2017

RESOLVED:

- (a) That Thames Water devise a claim form as referred to above to assist claimants in insurance claims for compensation and a contact point in the event of enquiries
- (b) That a flow chart be instituted by Thames Water to inform residents and businesses as to the process of claiming for damages, compensation, economic loss etc. and this be made generally available
- (c) That a progress report on recommendations in the Forensic Review be submitted to the Committee in 6 months

The Chair thanked Paul Cuttill OBE, and representatives of Thames Water and members of the public and business representatives for attending

The meeting ended at 8.35p.m.

CHAIR

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London Borough of Islington

Policy and Performance Scrutiny Committee - 20 April 2017

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at on 20 April 2017 at 6.00 pm.

Present: **Councillors:** Greening (Chair), Jeapes (Vice-Chair), Debono, Gantly, Champion, Russell and Heather

Councillor Richard Greening in the Chair

341 **APOLOGIES FOR ABSENCE (Item 1)**

Councillors Doolan, Klute, Chowdhury, Wayne, O'Halloran, Court

342 **DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**

None

343 **DECLARATIONS OF INTEREST (Item 3)**

None

344 **TO APPROVE MINUTES OF PREVIOUS MEETING (Item 4)**

RESOLV ED:

That the minutes of the meeting of the Committee held on 22 March 2017 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them

345 **MATTERS ARISING FROM THE MINUTES (Item 5)**

None

346 **PUBLIC QUESTIONS (Item 6)**

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

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

The Chair stated that he intended to continue with the meetings of the PPS Committees on 4 May, to deal with the independent review commissioned by Thames Water and the

consequent report on major bursts in London, and also the 25 May PPS Committee. The Chair added that he intended, because of the announcement of the General Election, to limit the meeting of the Committee on 25 May, which would commence at 7.00 p.m. to consideration of one item relating to serious youth violence in the borough and the proposed revisions to the arrangements for Community Safety and the Police would be in attendance for such meeting. Members present concurred with this view.

The Chair added that he would be attending a meeting in Lambeth on 25 April relating to the flooding there and other Members were welcome to attend if they wished.

The Chair enquired of other boroughs that were present if they were of the view that the meeting at the GLA scheduled on 10 May should continue given that the proposed meeting of the GLA Environment Committee on 24 May had now had to be cancelled due to the General Election announcement. Other boroughs present felt that this cancellation would be advisable and the Scrutiny Officer was requested to rearrange revised dates after the General Election

348 SCRUTINY REVIEW FLOODING - OFWAT (Item 8)

The Chair welcomed Aileen Armstrong, Keith Mason and Mark Anderson from OFWAT and also Councillors Jack Holborn, Chair of Lambeth Burst Water Mains Scrutiny Commission and Councillor Andy Wilson, Vice Chair Overview and Scrutiny Committee and member of Lambeth Burst Water Mains Scrutiny Commission.

Scrutiny officers from L.B.Lambeth, Gary O'Key and L.B.Lewisham Charlotte Dale were also present.

During consideration of the item, the following main points were made –

- OFWAT outlined their role as an independent regulator and that they wanted Thames Water to be accountable and take responsibility for delivering a good service to its customers
- A pricing review took place every 5 years and Thames Water needed to present a business plan to OFWAT and this was scrutinised to ensure that there is an efficient service being provided and effective standards were being provided. In addition Thames Water needed to demonstrate accurate information is being provided and how the service is being delivered
- Penalties could be applied by OFWAT if Thames do not deliver services to a satisfactory standard
- OFWAT stated that they wished to refute any suggestion that the bursts had resulted in them not making funding available to them as a result of the price review in 2014 and that they had actually approved funding for Thames Water proposals at that time that had been requested
- There is regular contact between OFWAT and Thames Water and there had been recent discussions between the Chairs and Chief Executives of OFWAT and Thames Water on the problems of communication and that it was felt that this needed to be improved, especially Thames making more use of social media
- OFWAT stated that Thames Water have an obligation to provide a high quality service to customers and if they did not deliver this then OFWAT could impose penalties
- OFWAT informed Members that Thames Water in addition to their statutory obligations have ODI's on serviceability and they had not achieved their serviceability in 2015/16 and the position is not known yet or 2016/17

- In response to a question as to the fact that Thames Water had referred to the difficulty of repairing mains bursts due to cost and the need to close roads and that this may impact on their desire to effectively replace the ageing Victorian pipes. OFWAT stated that such work is not measured as a KPI requirement and that OFWAT tried to capture outcomes rather than inputs. A Member stated that in his view this should be considered in future as a KPI in future
- The Chair referred to the fact that the Victorian pipes in London were over 150 years old and Thames Water had stated that over one third of these had been replaced. The Chair expressed the view that the remaining pipes should be replaced as soon as practicable given their age. However Thames Water had also stated that when they had replaced pipes many of these did not actually need replacement and that to do so was not an efficient use of resources
- It was stated that the advent of new technology to assess leaks could assist in this although they noted the fact that this may not address corrosion on the outside of the pipe, which had been the case in the Upper Street flood
- OFWAT stated that Thames Water had received funding in 2004 to commence replacement of Victorian water mains, but by 2009 had felt that many sections of pipework had been excavated and found to be in good condition. OFWAT tried to balance the affordability of price rises to customers however one KPI does look at the length of pipes that have been replaced
- OFWAT added that Thames Water had a duty to supply water and responsibility for maintaining the pipework and this needs to be evidenced in the business plan submitted to OFWAT
- In response to a question as to whether OFWAT felt that Thames Water to avoid major bursts it was stated that there is no specific KPI that measured the number of burst pipes that had occurred
- In response to a question OFWAT stated that they had the power to impose a fine of up to 10% of annual turnover if a company did not meet its overall statutory obligations
- A Member enquired whether the extensive development of tall buildings in London had affected the water pressure delivered by Thames Water. OFWAT stated that they did not have specific details and it has previously not arisen as a major problem however this could possibly contribute to higher pressure in the network
- A Member from L.B.Lambeth stated that there had been issues with compensation claims from the Herne Hill flood and some traders had actually ceased trading as a result due to the slow nature of payment of claims by Thames Water. OFWAT stated that they did not directly have involvement in compensation claims but Thames Water were encouraged, as with other water companies to engage with customers and be transparent, but ultimately if there were disputes these could only be settled by Court action. OFWAT stated that if there were any outstanding issues of compensation as a result of the Herne Hill flood if there were notified of these they would raise them with Thames Water
- A representative of the Angel BID expressed concern that similar problems on payment of compensation were occurring to residents and businesses affected by the Upper Street flooding and that Thames Water did not want to share details of claims submitted which made it difficult to ascertain the actual number and nature of claims. Thames Water had stated that there had been 130 claims submitted but only 10 had been settled in full and these were mainly minor claims. Two businesses had closed permanently and there had been no compensation for the extreme stress for the businesses and residents who had been affected. Some residents were still in temporary accommodation after 5 months since the flood and some businesses were still not trading. She added that businesses and residents were extremely concerned and despite a number of assurances by Thames Water that claims would

be settled quickly and sympathetically this had not taken place. OFWAT stated that they would raise this issue with Thames Water

- In addition it was stated that Thames Water had committed at a Public meeting to making up any difference in what was paid by insurers and the gap in business revenue and enquired how long it would take Thames Water to settle claims. OFWAT stated that they would look into this with Thames Water and ensure they engaged meaningfully with residents and businesses
- In response to a question it was stated that some claims may be small and others could run into millions of pounds. Valuable antiques and paintings had been ruined in the flood
- OFWAT reiterated that if there were disputes over claims with Thames Water they did not have the power to force Thames Water to pay and this had to be resolved in the Courts however it was noted that this could be expensive
- OFWAT stated that Thames Water did need to engage with their customers and had various mechanisms in place such as customer focus groups to do this. It was noted that OFWAT would expect Thames Water in their post 2020 business plan to take into account customer expectations for the future
- Discussion took place as to the level of customer consultation and a Member stated that he thought that there is something included on bills that referred to this
- Concern was expressed that Thames Water had taken so long to respond to the flood in Upper Street and it had taken some considerable time to get operatives on site and to turn off the valves. Members expressed the view that Thames Water should be able to respond more effectively in the event of major flooding incidents
- In response to a question it was stated that there is no minimum requirement for an emergency statutory response time but OFWAT would expect that Thames Water would respond speedily to a major trunk mains burst

RESOLVED:

(a) That OFWAT be requested to discuss with Thames Water the issues raised above on compensation claims and request them to implement payment more speedily and more sympathetically

(b) That OFWAT be requested to discuss with Thames Water their emergency response procedures in response to major trunk mains bursts and how these can be improved given the time it had taken to respond to the Upper Street flood, which had exacerbated the situation

The Chair thanked Aileen Ainsworth, Keith Mason and Mark Anderson for attending

The meeting ended at 7.40p.m.

CHAIR



Report of: Corporate Director for Environment & Regeneration

Policy and Performance Scrutiny Committee	Date: 25 May 2017	Ward(s): All
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Delete as appropriate	Exempt	Non-exempt
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SUBJECT: The Governance of Community Safety in Islington

1. Synopsis

- 1.1 This report provides an overview of the revised governance arrangements for community safety in Islington, as governed by the Safer Islington Partnership (SIP) which oversees partnership work in relation to the reduction of crime, disorder and anti-social behaviour in the borough.

2. Recommendations

- 2.1 To note the report.

3. Background

- 3.1 The Safer Islington Partnership (SIP) has been in existence since 1998 when the Crime and Disorder Act made the establishment of a Crime and Disorder Reduction Partnership a statutory requirement. Since its inception, the SIP has grown, both in terms of its core membership and in terms of the number of subsidiary meetings that underpin its work. The operation of the SIP needs to be reviewed regularly to ensure that it fulfils its duties effectively and efficiently.
- 3.2 Over the last year, the council and a number of partner agencies have undertaken re-structures to attempt to work more smartly within the diminishing resources available. In recognition of this, a review of the governance of community safety in the borough and of the membership and operation of the SIP has been performed. This report presents the results of that review in the form of a more streamlined and less duplicatory set of governance arrangements, moving forwards.

- 3.3 The community safety function within the council is now discharged through the Corporate Director of Environment & Regeneration (E&R). Day to day activities are delivered through teams in both E&R (in respect of ASB, hate crime, Prevent, street population, offender management, etc) and Children's Services (in respect of youth crime and violence against women and girls). Work on drugs and alcohol is delivered largely through Public Health.

4. Legal context

- 4.1 The term Community Safety has a broad definition. Under the provisions of the Crime and Disorder Act 1998 (CDA 1998), the council has a duty, when undertaking its functions, to take into account how it can prevent crime and disorder (including anti-social behaviour) as well as the misuse of drugs, alcohol and other substances. The council also has an important role in improving outcomes for and providing support to vulnerable children and adults and victims of crime.
- 4.2 The term 'Crime and Disorder Partnership' is not set out in legislation but is nonetheless the collective term by which the public authorities covered by Section 5 of the CDA 1998 are in practice known. The Crime and Disorder (Formulation and Implementation of Strategy) Regulations set out how the responsible authorities are to work together. The responsible authorities are not just the council and the chief officer of police, but include others listed below.
- 4.3 The responsible authorities under Section 5 of the CDA 1998 are:
- the council (LBI)
 - the chief officer of police (MPS)
 - the police authority (MOPAC)
 - the national probation service (NPS)
 - the fire and rescue authority (LFB and LFEPA)
 - the clinical commissioning group (CCG)
- 4.4 The responsible authorities need to have regard to the police and crime objectives set out in the relevant police and crime plan (in our case, the London Police and Crime Plan 2017–2021) and formulate and implement:
- a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment)
 - a strategy for combatting the misuse of drugs, alcohol and other substances in the area
 - a strategy for the reduction of re-offending in the area.
- 4.5 A strategic group needs to be formed to meet this duty and its responsibility is to prepare and oversee strategic assessments and the partnership's community safety plan. In our case, this body is the Safer Islington Partnership's strategic board. The partnership plan should bring together the various strategies required to meet our legal duties. The strategy group needs to consist of representatives of the responsible authorities listed above and other invitees as is felt appropriate. The council is responsible for convening the group.

5. The Safer Islington Partnership (SIP)

- 5.1 In Islington, the top-level, strategic group which oversees all work on community safety across the partnership in the borough is the Safer Islington Partnership (SIP) Strategic Board, chaired by the council's Executive Member for Community Safety. The group now comprises members from:
- London Borough of Islington (LBI), including community safety, children's services, housing, public protection, public health and adult social services
 - Metropolitan Police Service (MPS)
 - London Fire Brigade (LFB)
 - Clinical Commissioning Group (CCG)

- Whittington Health
- Mental Health Trust
- Pentonville Prison
- Victim Support
- Housing Associations
- Safer Neighbourhood Board (SNB)
- Highbury Magistrates Court
- National Probation Service (NPS)
- Community Rehabilitation Company (CRC)
- The Mayor's Office for Policing and Crime (MOPAC)
- Transport for London (TfL)

Previously, the Adults and Children's Safeguarding Boards were unrepresented on the SIP and other members had ceased to attend: they are all now (re-)engaged.

5.2 The SIP now has five themes or workstreams, covering the priorities identified in its annual strategic assessment and addressed in its annual community safety plan, as follows:

- Youth Crime
- Anti-Social Behaviour (ASB) and Hate Crime
- Offender Management
- Violence Against Women and Girls (VAWG)
- Prevent

5.3 Previously (see Appendix 1), each theme had a strategic subgroup and then a proliferation of operational subgroups. The total number of meetings under the SIP umbrella totalled 20, with 15 further regular meetings sitting outside the SIP structure.

These arrangements were considered by the council and partners to present a significant drain on resources, featuring excessive repetition and duplication, with the same attendees often meeting to discuss similar issues.

Now (see Appendix 2), each SIP theme has a dedicated subgroup and 9 of the previous meetings have been deleted.

The changes that have been made (and are reflected in Appendix 2) are set out below:

Groups deleted

Islington Gangs Team (IGT) Operational Group	No longer required. Work here will be picked up in either the IGT daily tasking or the revamped Bronze Group
Multi-Agency Geographical Panels in Islington (MAGPI) Steering Group	This work can be overseen at the ASB & Hate Crime subgroup of SIP as a standing agenda item. Equally, with the ASB team now in Public Protection, the focus around places will better align.
Registered Providers' (RPs) Forum	The strategic engagement work with RPs can be overseen by the ASB & Hate Crime Subgroup. The ASB team now sit with Public Protection which means a more joined-up approach to RP engagement can happen outside of a regular meeting process.
Reducing Reoffending Board	This has not been running for a long time due to changes in Offender Manager services. If / when SIP requires an overview of adult offending, the Community Safety leads can ensure

	<p>this occurs.</p> <p>Plus, this will be monitored regularly and fed into other reporting and scrutiny panels that currently exist.</p> <p>The Local Justice Area Group should become a formal subgroup of SIP. This group has senior representation from the police, probation services, Youth Offending Service (YOS) and the Courts.</p>
Borough Tasking Meeting (BTCG)	This is an internal police tasking meeting so should not sit under the SIP umbrella.
DV Persistent Perpetrator Panel	The perpetrator work of this panel has been subsumed into the DV MARAC.
Harmful Traditional Practices Group	This group currently reports to the CCG but this piece of work will be covered in the VAWG Strategic Group. Deletion of this group will reduce duplication of effort and resource.

Remits changed

The Hate Crime Forum to operate under the ASB strand of SIP. The strand will then be renamed ASB & Hate Crime.	The Hate Crime forum currently does not report to any formal strategic board. It is closely aligned with ASB and hence should sit under this strand, reporting to the ASB & Hate Crime subgroup. This will also allow the agenda to feed directly into SIP.
Local Justice Area Group	To become the strategic lead group for offending. Other related topics that aren't deemed relevant for this group to discuss can occur in other forums of SIP. This will equally give SIP oversight of this group and the work it does.
YOS Risk Panel (MARP)	This panel deals with young offenders so should sit under the Youth Crime theme. The Youth Justice Services Management Board will act as the Silver function in terms of reporting.

Before ringing these changes, the Council consulted deliberately with relevant partners, the SIP itself and the Chair of LBI's Policy and Performance Scrutiny Committee to secure their approval to them.

6. Other partnership activities

6.1 The SIP and its associated working groups are not the only routes through which partnership work is undertaken in this field. Others include:

- The Mayor's Office for Policing and Crime (MOPAC) in relation to funding, initiatives and cross-borough issues
- Children's Safeguarding Board, which also oversees child sexual exploitation and missing children
- Adults' Safeguarding Board
- Police Liaison Meeting (PLM) – officer level representatives from the council, police and others convening to review casework
- Gold Group meetings to review serious incidents
- LFB Liaison meeting
- Hoarding Panel
- Suicide Prevention Panel
- Borough Resilience Forum

All of these groups link back to SIP through the lead organisation's attendance at the Strategic Board.

6.2 On a day to day basis, officers across the council are working with counterparts in partner organisations

to deliver the action plans that underpin the relevant strategies. Multi-agency teams exist in several areas of the council, including those associated with community safety in both public protection and children's services.

- 6.3 The community also has a key part to play and this is channelled through the Safer Neighbourhood Board (SNB). The SNB is funded by MOPAC and through it communities' views on policing and community safety are sought. The SNB is informed by, among others, the Safer Neighbourhood Panels (SNPs) that exist for each of Islington's 16 wards. LBI Community Safety supports the SNB and Islington Police supports the SNPs. SNPs have assisted the SNB with a recent review of membership and this will now mean that each ward panel is represented. The Chair of the SNB is a member of SIP.
- 6.4 There are two other important community groups involved in community safety issues who are represented at the SNB – the Hate Crime Forum and the Stop & Search Community Monitoring Group. Islington Police also sometimes convenes an Independent Advisory Group comprising community members in the case of a critical incident.
- 6.5 An updated schedule of which council officers and members and which partners attend the partnership's various fora is attached as Appendix 3.

7. Governance and the Council

- 7.1 The Local Government Act 2000 (LGA 2000) includes crime and disorder scrutiny as one of the functions the council must ensure its scrutiny arrangements cover. The specifics of the duty are set out in the Police and Justice Act 2006 (PJA 2016) and related regulations and guidance. To ensure that the council meets its responsibilities, there is a hierarchy of controls.
 - The Corporate Directors of Environment and Regeneration and Children's Services oversee the response to community safety and report to the Chief Executive.
 - The actions required of officers are included in service plans and will be reported through departmental arrangements.
 - There is an identified Lead Member for Community Safety and officers report to the Lead Member and other Members on performance through the Monthly Performance Panel.
 - SIP receives performance reports, including the annual strategic assessment which allows it to assess success against its themes and produce its annual community safety plan.
- 7.2 The council has a duty to include crime and disorder scrutiny as one of its functions and this is delivered through the Policy & Performance Scrutiny Committee. The legal duties demand that the committee must meet at least once every 12 months to 'scrutinise decisions and actions in respect of the discharge of crime and disorder functions by responsible authorities'. Currently, the Policy & Performance Scrutiny Committee receives an annual report on community safety and policing from the LBI Lead Member for Community Safety and the Borough Commander of Islington Police in addition to receiving quarterly written reports on corporate community safety performance. The committee can also review strategies as they are developed, as well as their implementation. It can call officers or employees of partner organisations to meetings to answer questions. It is doing this, for example, at tonight's committee meeting, where, outside of any formal annual reporting process, it is hearing from council officers and police colleagues an update on the partnership's work to tackle serious youth violence.

8. Implications

Financial implications:

- 8.1 There are no financial implications as changes have been made within the available budget.

Legal Implications:

8.2 Legal implications are set out within the report.

Environmental Implications

8.3 The environment plays a significant role in ensuring that crime and ASB reduction measures are successful. The partnership plan ensures that due consideration is given to environmental factors.

Resident Impact Assessment:

8.4 The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding.

A Residents Impact Screening Assessment (RIA) will be completed for the partnership's community safety plan in June after its consideration at SIP.

9. Reasons for the recommendation

9.1 The council has a legal duty to ensure that crime prevention and reduction is part of its mainstream operation and, in addition, to coordinate effective partnership working across all sectors in Islington. The recent review of governance arrangements and subsequent revisions to them mean that the mechanisms to comply with this duty are in place and enhanced.

Signed by:



Cllr Andy Hull
Executive Member for Community Safety

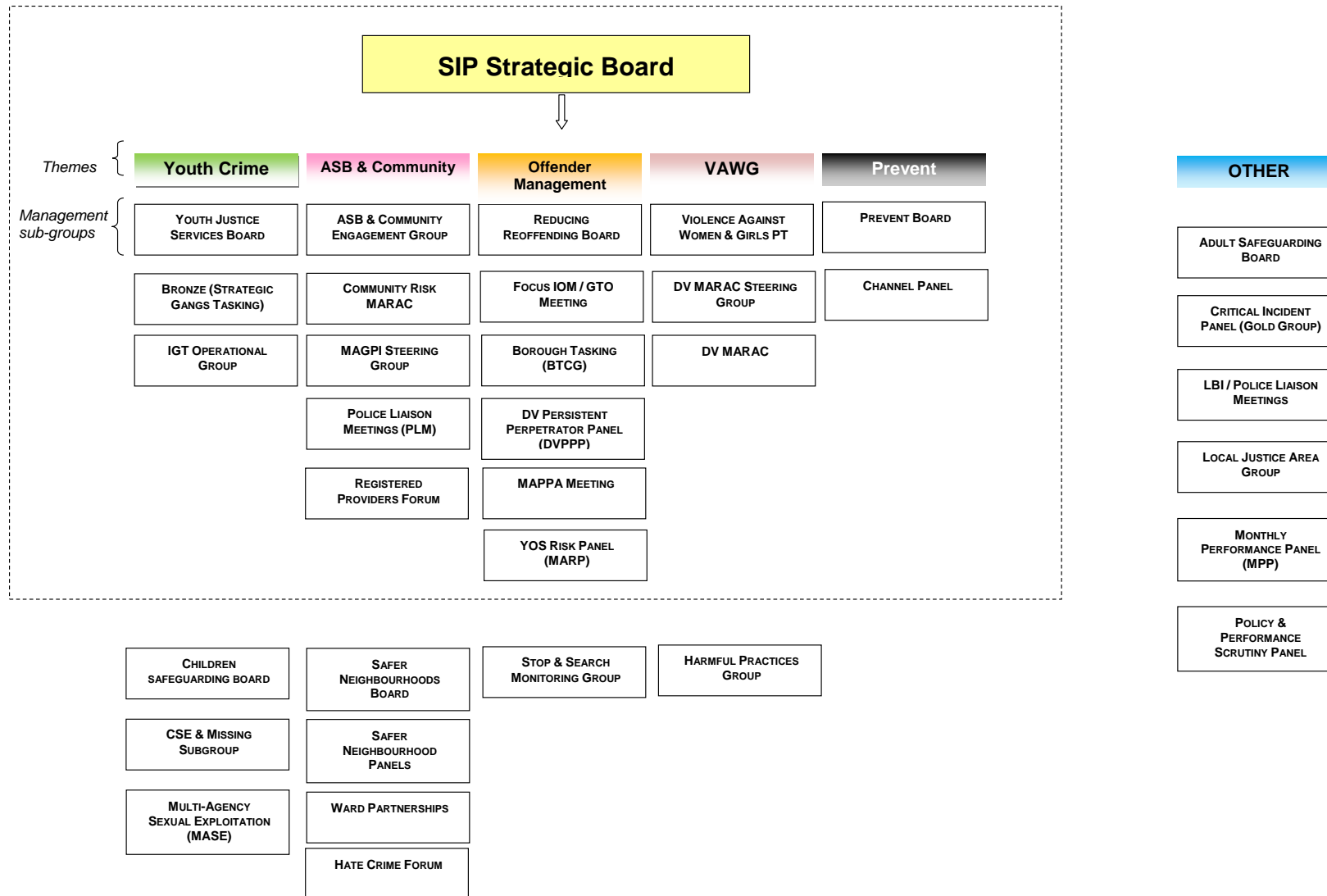
Date: 16 May 2017

Appendices

- Appendix 1: The Previous Structure of the Safer Islington Partnership
- Appendix 2: The Revised Structure of the Safer Islington Partnership
- Appendix 3: The Governance Structures of the Safer Islington Partnership

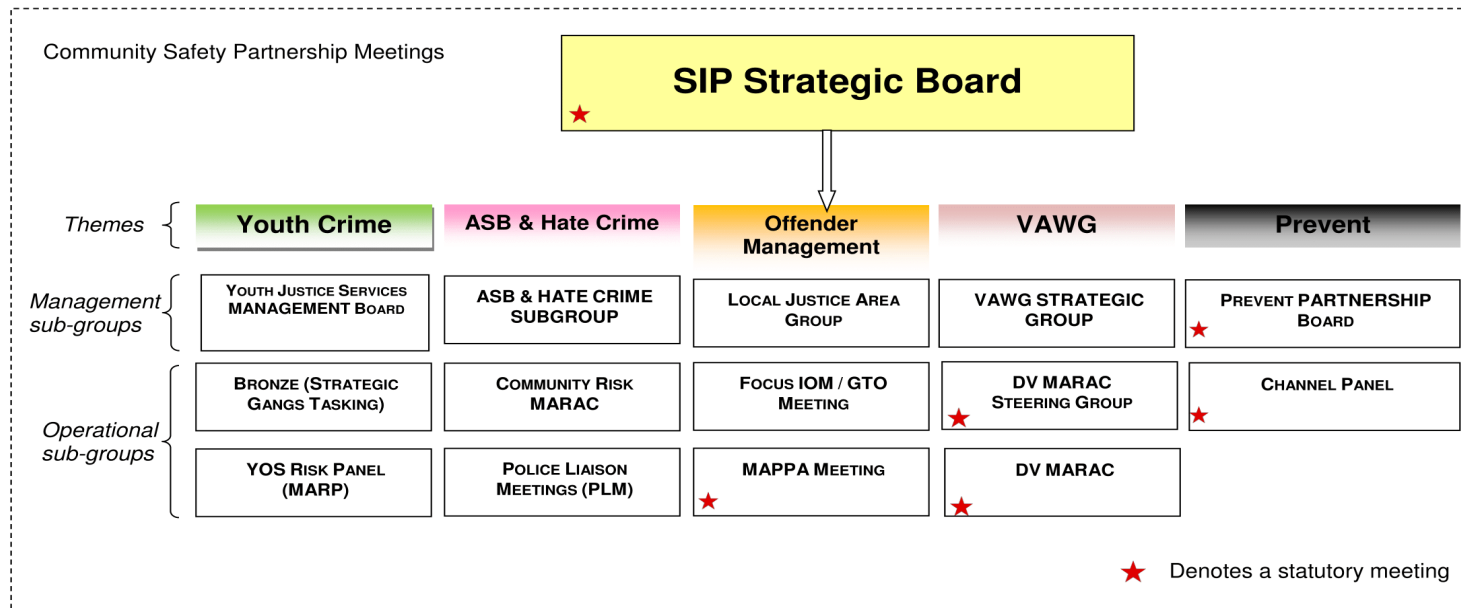
Report Author: Jan Hart (Service Director, Public Protection)
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Email: jan.hart@islington.gov.uk

Appendix 1: The Previous Structure of the Safer Islington Partnership (SIP)



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Appendix 2: The Revised Structure of the Safer Islington Partnership (SIP)



Community-led fora

- Safer Neighbourhood Board (SNB)
- Safer Neighbourhood Panels (SNPs)
- Hate Crime Forum (HCF)
- Stop & Search Community Monitoring Group (S&S CMG)
- Independent Advisory Group (IAG)

Council-led fora

- Policy & Performance Scrutiny Committee (PPSC)
- Monthly Performance Panels (MPP) [crime focus biannually]
- Monthly LBI/Police Liaison Meeting (Council Leader & BCU Commander)

Police-led fora

- North Central BCU Steering Group
- North Central BCU Project Board

Other relevant partnership fora

- Children's Safeguarding Board (includes child sexual exploitation and missing children)
- Adults' Safeguarding Board
- Gold Groups (as initiated by MPS, LBI or LFB in response to critical incidents)
- LFB Liaison Group
- Hoarding Panel
- Suicide Prevention Panel
- Borough Resilience Forum

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Area	Meeting Name	Frequency	Strategic or Operational?	Purpose of the Group	Chair	Police Level Attendance	Council Level Attendance	Admin	Lead Agency	Stat. Req.?	Funding
SIP	SIP Strategic Board	Quarterly	Strategic	To provide the strategic framework for the partnership and hold each other to account for delivery	Clr Community Safety (LBI)	C/Supt	Directors & Heads of Services & Officers (multiple)	Democratic Services	LBI	Yes	No
Youth Crime	Youth Justice Services Management Board	6 weekly	Strategic	Provide the strategy and governing framework around Youth Crime for the borough	Chief Executive (LBI)	Supt	Head of Children's Services, Ass/Director CS, Housing, Health CCG, Community Safety (all senior managers)	CE Admin Support	LBI	Yes	No
	Bronze (Strategic Gangs Tasking)	Monthly	Strategic	Multi-agency strategic meeting on gangs disruption	CI Partnerships (Police)	CI Partnership & DI Gangs	Officers from Community Safety, Housing & Children's Services	CSPU	LBI & Police	No	No
	YOS Risk Panel (MARF)	Monthly	Operational	Multi-agency risk panel meeting for YP in the YOS	YOS employee	YOS or Gangs Police	Officers as required	YOS	LBI	No	No
ASB & Hate Crime	ASB & Hate Crime Subgroup	Bi-monthly	Strategic	Provide the strategy and governing framework around ASB for the borough	Service Manager: Community Safety & Crime (LBI)	Supt Neighbourhoods	Senior managers - across LBI	Public Protection	LBI	No	No
	Community Risk MARAC	Monthly	Strategic	Multi-Agency forum dealing with high risk vulnerable victims of crime and ASB	CI Partnership / ASB Co-ordinator (LBI)	CI Partnership & 4 NPT Insp	Housing, RPs, Supported Housing, ASB Response Team, C&I MHS, Substance Misuse Services, Victim Support, Adult Social Care	CSPU	LBI	Yes	No
	Police Liaison Meeting (PLM)	4x Monthly (one per cluster)	Operational	Information sharing and tasking on those coming to notice for or are on the cusp of committing ASB	Housing Team Leader (LBI)	Dedicated ward officers	Officers from Housing, TYS, IFIT, ASB Response Team and Community Safety	Housing	LBI	No	No
Offender Management	Local Area Justice Group	Quarterly	Strategic	Strategic forum to improve the working relationships between the criminal justice bodies in Islington	D/Supt (Police)	D/Supt	YOS Manager	Police	Police & NPS	No	No
	FOCUS IOM / GTO	Monthly	Operational	Multi-agency panel meeting to manage the most prolific adult offenders	Offender Services Coordinator (LBI)	IOM PC	Community Safety Officer	CSPU	LBI & Police	Yes	No
	MAPPA Meeting	Monthly	Operational	Multi-agency panel meeting to manage the most dangerous offenders	D/Supt (police) & Head of NPS (Probation) - Co-chair	D/Supt	Officers as required	Police & NPS	Police & NPS	Yes	No
VAWG	VAWG Board	Quarterly	Strategic	Provide the strategy and governing framework around VAWG for the borough	Director of Housing Operations (Housing)	Supt	Head of Housing Operations, Health (Head of Care), Ass/Director Children's Services, Head of Community Safety & Community Safety Officers	CSPU	LBI	No	No
	DV MARAC Steering Group	Quarterly	Strategic	Provides the strategic steer and scrutiny around the DV MARAC	Head of Youth & Community Services (LBI)	D/Supt & DI CSU	Housing, Health, Children's Services & Community Safety Officer (all middle managers)	CSPU	LBI	No	No
	DV MARAC	Monthly	Operational	Multi-agency panel meeting to tackle the highest risk DV victims	DI CSU (Police)	DI CSU	Officers from Community Safety, Housing, Adult Safeguard & Children's Services	CSPU	LBI & Police	Yes	No
Prevent	Prevent Partnership Board	Bi-monthly	Strategic	To set the strategy for Prevent work in Islington	Leader of the Council (LBI)	C/Supt	Clrs, C/Executive, Head of Children's Services, A/C Executive & Head of Community Safety	CSPU	LBI	No	No
	Channel Panel	Monthly	Operational	Case management of those at risk of becoming radicalised and drawn into terrorism	Head of Community Safety (LBI)	Prevent Police	Head of Community Safety, middle managers from Children's Services and HASS	CSPU	LBI/Police	Yes	No
Other Relevant Groups											
Community-led Fora	Safer Neighbourhoods Board	Bi-monthly	Strategic	To give local people a greater voice in setting policing priorities and to enable effective consultation between the community, the police and other partners.	Community Representative	C/Supt	ASB Co-ordinator (CSPU), MAGPI Officer, Clr reps	CSPU	LBI (MOPAC)	No	Yes
	Safer Neighbourhood Panels	Bi-monthly	Operational	To set the priorities for the NPT based on ward concerns	Resident Chairs from the Community	Ward PCs	Officers from Housing & Community Safety	Police	Police	No	No
	Ward Partnerships	Bi-monthly	Strategic	Islington's ward partnerships are led by ward councillors and give local residents, community groups and businesses the opportunity to shape services and improve their neighbourhoods.	Ward Members	Ad Hoc (if needed)	Various (clr down to officer level)	LBI	LBI (VCS Team)	No	No
	Hate Crime Forum	Bi-monthly	Strategic	To oversee the strategy and action plan for Hate Crime for the borough based on the current trends and patterns seen	Community Representative	D/Supt & DI CSU	CSPU & Strategy	CSPU	LBI/police	No	No
	Stop & Search Monitoring Group	Bi-monthly	Strategic	To provide a local, borough based mechanism to monitor police use of stop and search powers.	Community Representative	Insp Operations	None	Community	Police	Yes	No
	Independent Advisory Group	Quarterly	Strategic	Community Scrutiny of policing	Community Representative	C/Supt	None	Community	Police	Yes	No
Council-led Fora	Policy & Performance Scrutiny Forum	Varies	Strategic	Panel to scrutinise performance in key areas across the borough. Crime & community safety features annually.	Chair of Performance & Scrutiny (LBI)	C/Supt	Service Heads & Directors from across the board	Democratic Services	LBI	Yes	No
	Monthly Performance Panel (MPP)	Six Monthly (for crime)	Strategic	Scrutiny panel for LBI key issues - each area of the council reporting back bi-annually	Clr for Performance (LBI)	None	Leads from Community Safety, Public Protection & Children's Services	CE Admin Support	LBI	No	No
	LBI / Police Liaison Meetings	Monthly	Strategic	Forum for clrs, senior LBI and police officers to discuss strategic issues	Leader of the Council (LBI)	C/Supt	Chief Executive, Director of Children's Services, Head of Community Safety	CSPU	LBI	No	No
Police-led Fora	Police Borough Merger: i) North BCU Steering Group ii) North BCU Project Board	Monthly	Strategic	Forums to track progress and implementation of the merger of Islington & Camden police commands	Police Borough Commander	Commander, C/Supt, Supts	Chief Executive, Lead Clrs, Service Directors	LBI	Police & LBI	No	No
Other Relevant Partnership Fora	Children's Safeguarding Board	Bi-monthly	Strategic	A multi-agency body responsible for ensuring that agencies work well together to safeguard and protect children and young people from harm, and improve their welfare and well-being	Independent Chair	D/Supt	Directors / Heads of Service from all areas	CSC	LBI	Yes	No
	CSE & Missing Subgroup	Bi-monthly	Strategic	Provide the strategy and governing framework around CSE & Missing YP for the borough	D/Supt (Police)	D/Supt & DI Public Protection	Children's Services & Community Safety (middle managers)	CSC	LBI	No	No
	Multi-Agency Sexual Exploitation Meeting (MASE)	Monthly	Operational	Multi-agency operational meeting focused on the highest risk CSE cases	DI Public Protection (Police)	DI Public Protection	Officers from Community Safety, Housing & Children's Services	CSC	LBI & Police	Yes	No
	Adult Safeguarding Board	Bi-monthly	Strategic	A multi-agency body responsible for ensuring that agencies work well together to safeguard vulnerable adults	Independent Chair	D/Supt	Directors / Heads of Service from all areas	HASS	LBI	Yes	No
	Critical Incident Panel (gold group)	Ad Hoc	Operational	Multi-agency planning meeting in response to a critical incident	C/Supt (Police)	C/Supt	Varies depending on incident	Police	Police	Yes	No
	LBI / LFB Liaison Group	Bi-monthly	Strategic	Forum for HASS & LFB to discuss strategic issues	Head of HASS	None	HASS senior managers	HASS	LBI	No	No
	Hoarding Panel	Bi-monthly	Operational	Case management panel to reduce the risk and help support horders	Housing Operations manager	Insp Neighbourhoods	Housing managers, Public Protection managers	Housing	LBI	No	No
	Suicide Prevention Panel	Bi-monthly	Strategic	Reduce the number and impact of suicides on both those directly affected and the wider community	Public Health	PS MASH, Response, Partnership	Community Safety, Public Health	Public Health	Public Health	No	No
Borough Resilience Forum	Quarterly	Strategic	Multi-agency preparation for a critical incident or crisis	LFB Borough Commander	Supt, SO20 & SO15	Public Protection managers	LBI Emergency Planning	LBI	Yes	No	

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Agenda item



ISLINGTON

Report of: Director Youth and Community Service

Meeting of	Date	Ward(s)
Policy and Performance Scrutiny Committee	3rd July 2017	All

SUBJECT: Twelve-months update report on progress towards implementation of the Scrutiny on Knife Crime, mobile phone thefts and crime hotspots

1. Synopsis

- 1.1 This report sets out an update on the progress with the implementation of the suggested recommendations, anticipating approval by the executive, of the Policy and Performance Scrutiny Committee review on knife crime, mobile phone thefts and crime hotspots, May 2016. The latest Islington performance in relation to youth crime including knife crime, mobile phone thefts will be covered in a separate report at today's meeting, as well as the police response to these issues.

2. Recommendations

- 2.1 The Policy and Performance Scrutiny Committee is requested to note and comment on:
- The progress made towards the implementation of the suggested recommendations of the review on knife crime, mobile phone thefts and crime hotspots
 - The financial and resource implications.

3. Background

- 3.1 The PPS Committee's review on knife crime, mobile phone thefts and crime hotspots ran from June 2015 until May 2016, the review set out to achieve the following objectives:
- To better understand the issues and causes of knife crime and what the Council can do to reduce knife crime in the borough
 - In parallel with the above, to review and improve what the Council and its partners can do to reduce mobile phone theft by thieves on bikes within the borough
- The review received evidence from a variety of sources that included presentations from witnesses; police, Margate Task Force, Chance UK and Safer London and young people, as well as presentations from council officers. There were also visits to New River College PRU, the Integrated Gang Team and New Horizons Youth Centre.

The committee made a large number of recommendations, subject to approval by Executive. This report provides an update on progress against each of the recommendations.

4. Update on the implementation of the Scrutiny Committee recommendations

4.1 Summary of progress

There has been good progress and most of the committee's suggested recommendations have been achieved, as detailed below. This reflects the strong commitment and effort among the various partners involved in working to reduce youth crime in Islington. However, despite the progress made we have not achieved the impact we would like to have seen. There have been increases in both youth violence and mobile phone theft in the past year and there are still too many children, young people and families impacted negatively by crime in our borough. In June we will be launching the refreshed youth crime plan, 'Working Together for a Safer Islington 2017 - 2020 - A partnership response to tackling youth crime in our borough in Islington'. The plan sets out how the partnership will work together over the next 3 years to reduce youth crime, we intend to broaden our range of commitments and increase our focus to reduce the risk factors that can lead young people becoming vulnerable to being drawn into offending lifestyles and gangs.

4.2 Progress update:

Recommendation 1: That, given the concerns expressed about sentencing, a briefing meeting be held with the Clerks at Highbury Magistrates Court, with the aim of informing them of the 'local picture', in respect of gang and youth violence and the community impact it is having and to support more appropriate sentencing for these types of offences.

The YOS court lead regularly attends the court user group meetings at Highbury Magistrates Court and the court receives regular updates and information on the local picture on crime in the borough. The Chief Magistrate sits on the Youth Justice Services Management Board and therefore has very good knowledge of youth crime issues in the borough and the partnership's response. In the past year the good relationship with the court and the partnership with police and community safety has resulted in a review in the use of Criminal Behaviour Orders, so those that are imposed are a shorter duration and have fewer and more realistic restrictions. An area for development going forward will be to explore the use of knife crime impact statements between the police and council to identify the risks and violence.

Recommendation 2: That Integrated Gangs Team, together with the Police, set up an awareness raising programme for frontline practitioners working with young people in Islington, to increase understanding of the issues and the services available, with regard to gangs, violence and vulnerability of young people

Since October 2016, the Gang Coordinator who is the Social Worker in the IGT has delivered borough wide training to 329 practitioners in Safeguarding Young People in Relation to Gang Activity & Serious Youth Violence. The training was co-delivered with police and IGT partnership colleagues including St Giles. Objectives that are covered in the training;

- Understanding the mind-set of a gang member.
- Key indicators & signs of a YP involved in gangs.
- Key interventions and strategies when working with gang affected YP.
- A clear understanding of Islington procedures for YP affected by gangs and serious youth violence.

The training has been successful in raising staff awareness on the protocols and procedures around safeguarding children affected by gang activity/violence and there has

been a significant increase in the number of Strategy (safeguarding) Meetings being requested in relation to gang concerns. Feedback from the training:

“This training has given me the confidence and resources to (address issues with adolescents)”.

This training has now been incorporated in to the Islington Safeguarding Children Board training offer and will be delivered more frequently in the coming year.

Recommendation 3: That in view of the fact that there are significant intelligence gaps in the drugs market locally and nationally through County Lines –

- i. **The Child Exploitation (CSE) and Gangs Analyst develop a problem profile on County Lines from Islington, drawing on intelligence from statutory and voluntary sector organisations, to inform the co-ordinated response to gangs and organised crime groups controlling the drugs market**
- ii. **Whilst the Trident matrix can be an effective tool in identifying the cohort of gang members causing, or at risk of causing significant harm, it does not cater for the significant number of young people on the periphery of gangs. It is therefore recommended that the use of the ISCB Gangs Safeguarding protocol is encouraged to support agencies in identifying, referring and engaging this vulnerable cohort of young people in targeted gang prevention work, to prevent their rise to full gang status**

The CSE and Gangs Analyst has completed a problem profile on County Lines that provided both individual analysis of young people involved/suspected to be involved and wider analysis of the extent of county lines in Islington. This was taken to MOPAC and circulated to the relevant professionals, and is informing the borough’s approach to county lines. It has identified previously unknown young people and trends in relation to county lines and safeguarding in our borough. The information from the problem profile will also inform the funding application for the MOPAC London Crime Prevention Fund top slice for a cross London project around County Lines. The CSE and Gangs Analyst recently contributed data and information for the recent training provided to British Transport Police on County Lines, attended by 50 BTP Officers.

The multi-agency Gangs Safeguarding Protocol and Practice Guidance has been widely promoted and is supporting practitioners in understanding the 3 risk level categories and in how to take appropriate action when risk is identified. The protocol is included in the gangs training (see recommendation 2) and its use has led to a significant increase in strategy meetings, and the earlier identification of children and young people due to gang risk.

Recommendation 4: That, as a large number of mobile phone thefts take place at busy transport hubs and at shopping centres, MAGPI officers should develop a communication strategy to alert the public to the risks of using their phone in hotspot areas, and that local businesses be encouraged to contribute to funding this

The MAGPI team has worked with the council communications team on the mobile phone theft campaign and developed leaflets that have been widely disseminated across the borough. In addition, the police have tried some innovative approaches including using messages on pavements to alert members of the public to be more careful with their phones. However, this is an area that requires a lot more work and partnership focus as mobile phone theft has continued to rise, and the phenomenon is now widespread across London. We have recently been working with council communications team to update our

messaging for this summer and have involved the youth council in reviewing our communications around knife crime and mobile phone theft in particular.

Recommendation 5: That the CSE and Gangs Analyst develop a problem profile on child sexual exploitation issues in Islington to increase knowledge of offenders and victims and to enhance the safeguarding of vulnerable young people at risk

The CSE and Gang Analyst post holder works closely with Childrens Services and Police colleagues to provide analytical products that assist in mapping intelligence on CSE and gangs and youth violence in Islington. This involves providing information to Islington's Multi Agency Sexual Exploitation meeting, IGT and the Bronze Gangs Tasking Group as well as to relevant strategic partners. The aim of the post is to increase identification and intelligence on victims and perpetrators of CSE and of young people at risk of involvement in gangs and group offending. In the past year her work has assisted with the identification of a CSE perpetrator with links to county lines, as well as helping to build a much better picture of a young person that was missing.

Recommendation 6: That the creation of the Integrated Gangs Team be supported and more cross border work take place by the Police and the Council with other neighbouring Police forces and local authorities to share information and co-ordinate activity, given that crime is not restricted to borough boundaries

The Integrated Gang Team has been operational since January 2016 and fully co-located at the Police Station since May. The coordinated tasking is happening daily and collaborative work includes joint home visits to key gang nominals and their families, welfare checks to young people in the custody suite at Tolpuddle St, and targeted work with victims and young women. The IGT has worked with 97 Young People and Young Adults (up to 24 years old) since April 2016 - including 68 gang involved and on the MPS matrix, and 15 young victims and 14 gang affected young women. After the first year of operation we are beginning to see some positive signs of impact and the IGT has assisted 15 young people to access employment since April 2016, and 9 former gang matrix nominals who have successfully completed the IGT programme have not reoffended.

With regards to cross border working the IGT has developed improved links with all, neighbouring boroughs; Hackney, City of London, Camden and Haringey. Islington & Camden borough have now merged to form Central North area. This has improved information sharing with Camden as the Camden Police are working in the Islington IGT office. The team have also developed improved links with both the proactive & reactive OP Trident police and are in discussion with them regarding their attendance at the IGT tasking meetings.

Islington hosted a Home Office funded Review in March 2017 to explore County lines/CSE/Missing/Safeguarding issues. It was attended by Police and Local Authority Gang leads from surrounding London Boroughs, Op Trident, Essex, Norfolk and Kent Police/Local Authority leads.

Recommendation 7: That whilst the Committee support the use of Stop and Search, this should only be used where appropriate and be proportionate. The Council should identify meaningful ways to involve young people in the process of holding Police to account on stop and search issues and to provide training for young people to help inform them of their rights and responsibilities

The Islington Stop and Search Community Monitoring Group (ISSCMG) is a sub group of the Safer Neighbourhood Board and is the forum for discussing the police approach on

stop and search in the borough. The ISSCMG with the support of the Youth Council have conducted a Youth survey on stop and search. 1000 responses have been received and a report due this June. The ISSCMG have expressed their request for more support with this group and with engaging with young people in the borough around stop and search.

Recommendation 8: That the work carried out in relation to Early Intervention strategies, as part of the Youth Crime Strategy, be supported as this is a vital element in deterring future cohorts of young people becoming involved in criminality

The council has invested a further £2million of funding to address serious youth violence over four years and this has added capacity into the teams and allowed practitioners to work alongside the community and voluntary sector who have developed expertise in approaches to support young people at risk. Interventions are targeted at those who are at risk of becoming involved in gang activity, a perpetrator or victim of youth violence. Investment is focused on those who would benefit from specialist interventions to enable them to leave gang activity and/or support to overcome trauma and risks associated with being victims of youth violence. The objective is to adopt a stronger early intervention approach to serious youth crime. The interventions, services, along with training and resources for practitioners focus on further embedding the Think Family approach to ensure the wider systemic issues (such as parental issues) are addressed alongside intensive direct work with the young people, addressing underlying causes of their behaviour.

Funding has been allocated to the following, as part of an integrated multi-agency approach to tackling youth crime, gang activity and violence. Services delivered to date include:

- mentoring delivered by Chance UK for an additional 10 targeted primary school children (to increase reach of current mentoring contract from 2016-2020) and Safer London for 25 young people 11 to 17 years
- one to one intensive support for 75 10-18 year olds plus group work, delivered by workers from St Giles Trust who utilise their experiences as a way of connecting with young people both on the fringes of and already entrenched in gang activity. They will be based in TYS, TYS/Integrate (a Camden and Islington Foundation Trust clinical led project that engages young people involved in gangs in EC1 area) and Integrated Gangs Team (IGT)

This early intervention approach is having a good impact in our borough and we have seen significant reduction in entrants to First Time Entrants to the Youth Justice System this is down 25% on the previous year far exceeding the corporate target. In addition, 80% of Young People who are triaged did not go on to receive a substantive youth outcome within one year

Recommendation 9: That discussions take place with schools as to measures that can be taken to 'flag up' young people who are felt to be at risk or vulnerable to becoming involved in criminality, in order to ensure early intervention can take place. In addition, as it has been shown that many young people permanently excluded from school are at a higher risk of taking part in criminality, measures should be put in place to permanently exclude as few young people as possible

The council in consultation with schools, police, IGT, YOS and Early Help have developed a new guidance for Islington schools on an effective and whole school

approach to preventing and addressing youth violence. Further consultation with schools took place at a consultation event February 2017 that was attended by representatives from nine primary schools, seven secondary schools and six Safer Schools Officers. The guidance was circulated to all Islington schools in May 2017 and includes information about risk and protective factors, tell-tale signs and trauma informed approaches.

Recommendation 10: That the work of the Police Safer Schools and other partners, e.g. the Ben Kinsella Trust be supported and extended to pupils in schools on crime prevention, knife crime and gangs and the CSE

There is a very good offer to Islington Schools from well-established projects such as the Ben Kinsella Trust, Victim Support and our Safer Schools police. The council is using some of the additional £2million investment in youth violence prevention to fund St Giles Trust to deliver 30 SOS+ sessions to Islington schools per year. SOS is designed to provide young people with the empowerment and tools to stay safe, resist street pressures and make better life choices. The sessions are delivered by credible ex-offenders with real first-hand experience. Feedback on SOS from Samuel Rhodes School March 2017:

“It’s been completely on point. The pupils and staff were blown away by the workshop and information learnt via it and it alleviated all of their concerns. One class who had further questions asked if they could go into the workshop a second time in order to have all of their questions answered.”

Islington police launched the London Met’s first School Engagement Programme in November 2015 and the Programme is offered to every primary and secondary school in Islington with the flexibility to tailor it to meet schools’ individual needs. Topics include personal safety, dangers of crime and in particular sessions around gangs, knife crime and the concept of joint enterprise. To date over 160 sessions have taken place within Islington Schools with over 7200 pupils taking part. The Islington Junior Citizen Programme ran for two weeks in June and July 2016 and was attended by 1185 children and teachers from 25 Primary Schools across Islington attending. The event aims to teach children how to react safely to scenarios that have been designed and adapted to suit local problems and will be running again in summer 2017.

However take up has not been consistent across all our schools, despite considerable effort to promote the programme by the Safer Schools police. This is disappointing as it means that some Islington pupils are missing out on important messages on knife crime and keeping safe.

Recommendation 11: That as the Committee heard evidence that many young people suffered from a lack of affordable sports facilities in their area, particularly the most vulnerable, it is of the view that discussions should take place with schools and the Council’s Leisure provider, to investigate the possibility of the use of school and leisure facilities in the evenings and at weekends, this to include the provision of free/low cost options at Council Leisure facilities for young people. There should also be a review of the use of current Council community facilities for youth provision to ensure these are situated appropriately and are utilised in the most effective manner to meet current needs. In addition, as some young people are vulnerable to involvement in ASB and crime, Council provision and commissioned services should be encouraged to offer more evening and weekend facilities and that the hours of youth workers should be reviewed so that they are visible in crime hotspots at appropriate times

Organisations like Arsenal in the Community and Access to Sport have a significant reach in Islington providing free and affordable sport activities across the borough including in areas impacted by youth crime. The YOS have an agreement with the Sobel centre to

give free use of their facilities for young people subject to the most rigorous monitoring in the community. Further discussion is required regarding the council leisure and community facilities and this will be taken forward through a key work stream in the Youth Crime plan which aims to co-locate more of our services in the community and extend the hours which our youth services work to include later in the evening and at weekends. We will be piloting an extended youth offer this summer to work later on Friday evenings and at weekends.

Recommendation 12: That the Committee heard evidence of the good work that Chance UK and Safer Aspire carry out in the borough in mentoring and working with vulnerable young people. The Committee noted that an evaluation of this work is currently taking place to assess its effectiveness. This evaluation should be made available when it is completed. Furthermore we noted that there are various funding sources across London that may be able to assist in supporting children in sports activities etc. and these should be looked at and accessed, where possible in relation to mentoring related activities

The Chance UK mentoring programme is undergoing a Randomised Control Trial (RCT) in order to determine the service's impact on children's behaviour and emotional wellbeing. The Social Research Unit (SRU) at Dartington is conducting the RCT, which is called the ECHO project (Evidence for Children's Outcomes). The Social Research Unit report on the trial will be available late in 2017.

In addition, we are evidencing the effectiveness of these services through our own monitoring processes:

In 2016 – 2017 **Chance UK** worked with 50 Islington children (43 boys, 7 girls).

By the end of the programme:

- 69% of ending SDQ's scored below 16 – indicating the children have no behavioural difficulty
- 63% of ending SDQ's also demonstrated an increase in pro-social behaviours

(All children are assessed using Goodman's Strengths & Difficulties Questionnaire (SDQ) the acceptance score is 16 and the average score of children taken onto programme is 29).

In 2016 – 17 the **Safer London Aspire** service matched 27 young people with mentors or intensive support. A snap shot of 7 young people who completed the programme showed a 93% Improvement in engagement with EET; goals and aspirations; engagement in positive activities and services, improved confidence and self-esteem and increased understanding of risks and consequences of gangs and offending.

Recommendation 13: That, given the recent unsatisfactory report on the Youth Offending Service, we noted that measures are being put in place to address the concerns raised. However, more information sharing should take place with other boroughs with a good rating, in order to look at successful measures that can be replicated in Islington. We also recommend that given that the staff in the YOS team are probably suffering from low morale, that additional support and training should be given to them in undertaking often very stressful work

The YOS has achieved significant improvement over the past year and has recently been taken off formal improvement processes by the Youth Justice Board. We have recently been successful in recruiting a new Head of YOS / TYS, Curtis Ashton, who brings extensive experience and skills. The YJB carried out an audit / mock inspection in January which showed that the quality of case management met or exceeded the required standard for HMIP Inspection. The staff team has stabilised and permanent staff recruitment and consequently there has been a positive improvement morale. The YOS has in addition seen continued reductions in the rate of first time entrants to the youth justice system and a recent

reduction in reoffending. However, despite the positive progress it is important to acknowledge that the Islington reoffending and youth custody rates remain very high and are among the highest in the UK.

Recommendation 14: That as the Committee heard evidence of the high prevalence of mental health problems amongst young people involved in gangs and criminality, it is welcomed that there is a mental health worker situated in the Integrated Gangs Team. However we feel that more work needs to be carried out in establishing a more effective process to support young people when transferring from children to adult mental health services and investment, wherever possible, should be maintained and increased in mental health services

The YOS now has a seconded Forensic Psychologist full time and a clinical Psychologist 2 days per week to work with young people identified as having emotional and mental health support needs. These roles can support transition to adult services where needed and can also hold on to cases of young adults to provide a gradual transition if appropriate. Both workers link into and share information with the IGT Psychologist where cases are transferring to the IGT service.

Recommendation 15: That the Council's housing policies be reviewed in respect of emergency moves out of the borough for young people and their families at high risk of gang related harm, and increase the links with the Pan London Gangs service, which can provide support in moving gang members to other boroughs

This area of work is still in development at the time of writing and the IGT Manager is in the process of writing new guidance on housing moves for young people at high risk of gang related harm. Housing remains one of the biggest challenges in our work with young people, especially in the current financial climate and the recent changes to housing legislation which are having a very negative impact on young people. Providing support around housing is a key area of work for the IGT and in 2016 – 17 the team assisted 4 young people in to permanent accommodation, 7 into temporary accommodation and 7 into supported accommodation. Furthermore, we have supported 5 families to move out of the Borough following a Gangs Strategy meeting, due to Police , Social Care and Housing all working together to safeguard the young person and their families from gang retribution/ activity.

Recommendation 16: That consequent to the Crime Summit community event in April the following take place –

- i. A meeting be organised with key stakeholders to discuss the outcome of the summit and proposals for the future way forward**
- ii. An action plan be developed for the 'community' strand of the Youth Crime strategy**
- iii. Support the Safer Neighbourhood Boards in delivery of actions and to identify ways of involving young people in their work**

The main issues from the Summit were captured and shared with the Safer Neighbourhood Board who continue to focus on youth crime issues by holding the police to account. The SNB has allocated the MOPAC community project funding to projects with a focus on youth crime this year. We have carried out extensive consultation with partners over the past year including 3 events in January and February to inform the youth crime plan. These events were attended by a wide range of statutory and voluntary organisations, local residents including parents and young people. In addition the SNB continues to have regular representation from the Youth Council at their meetings.

Recommendation 17: That the IGT and YOS develop further relationships with New Horizons Centre, who have secured external funding from the lottery to work with young people at risk of gang involvement and increase the reach to Islington young people

The YOS has seconded a youth employment worker from New Horizons who has been based with the YOS at Iseldon Rd since September 2016. He provides 1:1 support to young people who are NEET and mentoring into employment. He also links lots of our young people into New Horizons Youth Centre so they can benefit from the full range of facilities and services they offer. Shelagh O'Connor the Chief Executive Officer of New Horizons Youth Centre is a member of the Youth Justice Services Management Board and contributes to oversight and strategic direction of the YOS.

Recommendation 18: That, as it has been shown that engagement in Education, Employment and Training is a key pathway out of offending, the Council should look to provide increased opportunities for young people, such as more use of apprenticeships for the Youth Offending service young people

The council's youth employment team work closely with the Youth Offending Service. In the past year there has been:

- one traineeship that started last year and ran into this year with 5 YOS YP
- one traineeship that started this year and is still running with one YOS YP
- 3 YOS on Artichoke work placement scheme this summer and all 3 went onto level 1 courses at Kings Cross Construction
- Apprenticeships – (awaiting numbers)

The employment team have promoted the Aspire (3 employer events for NEET young people with vacancies) heavily to YOS staff and young people.

5. Finance

The council has invested a further £2million of funding to address youth violence over four years this is being used to develop additional resources including mentoring and key working to young people in Primary and Secondary school ages. This has added capacity into the teams and allowed practitioners to work alongside the community and voluntary sector who have developed expertise in approaches to support young people at risk. The sector also employs those adults that were once caught up in gangs themselves and known to youth offending services. There is no better skill than drawing on lived experience. We will continually commission external support to share their knowledge and skills in this field.

We have in addition been successful in securing MOPAC London Crime Prevention Funding for the next two years and this funding is contributing to our gangs work including the IGT. In addition, all London boroughs were subject to a 30% per annum reduction in 2018–2019 and this money is being used to contribute to a new funding pot for co-commissioned services across London. Islington will be applying for this funding to develop a cross London project on County Lines.

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