

**Resources Department
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 the Council Chamber, Town Hall, Upper Street, N1 2UD on **14 May 2024 at 7.30 pm.**

Enquiries to : Jonathan Moore
Tel : 0207 527 3308
E-mail : democracy@islington.gov.uk
Despatched : 3 May 2024

Membership

Councillors:

Councillor Flora Williamson (Chair)	Councillor Hannah McHugh
Councillor Paul Convery (Vice-Chair)	Councillor Bashir Ibrahim
Councillor Jilani Chowdhury	Councillor Saiqa Pandor
Councillor Jason Jackson	Councillor Angelo Weekes
Councillor Tricia Clarke	Councillor Heather Staff
Councillor Sheila Chapman	Councillor Benali Hamdache

Substitutes:

Councillor Nick Wayne	Councillor Troy Gallagher
Councillor Praful Nargund	Councillor Caroline Russell

Quorum is 4 Councillors

A. Formal Matters

Page

1. Apologies for Absence
2. Declaration of Substitute Members
3. 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. Minutes of the previous meeting
5. Chair's Report

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6. Public Questions

For members of the public to ask questions relating to any subject on the meeting agenda under Procedure Rule 70.5. Alternatively, the Chair may opt to accept questions from the public during the discussion on each agenda item.

B. Items for Call-In (if any)

C. Discussion Items

1.	Annual Presentation - Executive Member for Community Safety	5 - 82
2.	Update on Council Transformation Projects	TO FOLLOW
3.	Corporate Performance - Q3 2023-24	83 - 110
4.	Complex ASB Scrutiny Review - Final Report	111 - 146
5.	Annual Report of the Council's Scrutiny Committees 2023-24	147 - 154
6.	Monitoring Item	155 - 176
	<ul style="list-style-type: none">- Council forward plan- Scrutiny review tracker- Verbal updates from committee chair- Work Programme	

D. 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.

E. 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.

F. Exempt Items for Call-In (if any)

G. 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.

H. Other Business

Please note all committee agendas, reports and minutes are available on the council's website: www.democracy.islington.gov.uk

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London Borough of Islington

Policy and Performance Scrutiny Committee - 26 March 2024

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at Council Chamber, Town Hall, Upper Street, N1 2UD on 26 March 2024 at 7.30 pm.

Present: **Councillors:** Williamson (Chair), Convery (Vice-Chair), Jackson, Clarke, Chapman, Ibrahim, Pandor, Weekes, Staff and Hamdache

Also Present: **Councillors:** Ward

Councillor Flora Williamson in the Chair

185 **APOLOGIES FOR ABSENCE (Item A1)**

Apologies were received from Councillors Chowdhury and McHugh.

186 **DECLARATION OF SUBSTITUTE MEMBERS (Item A2)**

None.

187 **DECLARATIONS OF INTEREST (Item A3)**

None.

188 **MINUTES OF THE PREVIOUS MEETING (Item A4)**

RESOLVED:

That the minutes of the previous meeting held on 22 February 2024 be agreed as a correct record.

189 **CHAIR'S REPORT (Item A5)**

The Chair advised that members had attended a workshop to consider conclusions and develop recommendations of the Complex ASB scrutiny review. The Chair thanked all of those who had contributed to and supported the review.

The Chair noted that the conclusions of the review of the council's scrutiny function were also on the agenda. The Chair thanked the members and officers who had supported the review.

190 **PUBLIC QUESTIONS (Item A6)**

None.

191

BUDGET MONITORING REPORT - QUARTER 3 2023/24 (Item D1)

The report was introduced by Dave Hodgkinson, Corporate Director of Resources, Rachel Harrison, Deputy Director of Finance, and Councillor Ward, Executive Member for Finance, Planning and Performance.

The following main points ere noted in the discussion:

- The gross general fund position for directorates was £19.6m overspent, however corporate items were now underspending by £7m, and following the application of contingencies, the net general fund position was now reported to be £300,000. This was a favourable position in comparison to Quarter 2.
- There had been some large changes in directorate forecasts over the previous quarter. Children’s Services finances had improved by £800,000 due to a reduction in placement costs. The Environment directorate continued to face challenges on parking income; in particular it was noted that the directorate was forecasting to receive £1m of income from parking suspensions associated with the roll-out of the fibre optic network, however this was now unlikely to be received by the end of the financial year. The demand for Temporary Accommodation had also increased, which had an adverse impact on the budget of the Homes and Neighbourhoods directorate.
- Officers summarised other risks to the council’s financial position; school balances were forecasting a significant deficit by 2025/26, it was expected that future local government finance settlements would be flat in cash terms or even reduce, and here was uncertainty in energy markets that would increase prices.
- The Committee understood the demand pressures faced by Adult Social Care and Children’s Services and it was noted that some members of the committee had met with officers to discuss the management actions being taken to address the issue. However, it was asked what actions were being taken by the Environment Department to address the underachievement in parking income. For example, a member suggested that the Environment department could pause spending on discretionary projects in order to improve the financial position.
- Officers advised that they are working closely with the Environment directorate. Parking income was an area subject to a lot of risk, however work had been undertaken to ensure that the following year’s parking estimates were more robust.
- The Committee discussed the financial rules that applied to the ringfenced parking account and how these funds can only be used for highway and environmental improvements. Members expressed concern that the council would be unable deliver improvements without robust parking income.
- Officers advised that they could circulate a paper to members summarising the latest position on the parking account and trends over time.
- A member expressed concern about parking income forecasts, citing the delay to the roll-out of fibre optic broadband, suggesting that this

could have been anticipated. In response, officers summarised how the delivery of this work had been monitored and changed over time.

- Officers advised that, at year end, the council was expected to reach a financial position near to break even, which was a positive result given the scale of the financial challenge.
- Following a question of the financial impact of temporary accommodation, it was advised that many homeless households across London were living in hotels at significant expense. While Islington did make use of hotel accommodation, it also had its own temporary housing provision, which meant that it was not spending as much as some other local authorities.
- The Committee praised the buyback of former right-to-buy properties as a way of tackling the housing crisis and suggested that the council could lobby the Mayor of London to make more funds available for these schemes.
- A member noted the challenging financial position and thanked officers for their work in managing the budget in these difficult circumstances.
- The Committee noted that the delivery of some savings was off track and queried if these were delayed or unachievable. In response, officers commented on the complications of delivering some savings, but advised that it remained the plan to achieve savings that are factored into the budget process.

RESOLVED:

That the quarterly budget monitoring report be noted.

192 COMPLEX ASB SCRUTINY REVIEW - DRAFT RECOMMENDATIONS (Item D2)

The Chair introduced the draft recommendations.

It was requested that an addition be made to Recommendations 8 and 9 to state that adequate resources should be provided to ensure the recommendation can be delivered.

The draft recommendations were agreed, subject to the above amendment.

RESOLVED:

That the draft recommendations of the Complex ASB scrutiny review be agreed, subject to an amendment to Recommendations 8 and 9 to request that resources be provided to support the delivery of the recommendations.

193 REVIEW OF THE COUNCIL'S SCRUTINY FUNCTION - OUTCOMES (Item D3)

The Chair introduced the report.

RESOLVED:

1. That the proposed new committee structure, attached at Appendix 1 of the report, be approved.
2. That the Scrutiny Communication Plan be noted, as at Appendix 2.

3. That the replacement of the Councillor Call for Action Protocol with a Councillor Right to Refer be approved, in accordance with the Localism Act, and be included in a future Constitution update to Council.
4. It be noted that the committees' Terms of Reference were currently being developed.
5. It be noted that the proposed new committee structure and their Terms of Reference will be submitted to Annual Council for agreement within a Constitution Update report.

194 MONITORING ITEM (Item D4)

Under the workplan, it was agreed that the forthcoming presentation from the Metropolitan Police be rescheduled for the first meeting of the new Homes and Communities Scrutiny Committee.

The meeting ended at 8.30 pm

CHAIR

Annual Presentation

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Cllr John Woolf - Executive Member for Community Safety

Agenda Item D1

Executive Member Overview

Central North – Local Action Plan

<p>Action 1</p> <p>Strengthening Neighbourhood Policing</p> <p>MORE TRUST LESS CRIME</p>	<p>Action 2</p> <p>Enhancing our Professionalism</p> <p>MORE TRUST HIGH STANDARDS</p>	<p>Action 3</p> <p>Greater involvement of Citizens in Policing</p> <p>MORE TRUST</p>	<p>Action 4</p> <p>Delivering Coordinated Crime Fighting</p> <p>LESS CRIME</p>	<p>Action 5</p> <p>Developing and supporting our people</p> <p>HIGH STANDARDS</p>
<p>Action 6</p> <p>Improving our Communication</p> <p>MORE TRUST</p>	<p>Action 7</p> <p>Taking a Trauma Informed Approach to Policing</p> <p>MORE TRUST HIGH STANDARDS</p>	<p>Action 8</p> <p>Strengthening Public Protection</p> <p>LESS CRIME</p>	<p>Action 9</p> <p>Protecting the most vulnerable in Islington</p> <p>MORE TRUST</p>	<p>Action 10</p> <p>Delivering high quality investigations</p> <p>MORE TRUST LESS CRIME</p>

 METROPOLITAN POLICE

MORE TRUST | LESS CRIME | HIGH STANDARDS

Police Overview 2023 / 24

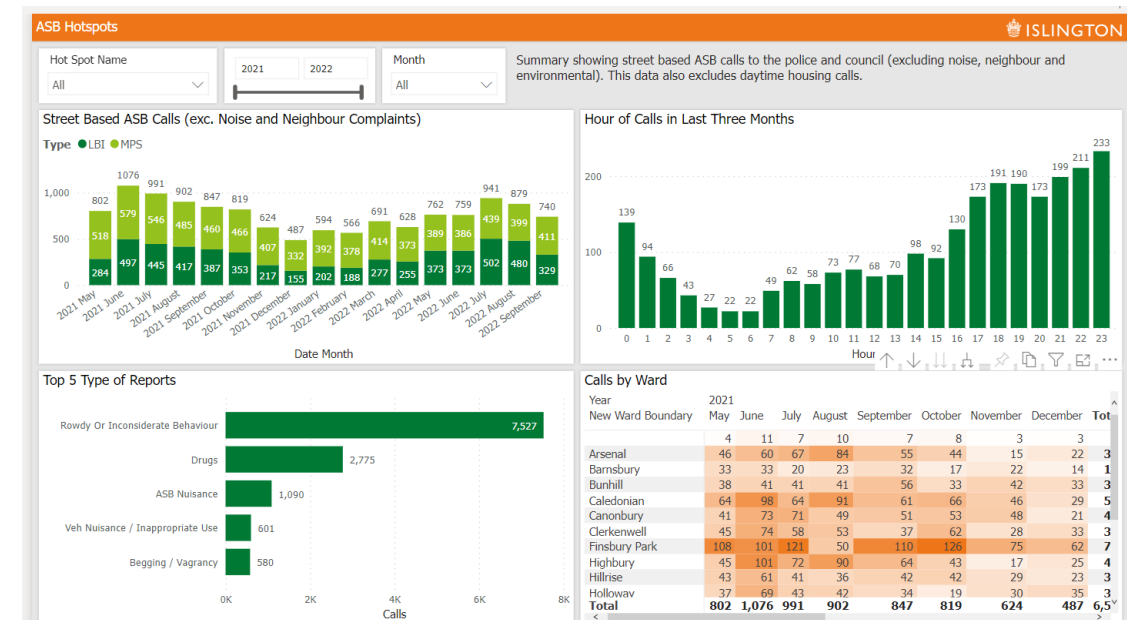
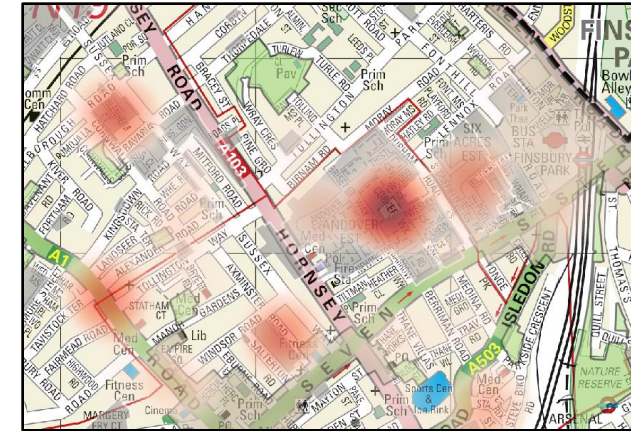
- Only BCU to have a 10-point action plan, which includes:
 - A Central Professionalism Board
 - Work with Islington's Young Black Men and Mental Health
 - Cultural Competency Training
 - Training on Trauma-informed Policing
- Memorandum of Understanding
- Stop and Search Charter
- Uplift in police numbers: double the number of Neighbourhood Inspectors and ward Sgts and PCSOs
- Aligning locality of police teams to LBI North, South, Central Clusters
- Ward Panel review
- Governance review
- Critical Incident Checklist established

Community Safety

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Hot Spot Process

- **Weekly intelligence product**, feeds into the weekly tasking meeting with Emergency Planning, Community Safety, ASB team, police, TYS, street population team.
- Using a **problem solving approach** to understand who, what, when, why, who and how
- Utilising the **Early Intervention process** to offer support early to deter behaviours and escalating to enforcement and support.
- Monitoring hot spot locations through our **dashboard**.
- Utilising the teams specialism in designing out crime through organising **Environmental Visual Audits**
- Working closely with concierge, Estate Services, Parkguard among other partners.



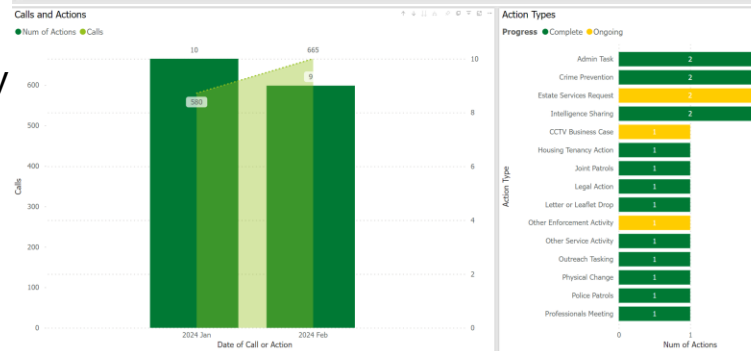
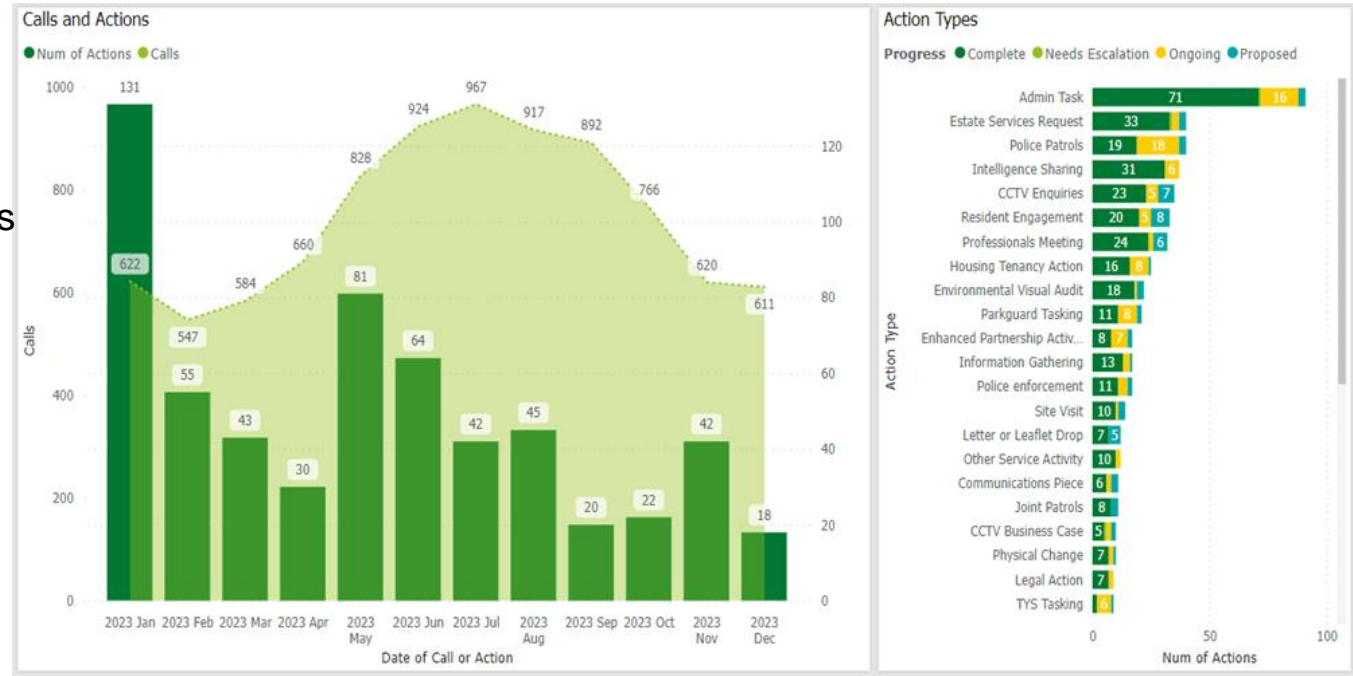
Community Safety Team (April 2023 – March 2024) KPIs

A hotspot is defined by us as a segmented geographical location, usually ranging from 50m - 250m in size, where persistent ASB is occurring. A hotspot usually has a focal point of a town centre, residential estate, train station, greenspace or a similar area. If a location receives 6 or more external ASB calls within a 2-week period, it is flagged as a hotspot and discussed at a weekly multi-agency tasking meeting.

There were 60 individual hotspot locations identified in the financial year of 2023-2024.

Within the past 12 months (April 2023 – March 2024), the average weekly hotspot count was 7.65 per week compared to 40.25 in 2022/23, demonstrating the benefit of acting quickly to co-ordinate responses early before ASB issues take root.

This trend has continued so far in 2024, where between January – March the weekly hotspot average is 4.6.



Community Engagement

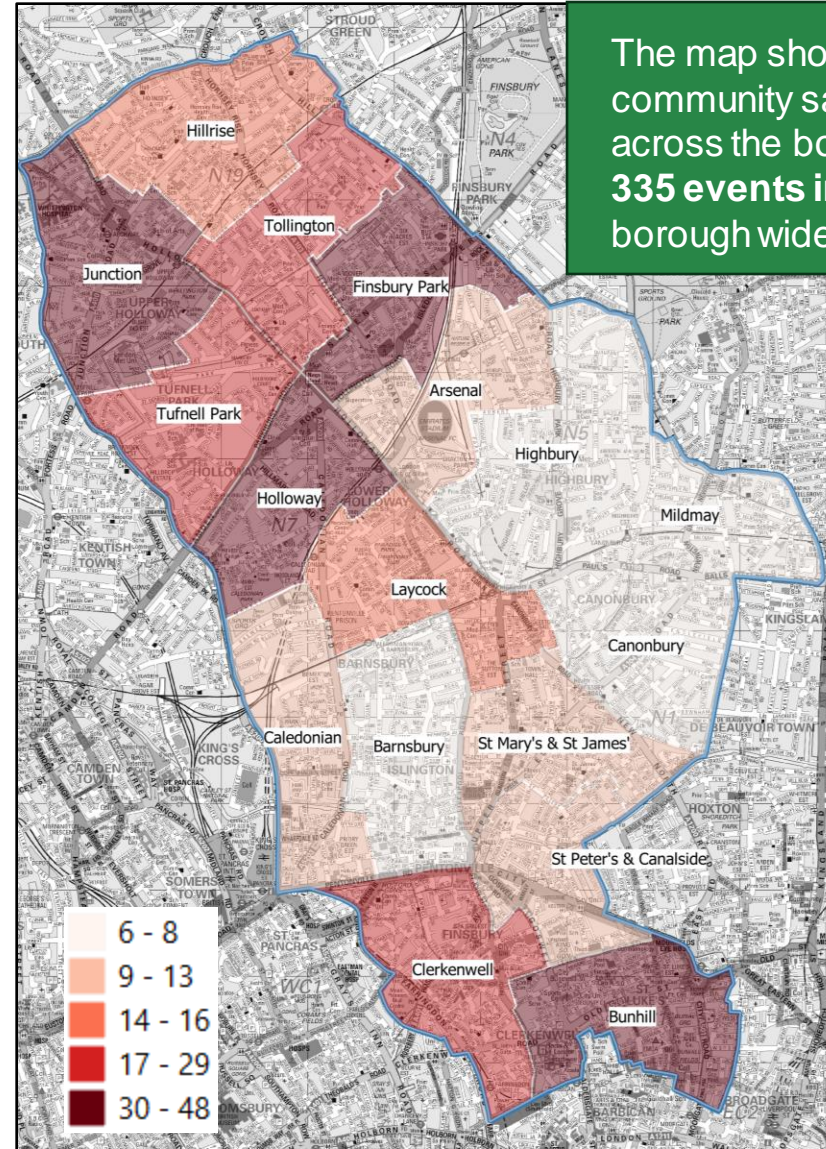
In the last year, the Community Safety Team have facilitated 23 EVAs with a total of 148 recommendations. Of these approximately half have been successfully completed. Many outstanding recommendations are awaiting funding.

Number of Recommendations



Action Progress

Progress ● 1 Checking Feasibility ● 2 In progress ● 3 Action Complete ● 4 Not Feasible



The map shows the number of community safety engagement events across the borough. **There have been 335 events in total**, including 33 borough wide events.

This includes:

- ❖ 22 Events for young people and parents
- ❖ 23 Hate crime events
- ❖ 14 Business engagement events
- ❖ 25 Ward panel meetings
- ❖ Other community meetings, street briefings, community weapon sweeps and EVA's

Safe Havens – What have we achieved in 2023/24

- For the year 23/24 we carried out over 12 Safe Haven sign up events and exceeded our target of 300 premises signed up across the borough.
- We then focused on building stronger relationships with existing Safe Havens and developing the scheme further.
- We worked with the legal team to refine our definition of a Safe Haven and ensure expectations were clearly set out and reviewed our webpages and comms accordingly
- Created a bespoke interactive map of Safe Haven sites in Islington to be updated and added to the webpage following the Safe Haven audit.
- Have met with several other London Boroughs to share our knowledge and experience of setting up the scheme and offering advice, guidance and our learning.
- We communicated with all Safe Haven sites through monthly newsletters reminding them of their commitment, signposting them to support and training opportunities and raising awareness of community safety initiatives.
- We commissioned an independent audit of all Safe Havens to ensure those that were listed (some had been signed up over 5 years ago) were still operating, were aware they were Safe Havens, were committed to the scheme and had briefed their staff on the expectations.
- Of the initial 300 we have 262 Safe Haven sites who are still actively committed to the scheme.

Safe Haven Review

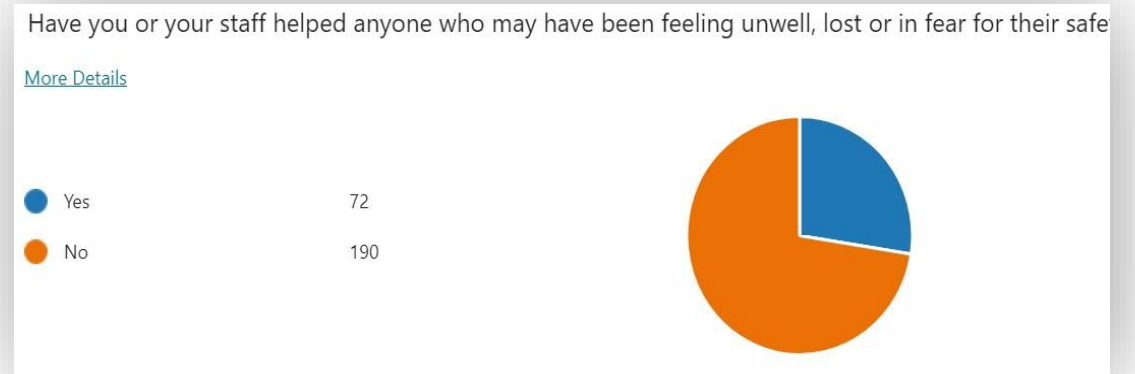
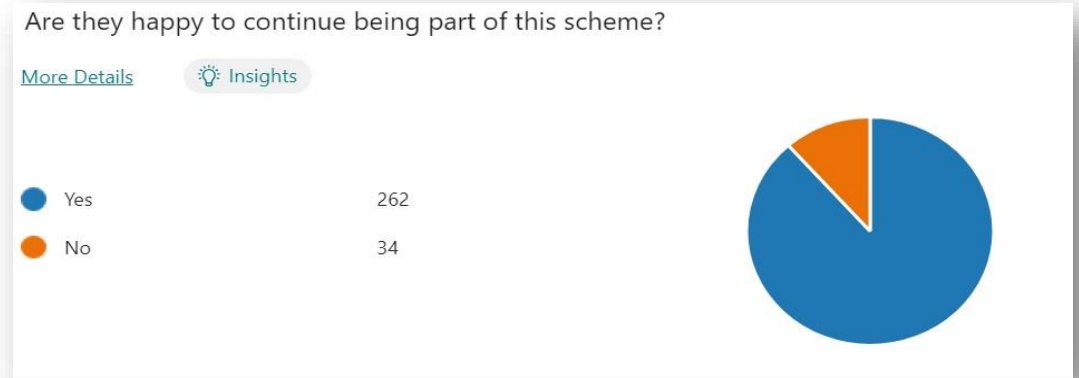
- An overwhelming majority confirmed they were happy to remain Safe Havens, 262 out of 300 confirmed.
- Almost 75% staff asked knew they were a Safe Haven

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72 premises report having helped someone

Examples of Safe Havens assisting the public include:

- Calling an ambulance
- Supporting people after phone theft
- Helping young people being chased / bullied
- Giving women a safe space who feel uncomfortable or are being harassed
- Giving directions
- Supporting people with dementia



Safe Havens - Looking forward

Aims 2024 / 25:

- Clearly define the role and purpose of the Safe Havens so that we can fully utilise their potential to reduce crime and the fear of crime and better meet the objectives of the serious violence reduction plan
- We recognise that we are limited in what we can ask of Safe Havens, for those that want to be more involved around issues of safety. We will improve our offer to them to include training and other opportunities.
- We will demonstrate the efficacy of the scheme and measure the impact that it has on people's feelings of safety.
- We broaden the governance for the scheme to embed this in ways of working for internal Council teams as well as community stakeholders such as businesses and the VCS

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Objectives 2024 / 25:

- Produce quarterly newsletters to those confirmed Safe Havens – continue to build strong relationships and provide opportunities for feedback
- Identify training opportunities for local businesses that support and compliment the role of a Safe Haven
- Increase number of Safe Havens from 262 to 300 and ensure there are 15 in each ward.
- Work with UCL to co-produce a development project plan that will help us fully understand and realise the project
- Produce a policy document that incorporates the outcomes of this project and sets governance and processes in place

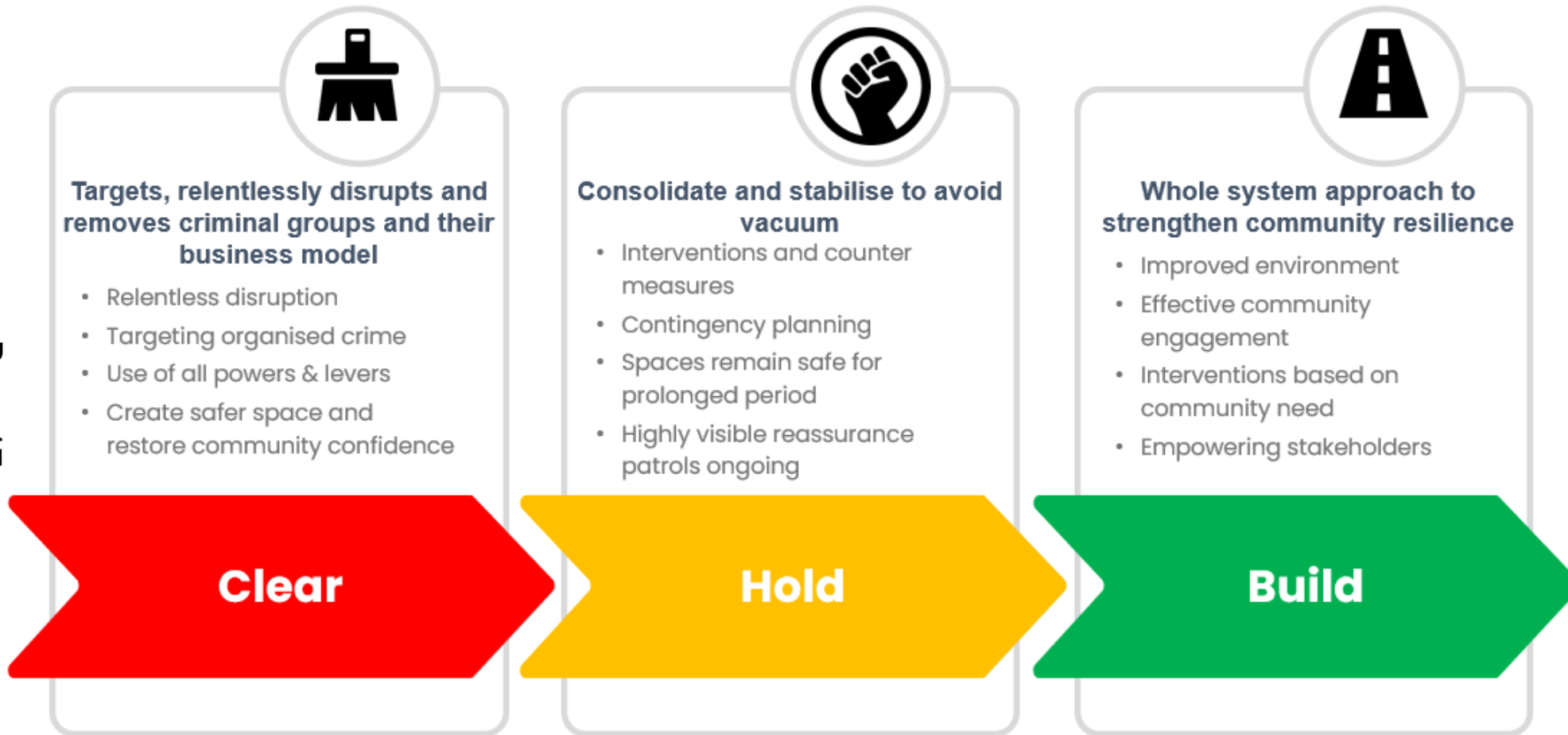
Safer Spaces – Walk and talks

- Councillor John Woolf, Superintendent Jack May-Robinson and Besserat Atsebaha, invited residents to walk with us during weekly events in each ward
- This gave residents an opportunity to talk to leaders in the council and the police service about how we can improve safety in our borough.
- We created a video with Cllr Woolf which we shared on social media posts and these posts attracted positive engagement.
- The Walk and Talks featured in the Islington Tribune as well as numerous local e-bulletins.
- In the coming year we will target our walk and talk events where we identify locations with persistent ASB and crime concerns.
- We will include Walk and Talk events in our enhanced partnership response, engaging residents through Newsletters and using Lets Talk Islington where they can use an interactive map to identify problem locations directing our route.

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Love Finsbury Park (Clear Hold Build)



Safer EC1 Project- MOPAC Violence Reduction Unit

We secured Community Capacity Building fund from MOPAC Violence Reduction Unit to deliver a project to tackle crime in EC1 area of Islington between April 2023- March 2024. We worked with a range of partners including police, voluntary sector organisations and residents. We coordinated number of projects aimed crime prevention and reducing violence.

- **Resident Engagement-** We attended monthly 34 resident engagement events and interacted with 314 people who had local crime and ASB concerns.
- **Enhanced Contextual Safeguarding Training** - We worked with Abianda, a social enterprise that works with young women affected by criminal exploitation/violence and Islington Council Exploitation & Missing Safeguarding Team to create training for professionals and community members to empower them to spot the signs of exploitation and feel confident reporting issues. The training will be available for the next 3 years and 29 people signed up for it so far.
- **First Aid Trainings-** Street Doctors delivered 24 first aid training sessions and provided additional resources to young people and professionals, community leads and residents.

**Virtual Training offer:
Contextual Safeguarding
in the Community**



Community Safety Team worked with Abianda, a social enterprise that works with young women affected by criminal exploitation/violence and Islington Council Exploitation & Missing Safeguarding Team to create a specialist training for our professionals and community members.

 **ISLINGTON**
For a more equal future

Safer EC1 Project- MOPAC Violence Reduction Unit

- **Bike mentoring maintenance courses-** Provided 6 weeks bike mentoring courses and worked with 72 young people. Young people learned new skills while spending time with peers opening up new job opportunities for their future as well as empowering them to develop a connection with core services. There was also 18 young people took bike maintenance mentoring course.
- **Bleed Control Kit-** 5 bleed control cabinets installed, and 30 bleed control kits distributed to the community organisations. We provided bleed control kit training to 30 professionals and residents.
- **Early Intervention Programme-**The Ben Kinsella Trust provided 38 choices and consequences workshops to 380 young people. The Trust provided 3 anti-knife crime parents workshops.



Community Safety Residents Engagement Event- We partnered with Vibast Community Centre to deliver a community fun day on 27th April to engage with the residents in EC1 area with Community Safety theme to provide crime prevention advice and literature.

Archway and Nags Head - Business Crime Reduction Partnership

- We have secured funding from City University for a 12-month project to create a Business Crime Reduction Partnership in Archway and Nags Head (including Holloway Road which links the two).
- A BCRP is partnership-based approach to preventing crime and disorder. It is a subscription based, business-led, action group working with police and the local authority to tackle and reduce crime and disorder affecting businesses and the wider community. Membership to the BCRP will be free for businesses for the first 12 months.
- We are working with the Safer Business Network who will help us engage with businesses and provide them regular updates
- A PCSO and Safer Business Network Officer will be dedicated to the project and will be responsible for keeping businesses up-to-date with the outcome of their reports.

Community Safety Panels

- 85 **CMARAC** referrals in 2023/24, (MOPAC target 36 a year) 51 cases were accepted, 34 rejected (All cases rejected are given actions) 58 cases have been successfully exited Community Risk MARAC with positive outcomes, 27 cases remain open.
- **Vulnerabilities presenting** -unmet mental health needs, substance misuse, housing issues, victim of crime, harassment, and issues related to poverty.
- **Challenges** - High number of referrals received/lack of case management system
- **Successes** – Low levels of repeat referrals and given the complexity of the case load this is a success.

Positive outcomes include - Reduction in ASB. Referred to other agency. Risk reduced. Moved out of borough. Case more suited to another panel (DSM/MH Interface/EIP(PLM) etc) . Improved health (including MH and substance use). Enforcement action taken. Joined up action plans in place. Closure orders in place

- 60 **ASB review** (Community Trigger) referrals received and 36 accepted - 22% increase on last year
- **Vulnerabilities presenting** - Unmet mental health needs and unrealistic expectations of services.
- **Challenges** - High number of referrals (data shows increased significantly since Covid) capacity to gather extensive information from partners and managing resident expectations.
- 23 cases accepted to the **Cuckooing Panel – 128 address' of concern investigated.**
- **Outcomes** - 9 closure orders – both part and full, 6 police warrants, 4 long term hospital admissions under section. One inpatient rehab for alcohol, 19 cases offered Navigator support, 10 cases referred to VIA (formerly Westminster Drugs Project)



Hate Crime - Key themes

- Overall hate crime in Islington decreased by 2.1% from 2022-2023, this is in stark comparison to the 11.9% increase seen across the whole of London.
- Anti-Semitic hate crimes rose by 444% from 2022 to 2023, with rises attributed to the middle eastern conflict. However, offences dropped significantly from Dec 2023 to Jan 2024.
- Islamophobic hate crimes rose by 70.8% from 2022 to 2023, with rises attributed to the middle eastern conflict. However, offences dropped significantly from Dec 2023 to Jan 2024.
- Islington ranks 1st out of 32 boroughs for Disability hate crime, however the number of offences across the year is low (32 offences).
- Islington ranks 3rd out of 32 boroughs for homophobic hate crime. The ward with the highest number of offences is Junction.
- Islington ranks 6th out of 32 boroughs for transgender hate crime, however offences across the year were low (18).

Become a Hate Crime Prevention Champion!

Training Champions
is our priority for this
year

Hate Crime Prevention Champions

- We have recruited 70 Hate Crime Prevention Champions so far, including representatives from Registered Social Landlords and LBI Housing.
- We are hosting more sessions throughout the year for community groups.

Single Points of Contact in our Mosques

- We are working with our Mosques in the borough to establish a single point of contact in each, whom victims of hate crime can approach if they are concerned about reporting or would like to access support. We hope to address the significant underreporting of Islamophobia.
- This workstream stems from the Let's Talk Islington campaign where we identified that Muslim women feel unsafe in the borough.

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**I am proud to
be a Hate Crime
Prevention
Champion**

trained by Islington Hate
Crime Forum

To find out more visit
www.islington.gov.uk/hatecrime

Hate crime – What else?

- Working across council departments to create strategies and organise events.
- Working with community partners to raise awareness of hate crime.
- Working with the specialist Faith Police Officer to engage with communities.
- Organising competitions in schools to raise awareness of hate crime.
- Monitoring community tensions and supporting community leaders when a serious incident occurs.
- Meeting with Muslim women to discuss their experiences of hate crime.
- We will reach out to more community groups to host awareness sessions for their service users during Hate crime Awareness Week

Hate crime – What next?

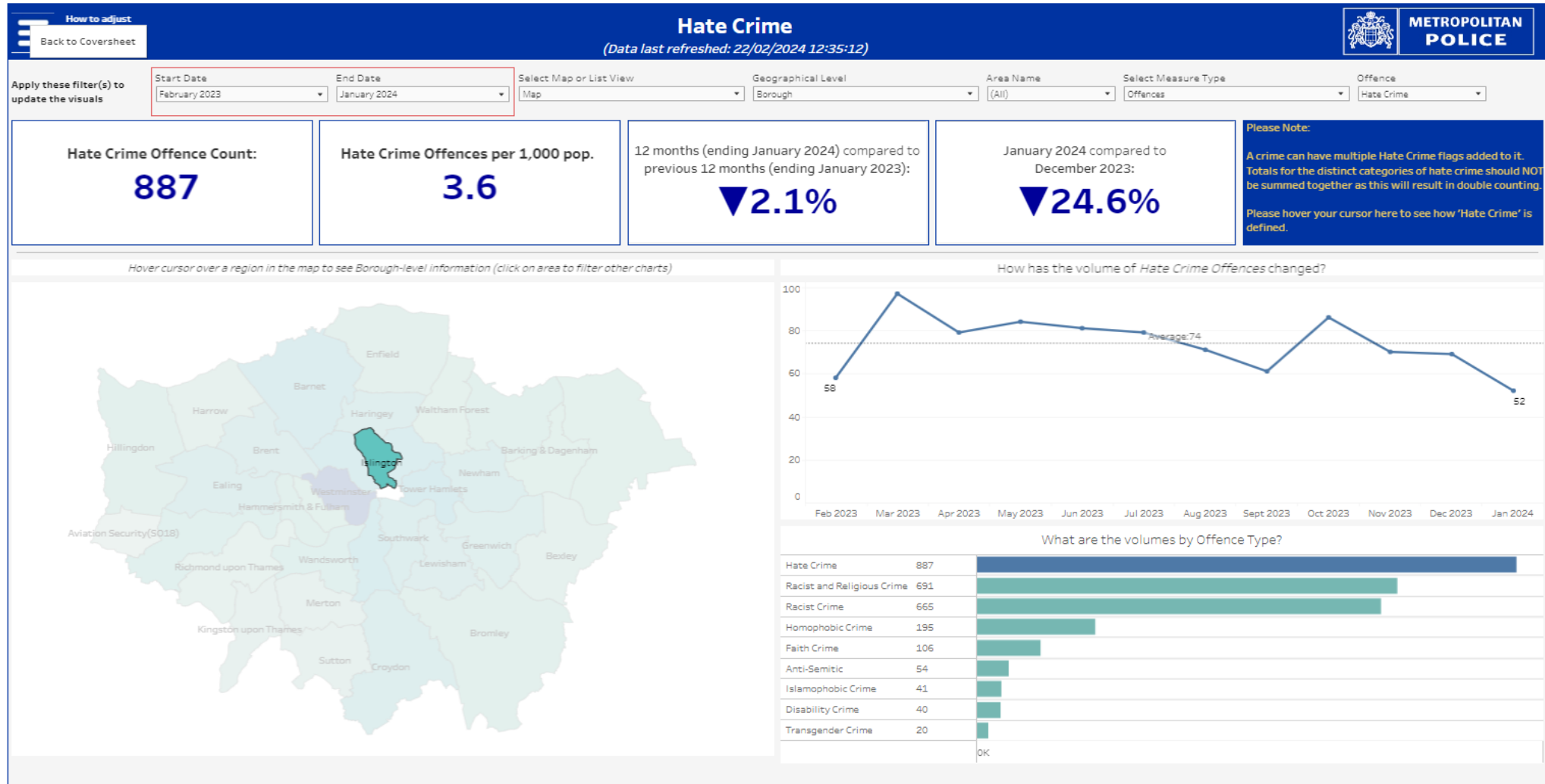
Hate crime data

- We have asked the police to provide us with more detailed hate crime data, so we can understand the nature of hate crime in the borough. This will help us to identify how many repeat offenders and repeat victims we have, and crucially ensure repeat victims have appropriate support.
- We will also be able to identify why a particular location is a hate crime hotspot and work with partners to address this.

E-Learning

- We are adding hate crime e-learning to the Council's e-learning site, so this is accessible to colleagues.
- We are continuing to offer the free hate crime e-learning to our communities.

Hate Crime Overview - Islington



- Overall hate crime in Islington decreased by 2.1% from 2022-2023, this is in stark comparison to the 11.9% increase seen across the whole of London.

Hate Crime - Victim Demographics – 2023

Faith Hate Crime	Anti-Semitic Hate Crime	Islamophobia Hate Crime	Disability Hate Crime	Homophobic Hate Crime	Racist Hate Crime	Transgender Hate Crime
<ul style="list-style-type: none"> ❑ Of the 76 offences where the victim’s profile was captured, 29 of the victims were female, and 47 were male. ❑ 19 of the victims were of Asian ethnicity, 2 were of black ethnicity, 24 were white, and 10 were classed as “other” ethnicity. ❑ 42 of the victims were between 18-39 years old. 	<ul style="list-style-type: none"> ❑ Of the 29 offences where the victim’s gender was captured, 9 of the victims were female, and 20 were male. ❑ 16 of the victims were of White ethnicity. ❑ 24 of the victims were between 30-54 years old 	<ul style="list-style-type: none"> ❑ Of the 35 offences where the victim’s profile was captured, 17 of the victims were female, and 18 were male. ❑ 17 of the victims were of Asian ethnicity, 1 was of black ethnicity, 5 were white, and 7 were classed as “other” ethnicity. ❑ There were no real trends with age profiles 	<ul style="list-style-type: none"> ❑ Of the 32 offences where the victim’s gender was captured, 24 of the victims were female, and 8 were male. ❑ 18 of the victims were of White ethnicity, 2 were of Black ethnicity, and 12 were unknown. ❑ 14 of the victims were between 45-54 years old. 	<ul style="list-style-type: none"> ❑ Of the 185 offences where the victim’s gender was captured, 44 of the victims were female, and 141 were male. ❑ 107 of the victims were of White ethnicity, 27 were of Black ethnicity, 17 were of Asian origin ❑ 29 Victims were between the ages of 18-24, 35 were between the ages of 25-29, 34 were between 30-34 and 29 were between 35-29 years old. 	<ul style="list-style-type: none"> ❑ Of the 659 offences where the victim’s gender was captured, 259 of the victims were female, and 334 were male. ❑ 121 of the victims were of Asian ethnicity, 195 were of Black ethnicity, 161 were White. ❑ 271 Victims were between the ages of 18-34 while 238 of the victims were between the ages of 35-54 	<ul style="list-style-type: none"> ❑ Of the 24 offences where the victim’s ethnicity was captured, 13 were of white origin, 4 were of Black origin and 7 were unknown. ❑ 6 victims were between 18 -24 years old and 6 were between 40-44 years old

Trauma and Bleed Control Strategy

- ❖ The aim of the strategy is to reduce the number of deaths in Islington due to **catastrophic bleeding** by increasing public awareness of and confidence in using bleed control kits.
- ❖ A **catastrophic bleed** is where there is extreme bleeding that is likely to cause death in minutes.
- ❖ **Catastrophic bleeds** can be caused by many different things, including road traffic accidents, accidents in the workplace, falls.
- ❖ As with a lot of the work in Community Safety, we want to **create a culture of care**.

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- ❖ Bleed Control kits contain special dressings and bandages, which have been designed to seal wounds and control serious bleeding, as well as basic instructions which could be used to save a life whilst an ambulance is on its way.



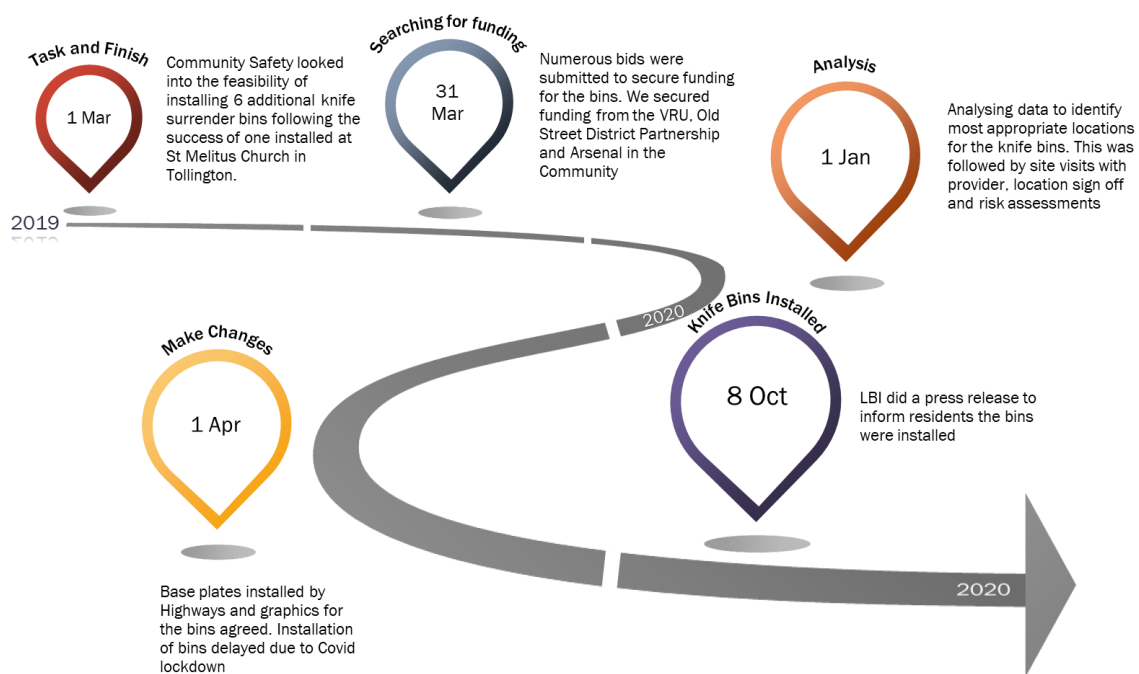
Timeline

- ❖ **April 2022:** Pilot rollout of bleed control kits and cabinets in Hillrise as part of a VRU funded project. Received positive feedback from community members and key stakeholders. Community members in other areas of Islington keen to roll out kits.
- ❖ **May 2023:** Review of Safer Hillrise project. Agreed next step to develop a borough wide 'Trauma and Bleed Control Strategy' with Public Health. A draft strategy was written.
- ❖ **Autumn 2023:** Consultation with senior managers/ councillors at Islington Council, key partners and some community members. Feedback incorporated into the strategy.
- ❖ **January 2024:** The draft strategy was shared with legal services for feedback. An agreement for community held kits was developed.
- ❖ **March 2024:** The strategy to be taken to HMT before being taken to the Political Leadership Team.

Next Steps

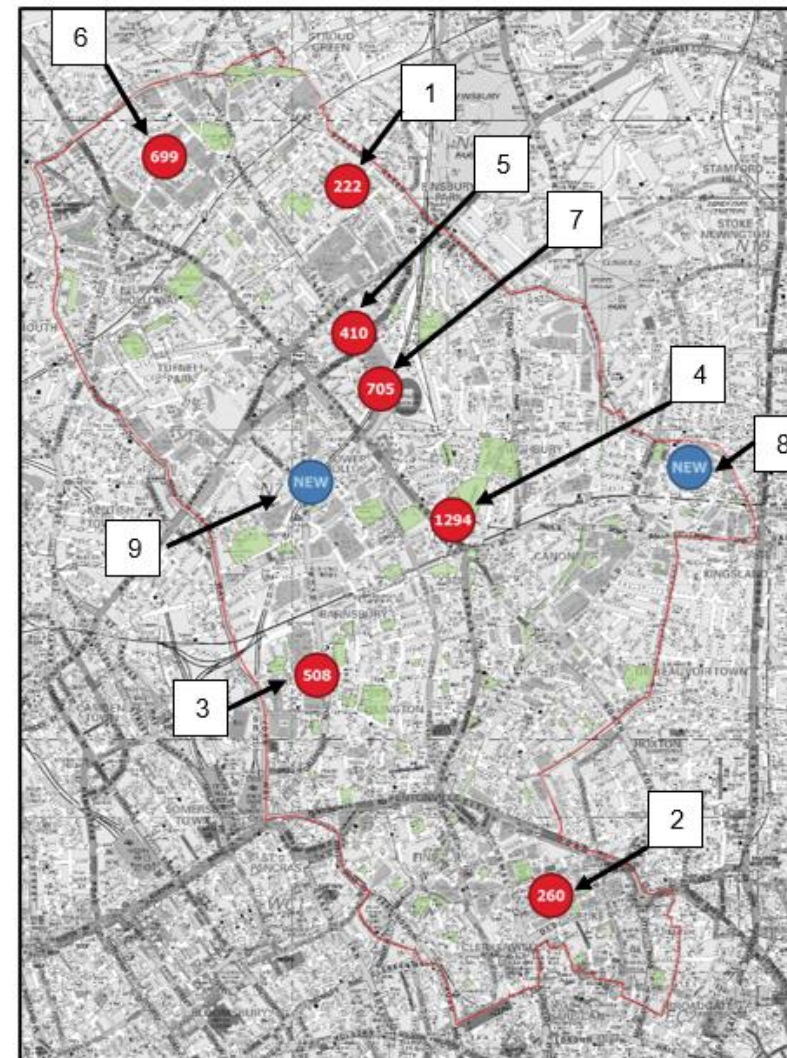
- ❖ Strategy sign-off.
- ❖ Set up of a working group with LBI, LFB, MPS, LAS, Community Safety, Public Health, Emergency Planning.
- ❖ Roll out of kits and cabinets within other key hot spot locations. This includes Bunhill and Angel Town Centre and Finsbury Park. Funding has already been secured for this and cabinets being installed imminently. Create a database of where kits/cabinets are located.
- ❖ Training rolled out to relevant people. Possibly develop an in-house training video as currently we use the manufacturers vide for refresh training.
- ❖ Develop a comprehensive Communications Strategy to promote the kits.

Knife Surrender Bins



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The knife bins were first emptied in July 2021, where **1,011 knives and other bladed items** were collected along with other objects such as scissors, building tools and kitchen utensils. They have since been emptied a further three times (April 2022, November 2022 and June 2023) and have collected a total of 4,098 knives or other bladed items. **Bins are due to be emptied again in April 2024.**



1. St Melitus Church
2. Outside Finsbury Leisure Centre
3. Outside Cally Pool and Gym
4. Outside Highbury Leisure Centre
5. Outside the Sobell Leisure Centre
6. Outside Caxton House
7. By the Bridge on Hornsey Road
8. Outside Mayville Estate
9. Cally Rd J/W North Rd

Archway and Nags Head - Business Crime Reduction Partnership

- We have secured funding from City University for a 12-month project to create a Business Crime Reduction Partnership in Archway and Nags Head (including Holloway Road which links the two).
- A BCRP is partnership-based approach to preventing crime and disorder. It is a subscription based, business-led, action group working with police and the local authority to tackle and reduce crime and disorder affecting businesses and the wider community. Membership to the BCRP will be free for businesses for the first 12 months.
- We are working with the Safer Business Network who will help us engage with businesses and provide them regular updates
- A PCSO and Safer Business Network Officer will be dedicated to the project and will be responsible for keeping businesses up-to-date with the outcome of their reports.

Civil Protection

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Dan Lawson – Assistant Director Civil Protection

*ASB, Case Management, CCTV, Compliance,
Emergency Planning, Business Continuity*

Hotspot Meeting

- Chaired by AD Civil Protection
- Combines data from Police and Council so that however residents report, it forms part of decision on resource deployment.
- Group now has representatives from ASB, CCTV, Compliance, Housing, TYS, Police, Community Safety, YOS

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Success

- Identification of grooming, vulnerable adults, children
- Reduction from average of 10 hotspots to average of 5 hotspots per week

Next Steps

- Develop adult social care involvement within ASB process
- Include partners with resident officer to enable continuous offer of assistance to residents

Civic Pride

- September 2023 week of action in Nags Head as a pilot for wider use across the borough.
- Led by Civil Protection, the week of action included teams from community Safety, Street Trading, Compliance, Street Environment Services, Anti-Social Behaviour, Parkguard and Metropolitan Police.
- Activities throughout the week were to include tackling littering, waste/recycling bags left outside hours, fly tipping, illegal street trading, graffiti and fly posters, gas cannisters (Windsor Rd) and begging.
- Patrols each day of the week at various times by Compliance and Police officers during the day
 - Patrols each evening by ASB and Parkguard
 - Checks across street furniture license breaches
 - Targeting of fly-tipping and dumped waste in Bowman's Mews
 - Visited shops in relation to their commercial waste to ensure they were legally compliant.
 - Joint Compliance and Police patrol to monitor the illegal street trading activities over the weekend
 - Outreach team visit on Sunday to see what support could be offered to those illegally street trading

Reporting

- Adoption of 8x8 call handling system which provides an accurate data picture of busy periods, which means resources can be better deployed.
- Council-wide analysis shows that 60% of all ASB calls coming into the council are coming into Civil Protection, with 40% going into housing.
- A new reporting form for ASB (Granicus) has been designed to provide residents with a much better reporting experience; it will enable reports to get to the right team quicker and therefore enable faster responses and action where required.

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Operational changes

- Following feedback from residents, we have changed our response of witnessing requirements for noise; these will now not require attendance into a property if it is audible outside; this means we are able to stop large disruptive parties quicker.

Compliance

Fly-tipping

- Recent publication
- Adopted enforcement for fly-tipping on estates
- New joined up enforcement with CCTV providing 100% conviction

Street Trading

- Set up London wide group on illegal street trading at football stadiums

Operational

- Took part in Cleaner-Greener-Safer week of action
- Led for civil protection on spring clean action week.

CCTV

Police operations

- Worked with Police to set up operation resulting in arrest and seizure of 30kilo's Class A.
- Provided a joint first of kind operation to stop a county lines drug operation responsible for deaths; resulting in arrests and seizure

Grant funding

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- Obtained £990,000 grant for dark fibre to include opening up fibre to community centres, libraries, schools – lowering technology poverty.

Temporary cameras

- Installed temporary cameras outside Elthorne Estate following murder
- Following destruction of permanent camera pole; 2 temporary HD cameras were installed in Finsbury Park

Case Management

New team to focus on individuals

- Adopted links to RSL's for wider span of oversight on ASB.

Enforcement

- Team are reviewing enforcement of individuals as well as the process for issuing of ASB Warnings and follow up.

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Operational

- Cross working with street population team to clear groups from Stroud Green Road Bridge, to reduce drug dealing, drug use and assist vulnerable people.

Emergency Planning

- Led on co-ordinating the response to incidents related to middle east conflict and provided advice and security support the Jewish and Muslim community.
- Set up a Community Peace Event after the October 7th attack in Israel.
- Provided security overview of the Finsbury Park Community Iftar and planning support.
- EPU continue to lead on safety and counter terrorism at all borough asylum seeker hotels; EP manager is a part of the weekly operational meeting and AD sits on the strategic overview board.
- Continued work with the GLA and community partners on community resilience projects to enhance community response and resilience to emergencies.
- Climate Resilience work alongside services internally and preparing for Climate Resilience Panel alongside members of the public.

Parkguard

New contract procured

- Governance structure in place for Parkguard contract (Civil Protection, Regulatory Services, Greenspace, Cemeteries)
- Social assistance with each officer provided with a debit card for use for street population or any other residents requiring assistance.

Finsbury Park

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- Patrols as part of Clear, Hold, Build
- Ongoing joint patrols with Police
- Team spotted a male with a believed weapon; Parkguard made the stop, called Police and the male was found with 2 machete's and an axe, resulting in his arrest.

Parkguard

Use of intelligence

- Greater use of intelligence, joint patrols and proactive work has resulted in increased success in weapon sweeps and removal of crime related equipment.
- These weapons were found over a period of 48 hours when Parkguard teams highlighted an increased intelligence picture and information related to gang activity.

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ASB Programme & Workshops

1. Ongoing governance of Programme and implementation of Recommendations

LBI Wide Recommendations

- Page 11
2. ASB Policy
 3. ASB Definition and Customer Service Standards
 4. The approach to Communication about ASB and the ASB Programme
 5. Business Need for IT and recording ASB

Directorate wide - Homes and Neighbourhoods Recommendations

6. Service KPIs and Regular Monitoring
7. Stakeholder Engagement and Partnership Working
8. Resources and Processes for Noise Nuisance

Divisional wide - CSSR Recommendations

9. ASB Case Management
10. Patrolling Services Contract
11. Review of the Enforcement Process

ASB Programme & Workshops

Recommendations for Civil Protection:

1. Development of a Neighbourhood Engagement team that are responsive front-line roles, that will take action on issues of ASB, noise and waste.
2. Customer experience' and 'listening to communities' are fundamental concepts that are driving change and it is clear that these link to the strategic priorities of the organisation.
3. Better collection of data to enable effective communication to residents about work being done
4. Intelligent led deployment with clear outcomes.
5. Ensuring Patrolling Services and Council Services work together seamlessly and equally contribute to management of those issues that are impacting on our residents

Transformation

- Civil Protection service review to be completed in Autumn
- Aim: engaging in the neighbourhood throughout the day; proactive as well as responsive

Civil Protection

Responding to events that take place across the borough. Focus on response and safety, delivered by front line services. Responsible for strategic planning for the service, service performance and ensuring alignment with strategic priorities

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Emergency
Planning &
Business
Continuity

CCTV

Neighbourhood Engagement

Patrolling
Services

Enforcement &
Compliance

ASB Case
Management

Noise

Regulatory Services

Food Safety – Planned Inspection Programme Commercial Environmental Health

* see comments in notes view

Risk Category	No. Due*	No. Planned*	No. Completed	No. outstanding
A	5	5	8	0
B	126	126	119	3*
C	401	401	298	73
D	121	121	172	0
E	120	120	108	14
Unrated/New in year (estimated)	526	370	306	42
Total	1299	1143	1011	132

Service Requests – Commercial Environmental Health

Investigations	Number
Nuisance (rubbish, odour etc)	60
Pests	57
Unsafe food /food premises	166
Health and safety at work (advice, complaints, accident investigations)	60
Smoke free premises	15
Infectious disease control	74
Total	432

Enforcement – Commercial Environmental Health

Enforcement Activity	Number
Closure unsafe food business	4
Simple caution	3
Prosecution	1
Seizure unfit food	1
Improvement Notices (Food Safety)	21
Improvement Notices (Health and Safety at Work)	5
Pest and Nuisance Notices	3
Written Warnings	132

HMO and Selective Property Licensing Residential Environmental Health

Activity	Indicator
Applications received	1394
Final licences granted	2015
Licensing Inspection Completed	824
Inspection outcome – no issues on concern	27%
Inspection outcome – minor issues of concern	60%
Inspection outcome – unsatisfactory	13%

Private Renters - Residential Environmental Health

Complaints from private renters	Number
General condition of housing	244
Damp and mould	208
Pest	35
Hording/filthy or verminous	17
ASB	5
Nuisance/Public Health	40
Harassment/eviction	3
Empty property/squatting	26
Overcrowding	5
Fire	9
Unlicenced	30

Private rented properties improved

Residential Environmental Health

Complaint Investigations Concluded	Number
Properties improved	574
Advice provided	10
Licence application received	28
Referral to other service	17
No action required	92
Total	721

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Rogue Trader Investigations- Trading Standards

Concluded:

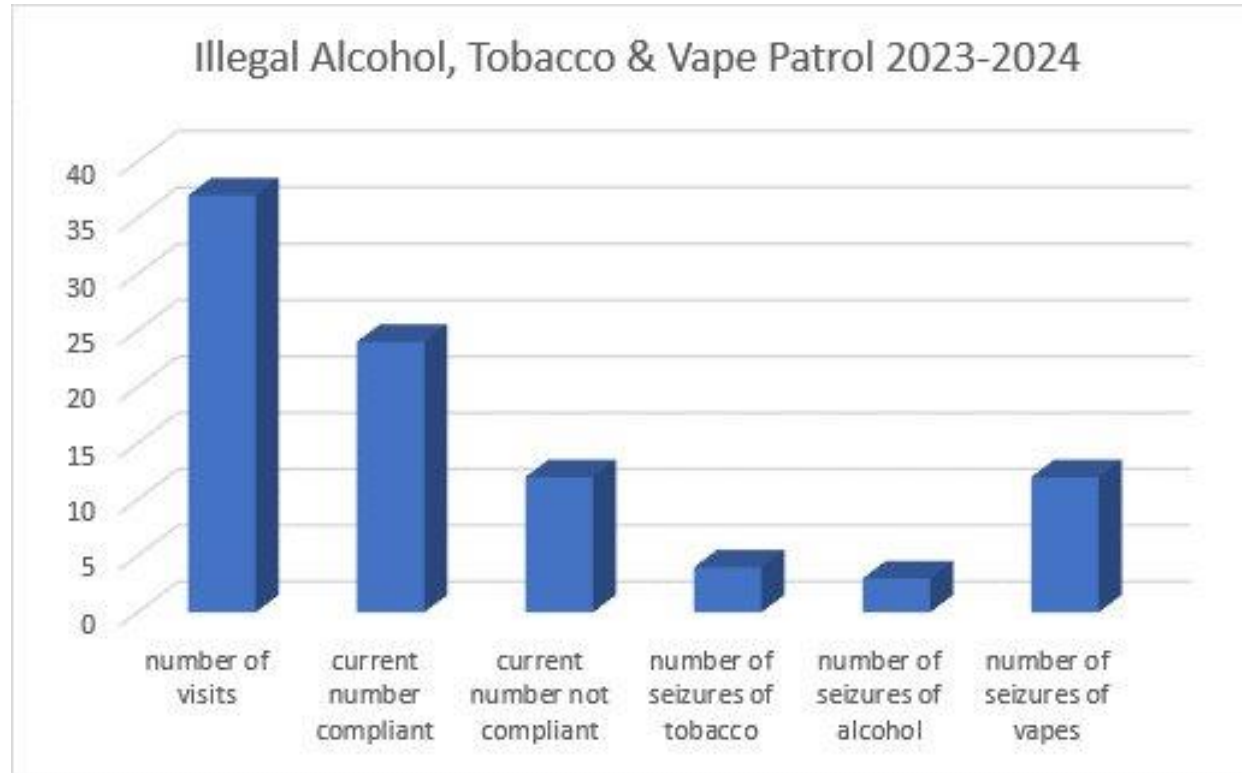
- [Islington Council prosecutes roofing scammer for defrauding resident of £22,000](#)
- [Garden business scammers sentenced to prison for defrauding homeowner with £128,000 bill \(islington.media\)](#)
- [Directors of rogue removal company sentenced to five years in prison after prosecution by Islington Council](#)
- [Shop ordered to pay £4050 for illegal tobacco finds and knife sale to 14-year-old \(islington.media\)](#)

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In progress

- 3 under investigation & 4 awaiting trial dates
- 3 Financial Investigation (Proceeds of Crime)

Underage Sales - Trading Standards



Financial Penalties - Trading Standards

Area	Number of final Notice Issued	Financial Penalty Levied
Minimum Energy Efficiency (Domestic)	6	£14,500
Minimum Energy Efficiency (Domestic)	13	£12,500
Landlords -Client Money Protection	17	£77,000
Landlords - Redress Scheme	5	£5,700
Landlords – Tenants Fees	8	£28,900

Consumer Safety (Intel Lead) - Trading Standards

Type of Activity	Number Visits	Number requiring follow up actions
Mobile Phone Chargers	29	4
NZC – ban on single use plastic	62	11
Small measures (alcohol)	20	7
Cosmetics	28	15
Package Travel Agents	33	2

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Licensing

Activity	Indicator
Alcohol related applications received (new, variation and review)	97
Applications determined by Licensing Committee	37
Number of licence holders attending the Officer Panel to review incidents and agree action plans	20
Number of inspections (out of hours, day-time , match and event days)	503
Number of complaints investigated	267

Operation Nightsafe -Parkguard Patrol Service

Supporting a safer night-time economy	Indicator
Assisted members of the public in need	200
Health and safety welfare check (due to safety concerns)	244
Medical support provided	130
Crime prevention advice to people found in a vulnerable position	121
Body worn video footage made available to police and partners to support enforcement and intel gathering	680

Operation Nightsafe -Parkguard Patrol Service

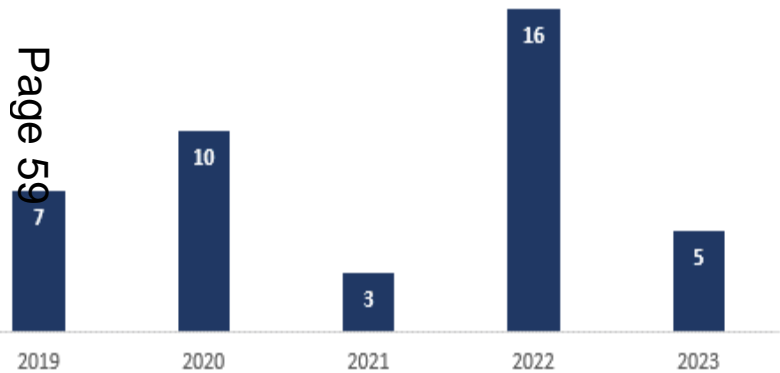
Tackling violence and disorder in the NTE	Indicator
Incidents of violence or disorder dealt with	401
Persons requested/directed to leave area/disperse	222
Persons warned or given advice about conduct	369
Suspects/offenders/issues reported to police	81
Area search for suspect/witness	126
Patrol generated arrests	22

Islington Youth Safety Update - 2022-2023 Period

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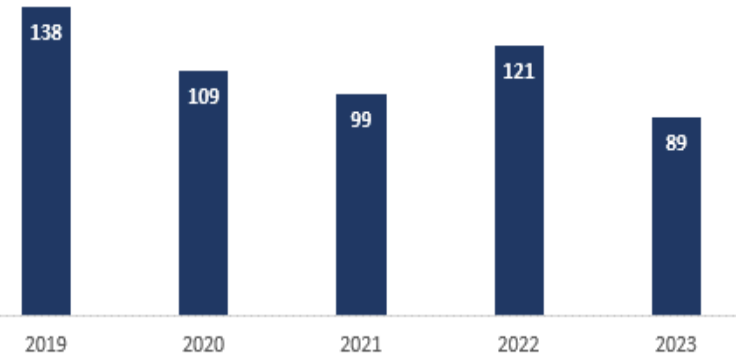
Youth Crime performance 2022/2023 (Q3) compared to recent years

Sum of Knife Crime Injury Victims 1-24 October - December Comparison (Q3)



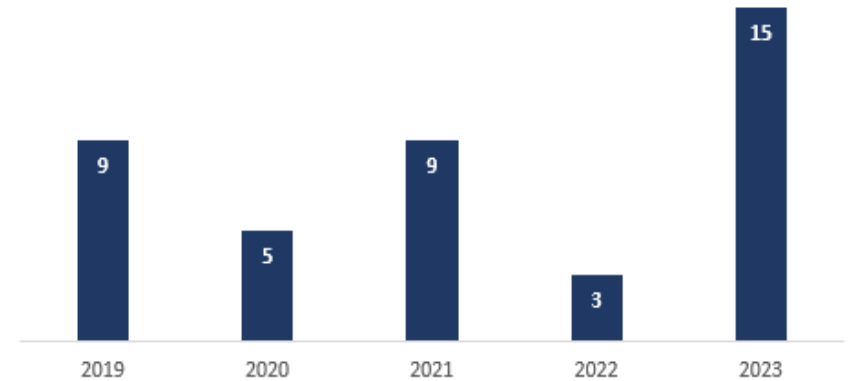
68% decrease in Knife Crime with Injury (Victims aged between 1 and 24) compared to the same period in 2022-2023. The levels are also 27% lower than they were in 2019/2020.

Knife Crime Offences October - December Comparison (Q3)



32% decrease in knife crime compared to the same period in 2022-23, and a 32% reduction when compared to October 2019- March 2020 (pre-Covid).

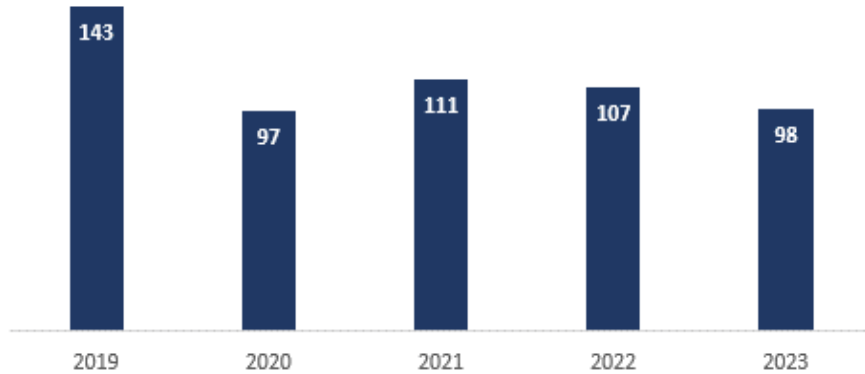
Gun Crime Offences October - December Comparison (Q3)



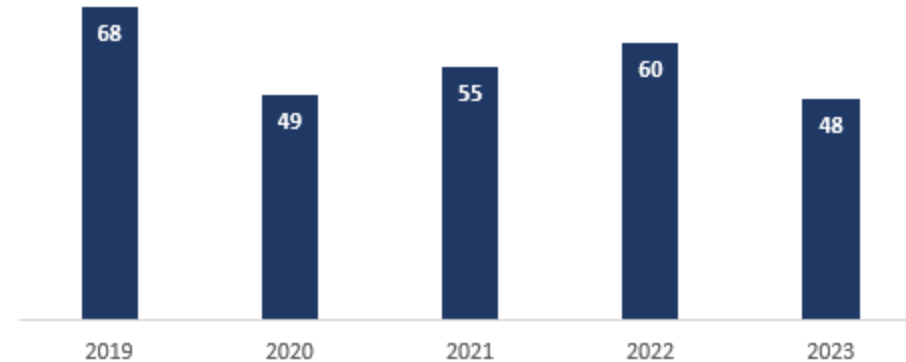
400% in Gun Crime Offences increase from the same period in 2022

Youth Crime performance 2022/2023 compared to recent years

Youth Violence October - December Comparison (Q3)



Serious Youth Violence October - December Comparison (Q3)



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Youth Violence and Serious Youth Violence (Q3 Data only) Islington recorded a 8.4% decrease in Youth Violence and a 20% decrease in Serious Youth Violence between October - December (Q3) 2023 when compared to the same period in 2022. Levels remain lower than pre-covid.

KPI Performance

- Islington has continued to prevent more young people from entering the youth justice system for the first time with lower numbers in Q1-Q3 2023/24
- Continued improvement in our EET figures for Youth Justice Service Young People in 2023-2024 compared to 2022-2023.
- Reduced disproportionality in the criminal justice system amongst Black young people
- Fewer children missing from care in Q3 2023-2024 with a 13% reduction compared to same period in 2022-2023

Highlights and Achievements

- **Summerversity and Launchpad** provided 106 courses with 60 different activities, over 24 venues engaging an amazing 977 young people during the summer holidays in 2023.
- Islington's '**Standing Together**' **Fortnight** in relation to Youth Safety and Support delivered a wide range of activities and events in November 2023. Attended by 97+ professionals, 200 young people, and 190+ parents/carers and community members.
- Targeted Youth Support led **Triage** process diverted 91% of young people from the youth justice system in 2023-2024. (Target 85%)
- Islington's **Parental Support project's** online training and workshops have engaged 1597 parents / carers since the start of the project in 2021

Other Highlights and Achievements continued

- 107 Somali parents and carers (including 30 Somali fathers) have completed the parent champions training since July 2021.
- 500 Somali parents / carers have been reached empowering and enabling them to have more opportunities to shape their own life.
- 48 young people engaged in the VRU & TYS transitions project in 2023-2024). Achieving a positive impact on young people's behaviour (80%), school attendance improved (90%). Parents reported: Improvement in engagement with schools (95%) and improvement in their relationships with their children (92%)

Islington's Parental Support Project won the LGC Award for Childrens Services in 2023



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‘The judges felt this was a phenomenal grassroots approach with the lived experience at the centre of the program, with a tangible impact on the most difficult and challenging life events’.

VAWG

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Islington VAWG Strategy



Increasing visibility and holding perpetrators accountable

Engaging with **people who use violence and abuse** in their relationships



Impact of violence

Safety **planning, recovery and repair** for children



Believing the victims

Supporting victims and **moving away from the 'failure to protect'** narrative



Shared responsibility

Developing a **coordinated community response** to Violence Against Women and Girls



Challenging inequality and vulnerability

Challenging **inequality**, preventing **discrimination** and addressing the impacts of **intersectionality**

VAWG strategy performance measures

Performance measure	21/22	22/23	23/24	
No or reduced homicide cases	0	0	2	Increased
Increased sanction and detection % rates for domestic abuse incidents reported to the police	13%	8%	8%	No change
Increased reduction of risk for survivors accessing VAWG services and support in Islington	74%	79%	83%	Increased
Decreased the number of repeat referrals to the Daily Safeguarding Meeting	26%	31%	32%	Increased
Increased engagement of survivors in the DSM process	76%	88%	88%	No change
Increased survivor satisfaction in the DSM / risk reduced	72%	74%	78%	Increased
Increased the identification of / and support offered to young survivors of DA	31	65	69	Increased
Increased the number of Harmful Practice referrals	24	45	114	Increased
Increased engagement with other underrepresented groups: LGBTQ+ communities, older people and people with disabilities	2% - LGBTQ+ 56% - disability 4% - over 60	6% - LGBTQ+ 65% - disability 5% - over 60	6% - LGBTQ+ 73% - disability 6% - over 60	Increased

Islington VAWG Service: Delivery

In 2023/2024, **2,472 survivors** were supported by specialist VAWG services in Islington (a **23% increase** from 2022/2023) actions included:

- **490** survivors supported to access safe accommodation and prevent homelessness
- **136** survivors and their families supported to improve safety of their properties and enable them to remain in their accommodation and prevent re-location
- **160** survivors supported to access welfare benefits
- **82** survivors supported to access education, employment and/or training
- **1,086** survivors supported to access civil and legal protection orders against their perpetrators and offered Police safety measures

In addition, VAWG Workforce Development Team:

- Trained **956 professionals** to improve their awareness of supporting survivors who experienced VAWG and delivered **187 consultations** to staff including Social Workers

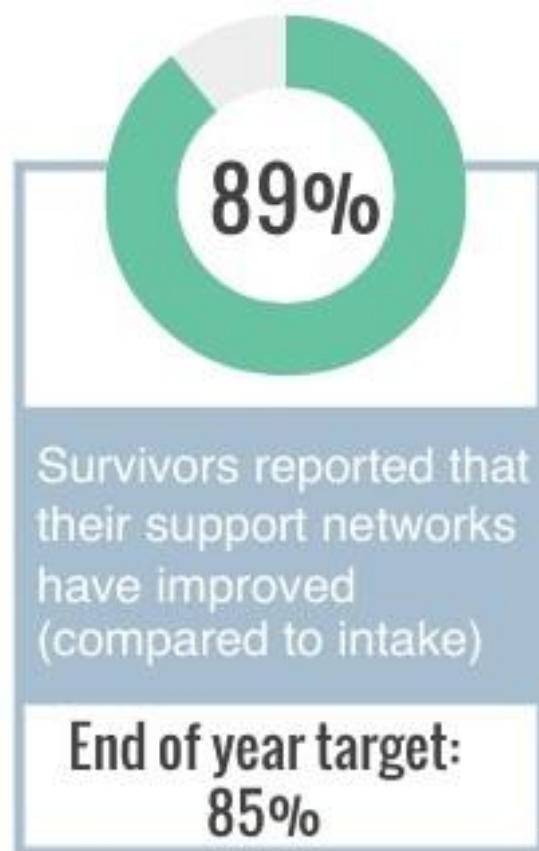
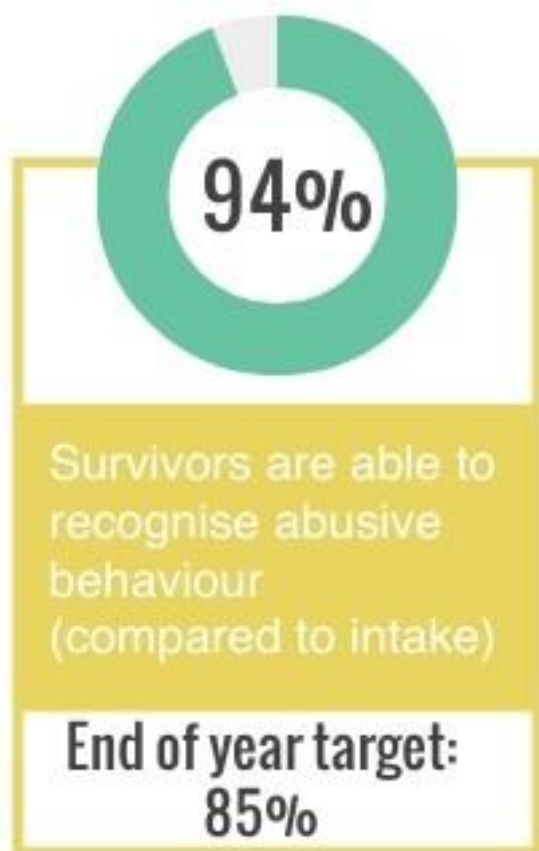
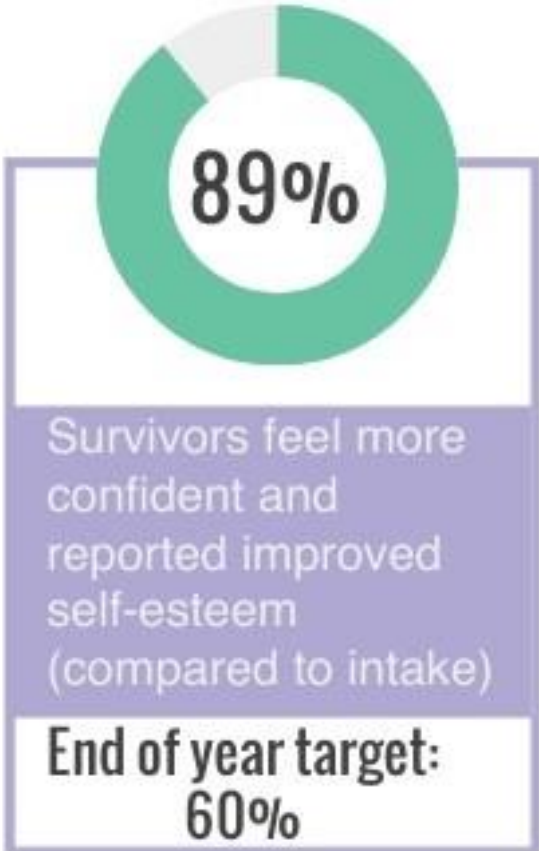
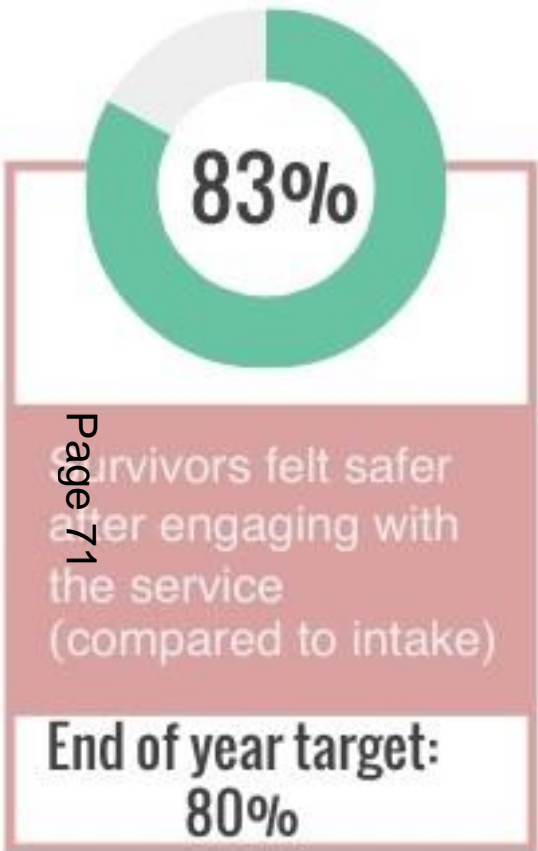
Islington VAWG Service: Highlights

- The Greater London Authority highlighted exceptional outcomes delivered by Islington projects funded by the Home Office Domestic Abuse Safe Accommodation grant and granted an extension to Islington to continue to deliver the Refuge support family work service, Refuge under 5 play therapist, Workforce Development officer post and VAWG counselling until March 2025.
- LBI VAWG and Youth Safety Commissioning Service collaboration with Central Saint Martins - University of the Arts London was displayed during June's Central St Martins Annual Degree Show exhibition attended by 26,000 visitors
- The VAWG Workforce Development Team gave advice and guidance on the policy and procedure supported to Islington Housing around managing staff who perpetrate abuse for the DAHA accreditation and provided survivor voice to inform the policy.

Islington VAWG Service: Highlights

- Following an intensive campaign across the partnership by VAWG prevention services we have seen a -68% decrease in non-consent referrals to IDVA services, significantly improving safety of survivors referred.
- Non-Fatal Strangulation and Suffocation medical referral pathway way launched between Islington Daily Safeguarding Meeting and University College London Hospital testing direct and quick referral process for survivors who have been strangled or suffocated by the violent perpetrators to access specialist medical checks including for blood cloths in their brains.
- Journey to Change perpetrator programme was awarded the Respect accreditation in April and received very positive feedback from the evaluator.

Islington VAWG Services: Impact



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Domestic Abuse Daily Safeguarding Meeting (DSM)

DSM is a multi-agency led, fully integrated approach to needs management for victims of Domestic Abuse across Islington Council. The DSM aims to address the needs at the time the intervention will have the greatest impact and to maximise victim engagement using service user led feedback to monitor the DSM outcomes/actions.

In 2023/2024 DSM:

- Heard **507** high risk referrals where multi-agency input was required at the DSM (**40% more** than Pan-London average)
- Heard **138** medium risk referrals where single-agency input was required at the pre-DSM to prevent escalation
- Supported **658** children residing at the household referred
- Delivered **2,394** actions supporting survivors and their families and keeping perpetrators accountable for their actions



Early intervention and de-escalation

non-core agencies (A&E, Sexual and Mental Health clinics, GPs and education) are **4 times more likely** to refer to the DSM than to MARAC



Stable repeat referral rate

Equal repeat rate to Pan-London average despite increased volume of cases (3x the referral rate) and increase in complexity of cases



Reducing risk

for **78% of survivors** supported by the DSM the risk of abuse **has reduced or ceased** due to dynamic review of actions and tracking outcomes



Better engagement with survivors

88% of survivors engaged with the DSM process to express their wishes and feelings, compared to 18% with MARAC



Managing risks from the perpetrator

over **7 times higher** number of requests for civil and legal protection orders



Quicker response

responses to high and medium referrals are over **14 times quicker** when referred to the DSM compared to MARAC

Appendicies

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Finsbury Park – Community Safety

We coordinated support across the partnership to focus engagement, awareness raising, visible presence and to utilise all our ASB and enforcement tools within the Blackstock Road area. These are the outcomes from the council:

- Community Safety visited the Safe Havens on the Blackstock Road speaking with business owners about their role as a Safe Haven, informing them about our Safe Haven newsletter, raising awareness around reporting and council support.
- We have been engaging with students at the college on Blackstock Road around VAWG issues and crime prevention. As well as workshops with the students around safety and healthy relationships.

- Page 74
- 13 premises visited by Commercial Environmental Health.
 - Trading standards visited 8 premises (1 seizure of illicit tabaco, vapes and alcohol).
 - Compliance Team conducted 4 late night patrols investigating fly tipping, graffiti and obstructions (1 FPN issued).
 - Targeted licencing late night patrols and engagement activities carried out.
 - We have provided an additional two HD CCTV cameras on Blackstock Road
 - We recently engaged with Clarion Housing Association and the William Hill Bookmakers to request they secured access to the flats and fire escape surrounding Park Gate flats on Seven Sisters Road. These works have been completed and drug use at the location has reduced

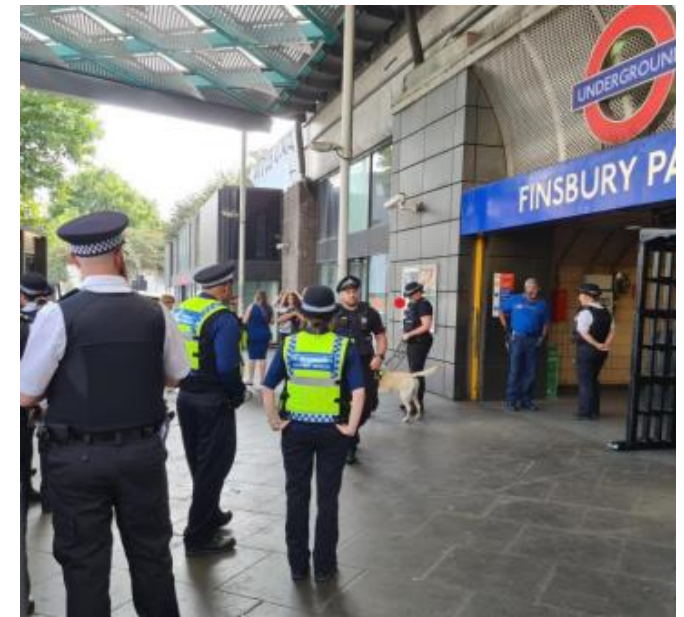


Finsbury Park - Police

Work began on Love Finsbury Park on the 6th December, with the official launch event taking place on the 22nd January. To date we have seen the following results;

- Four warrants have been carried out on Blackstock Road, resulting in multiple arrests, including offences for Drugs supply, handling stolen goods and breach of CPN.
- There have been numerous drugs and weapons seizures, including 2 zombie knives as a result of weapon sweeps around the area.
- Community Protection Warnings have been issued to the most prominent and prolific offenders of ASB
- Various engagement events have taken place, including a VAWG event outside Finsbury Park Station.
- A Warrant was executed at an address with a Cannabis Factory found. The dismantling of this factory will make a positive reduction in the Finsbury Park drugs market.
- British Transport Police continue to carry out operations in and around the station targeting theft and robbery
- A dog operation was carried out around Blackstock Road, resulting in numerous positive stop & searches, drug seizures and Penalty Notices.
- In total there have been over 100 arrests for offences including Drug use/dealing, Robbery, violence with injury.

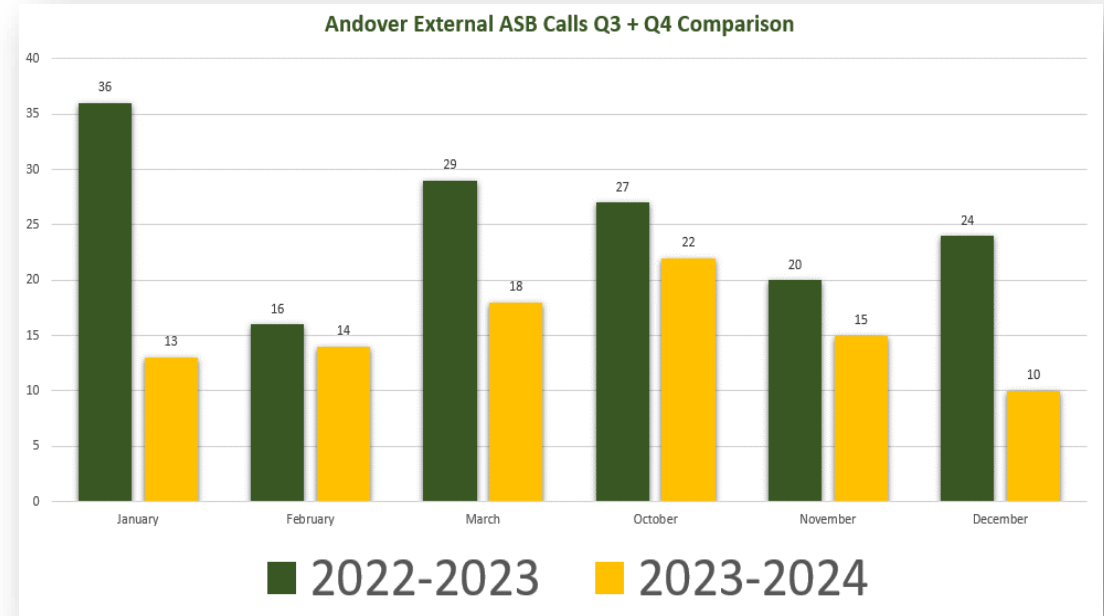
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Finsbury Park – Andover Estate

We have been working with our partners and Police to coordinate a robust and sustained action plan to tackle antisocial behaviour on the Andover estate.

- Our outreach teams have been visiting the estate with VIVA substance use support teams to engage with individuals on the estate.
- Street Doctors and Ben Kinsella sessions secured for Manor Gardens youth group
- Community drop in events, 2 resident newsletters and a funday. Drugs awareness session for Turkish & Kurdish women community.
- Police and Parkguard have increased patrols, utilising ASB warnings and enforcement measures and our housing teams have taken tenancy action, successfully securing two closure notices on Cuckooed properties with support offered to tenants..
- We have also progressed several environmental improvements including securing scaffolding, a deep clean and lighting improvements.
- Community safety will be working with Andover Community Centre Estate Champions to deliver a cost of living and well-being event aimed at the parents on the estate.
- We will be working with Andover Community Centre My Ends consortium and Parent Champions to deliver an eight-week programme to Parents on the estate facilitating eight work shops around themes such as grooming and exploitation, drugs and alcohol as well as targeted sessions for the Somali and Turkish communities.



The Andover in 2022 and 2023 was our most prolific ASB hotspot, with calls for this location peaking at 45 reports in July 2023. In response, an intelligence led, multi-agency taskforce the **Andover Planning Meeting** was formed. Since its inception, calls have significantly dropped in the area, with the average call tally being reduced by over 50% in the last 6 months of 2023 (22 calls in September and October, and only 15 and 10 in November and December respectively).

In 2024 we have seen a slight upscale in Andover ASB activity but monthly ASB numbers (as seen above) are lower despite this.

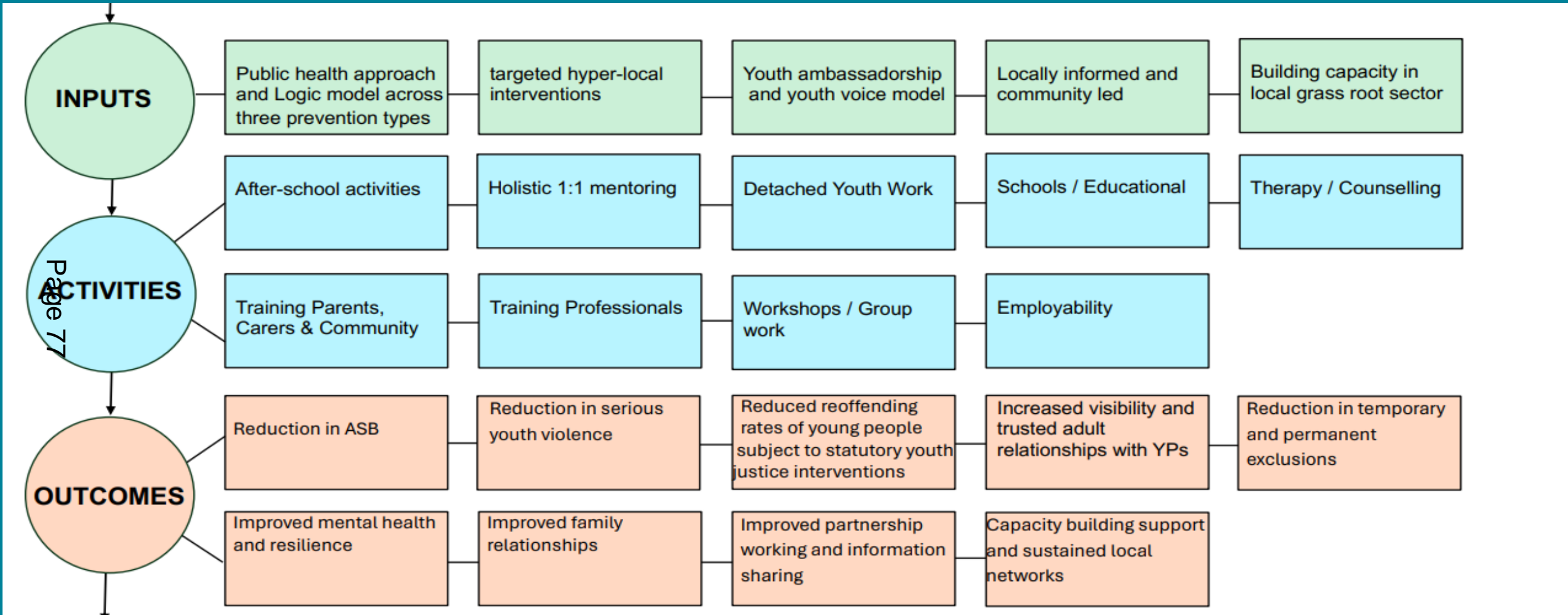
VISION

Safer neighbourhoods where children young people and communities can thrive

ETHOS

Multi systematic, trauma informed approach, targeting individuals, communities and systems

Finsbury Park Consortium



IMPACT

A reduction in violence in area affected by high and sustained levels of violence. Children and young people feel safer. Community focused partnership approach to long term violence solutions.

Community Safety

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Crime Performance Table

April 2024

OVERALL CRIME PERFORMANCE SUMMARY

5-Year Trend

Crime Type	Number of Offences 1 April 2019 - 31 March 2020 (2019/20)	Number of Offences 1 April 2020 - 31 March 2021 (2020/21)	Number of Offences 1 April 2021 - 31 March 2022 (2021/22)	Number of Offences 1 April 2022 - 31 March 2023 (2022/23)	Number of Offences 1 April 2023 - 31 March 2024 (2023/24)	Percentage Change between 2022/23 and 2023/24	Percentage Change between 2019/20 and 2023/24	Borough Rank (out of 32 where 1 = Highest levels of crime)	Percentage Change between 2022/23 and 2023/24	Percentage Change between 2019/20 and 2023/24
	Islington					Islington		32 London Borough Rank	Islington	
Total Notifiable Offences										
Total Notifiable Offences	29,468	22,865	26,014	27,396	28,199	2.9%	-4.3%	14	2.9%	-4.3%
Crime Type										
Violence Against the Person	6,085	5,785	6,942	6,910	6,977	1.0%	14.7%	22	1.0%	14.7%
Sexual Offences	591	434	621	672	704	4.8%	19.1%	16	4.8%	19.1%
Robbery Offences	1,639	1,006	963	1,187	1,184	-0.3%	-27.8%	9	-0.3%	-27.8%
Burglary Offences	2,493	1,925	1,777	1,770	1,848	4.4%	-25.9%	15	4.4%	-25.9%
MV Offences	3,035	2,371	2,365	2,429	2,186	-10.0%	-28.0%	26	-10.0%	-28.0%
Theft Offences	10,537	6,228	8,195	9,118	10,160	11.4%	-3.6%	18	11.4%	-3.6%
Criminal Damage Offences	1,444	1,398	1,513	1,541	1,560	1.2%	8.0%	24	1.2%	8.0%
Drugs Offences	1,417	1,422	1,194	1,159	1,167	0.7%	-17.6%	16	0.7%	-17.6%
Possession of Weapons Offences	227	169	179	192	196	2.1%	-13.7%	14	2.1%	-13.7%
Public Order Offences	1,687	1,869	1,975	2,047	1,857	-9.3%	10.1%	16	-9.3%	10.1%
Other Offences	313	258	290	371	360	-3.0%	15.0%	23	-3.0%	15.0%
Domestic Abuse	2418	2493	2669	2729	2456	-10.0	1.6	23	-10.0	1.6

Islington Crime vs MPS London Wide (April 2023 – March 2024)

- Overall there has been a 2.9% increase in Total Notifiable Offences in Islington in the financial year of 2023 - 2024 compared to the same period in 2022-2023, ranking Islington 14th highest out of 32 London boroughs for total offences. However crime remains 4.3% lower than it was pre-covid (2019-2020).
- The overall crime increase is mainly driven by a rise in Theft offences (+11.4%). Theft offences in 2023-2024 make up 36% of all Islington crime, which means without this offence fluctuation skewing the criminal landscape, other crime types have generally decreased or stayed stagnant the past year.
- ^{Page 8} In 2023-24 (1 April – 31 March) Islington recorded 398 knife crime offences, representing a 9.7% decrease compared to 2022-23, and a 22.7% reduction from 2019-2020 (pre-Covid).
- MV Offences have seen a 10% decrease in the last 12 months (2023-24) and a 28% decrease from 2019-2020 ranking Islington 26th out of 32 London boroughs.
- There has been a minor increase in Islington violence (+1%) in 2023-24 compared to the same period in 2022-23. Violent offences have also increased since 2019-2020 by 14.7%.

Islington Crime vs MPS London Wide

- Overall levels of Burglary in Islington were higher in 2023-24 compared to 2022-23 (+4.4%) but are still significantly lower than pre-covid levels in 2019-2020 (-25.9%). In 2023-24, Islington were ranked 15th highest MPS borough for Burglary.
- There were 1,184 Robbery Offences in 2023-24 representing a slight decrease of 0.3% from 2022-23, and a significant 27.8% reduction from 2019-2020 (pre-Covid). Islington was ranked 9th out of 32 MPS boroughs in 2023-24.
- ^{Report} In 2023-24 Islington recorded 1857 Public Order offences, representing a 9.3% decrease from 2022-23 and a 10.1% increase from 2019-20. Islington ranked 16th for this offence out of all London boroughs between April 1st 2023 to March 31st 2024.
- Islington has recorded a 4.8% increase in Sexual Offences in 2023-24 compared to 2022-23 and a 14.7% increase since pre-Covid times, ranking LBI 16th highest borough out of 32 for sexual offences.
- Theft Offences, despite a 11.4% rise in 2023-2024 are still 3.6% lower than they were in 2019-2020. Islington is ranked 18th out of 32 London boroughs for theft in 2023-24.

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Resources
222 Upper Street, N1 1XR

Report of: Dave Hodgkinson, Corporate Director of Resources

Meeting of: Policy and Performance Scrutiny Committee

Date: 25 April 2024

Ward(s): N/A

Corporate Performance update: Q3 2023/24 (Oct – Dec 2023)

1. Synopsis

- 1.1. The council has in place a suite of corporate performance indicators to help track progress in delivering the five missions set out in the council's Strategic 2030 Plan. Progress on 'Organisational Health' performance measures, for which the committee is responsible, is reported to the Policy & Performance Scrutiny Committee on a quarterly basis. As the committee has an overall remit for performance, an overview of performance across the council is also appended for information. Performance for service areas is reported to the separate relevant scrutiny committees.
- 1.2. The performance update for Q3 2023/24 comprises:
 - 1) Appendix 1: Q3 Organisational Health performance narrative
 - 2) Appendix 2: Q3 Organisational Health performance scorecards
 - 3) Appendix 3: Q3 Corporate overview of performance (for information)
- 1.3. The Committee is invited to note and review the Q3 2023/24 update (Appendix 1), drawing on the scorecards (Appendix 2) for more detail, for question and challenge at the committee meeting.

2. Background

- 2.1. Performance is monitored internally, through Departmental Management Teams, Corporate Management Board, and externally through the relevant Scrutiny

Committee for each directorate. Indicators and targets are reviewed annually to ensure they remain relevant.

2.2. While the Policy & Performance Scrutiny Committee has overall responsibility for performance across the council, it is specifically responsible for those elements that are broadly captured by 'organisational health' – that is, the effective and sustainable running of the council. This currently comprises measures from the Resources directorate and customer service areas from Community Engagement and Wellbeing Directorate in relation to:

- Managing our budget effectively and efficiently
- Harnessing digital technology for the benefit of residents and staff
- Making sure our workforce is diverse, skilled and highly motivated
- Being open and accountable
- Resident experience

2.3. Performance updates for those areas not principally reporting to the Policy and Performance Scrutiny committee will be shared at the respective Scrutiny committees on the following dates:

- Children's Service Scrutiny Committee: 10 June 2024 (Q3)
- Environment and Regeneration Scrutiny Committee: June 2024 (end of year/Q4)
- Health and Care Scrutiny Committee: 4 March 2024 (Q2 Public Health)
- Health and Care Scrutiny Committee: 15 April 2024 (Q3 Adult Social Care)
- Housing Scrutiny committee: 18 April 2024 (Q3)

2.4. Corporate performance is one of a number of tools that enable us to ensure that we are making progress in delivering key priorities while maintaining good quality services. A collective and collaborative approach is welcomed for corporate performance as a combined effort between the directorates, central corporate performance function, leadership and members.

3. Executive Summary

3.1. The following section outlines:

- Key performance messages for areas of organisational health in Q3
- Themes of challenge facing the council as a whole in Q3

3.2. Key performance messages for organisational health during Q3 (see Appendix 1 for more details):

- **Managing our budget:** General Fund Forecast Outturn Variance from Balanced Budget reduced to £0.4m in Q3. While stable, significant financial challenges exist. Improvements within corporate items were masked by a gross directorate problem which worsened since Q2 to £19.7m. While we are on track to exceed our year-end target for the collection of business rates, collection of council tax has fallen slightly

making it unlikely that we'll hit our end of year target, but we are likely to achieve similar rates to the end of last year and the level for which is budgeted.

- **A diverse, skilled and highly motivated workforce:** Sickness absence dropped for the third consecutive quarter to an average of 8.4 days per employee in Q3 and is on track to be lower than last year. However, the use of agency staff increased in Q3, after reducing in Q2, to be higher than Q1 and is now higher than London Councils' average for the first time. The challenge panels were completed in Q3, actions arising are being implemented and should have an impact for the start of the new financial year. This remains an area of focus.
- **Harness digital technology:** We continue to use digital technology to support improvements to services, such as in Adult Social care and finance. In Q3, there were more downtime incidents (typically affecting more than 100 staff or residents or significantly impairing applications or access) than in previous quarters this year, but only one breached SLA. So, although the number increased, the impact on residents and staff was relatively low as they were dealt with in a timely manner.
- **Be open and accountable:** Performance for FOIs (Freedom of Information requests) and SARs (Subject Access requests) improved in Q3 and the targets for completing both within target time were hit for the first time. This represents a dramatic improvement in performance for SARs in particular (from a low of 65% in 2021/22). It follows steady improvements in performance throughout the year for both areas as the services were fully centralised.
- **Resident experience:** Complaints continued to be the main challenge in Q3, with a sustained growth in those received at all stages. Big improvements have been seen throughout the year in the percentage of complaints completed within deadline.

3.3. The following themes of challenge affected performance across the council in Q3 2023/24 (see Appendix 3 for further details):

- **Ongoing pressure on council resources** – seen particularly within finance, housing and the related area of complaints.
- **Multiple need among resident** – seen particularly in child-friendly mission, eg with respect of persistent absence from schools.
- **Engagement and delivering with partners** – the most common challenge across the board.
- **Staffing** – mainly related to use of agency staff.
- **Data quality challenges** – a growing issue across services.

4. Recommendations

4.1. To review and challenge organisational health performance trends for Q3 2023/24.

5. Implications

5.1. **Financial Implications**

- The cost of providing resources to monitor performance is met within each service's core budget.

5.2. **Legal Implications**

- There are no legal duties upon local authorities to set targets or monitor performance. However, these enable us to strive for continuous improvement.

5.3. **Environmental Implications and contribution to achieving a net zero carbon Islington by 2030**

- There are no environmental impacts arising from monitoring performance. Corporate performance helps the Council to monitor its progress in delivering its environmental objectives.

5.4. **Equalities Impact Assessment**

- The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.
- An Equalities Impact Assessment is not required in relation to this report. Corporate Performance aims to support these duties by monitoring inequalities to enable the Council to improve performance.

6. **Conclusion and reasons for recommendations**

- 6.1. The Q3 2023/24 Corporate Performance update sets out progress against the council's strategic priorities as measured by a suite of corporate objectives and indicators. The Committee is asked to review the update and note and challenge specific performance of the Resources directorate.

Appendices:

- Appendix 1: Q3 23_24 Organisational Health performance narrative
- Appendix 2: Q3 Organisational Health scorecard 23_24
- Appendix 3: Q3 Corporate Overview of performance 23_24

Final report clearance:

Signed by:

Dave Hodgkinson, Corporate Director of Resources

Date: 9 April 2024

Report Author: Joanna Dawes, Corporate Performance Manager

Email: Joanna.Dawes@Islington.gov.uk

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Corporate Performance Update: Q3 (Oct – Dec) 2023-24

ORGANISATIONAL HEALTH *(Resources / Community Engagement & Wellbeing)*

- **Manage our budget effectively and efficiently**
- **Make sure our workforce is diverse, skilled and highly motivated**
- **Harness digital technology for the benefit of the resident**
- **Be open and accountable**
- **Improve the resident experience**

Manage our budget effectively and efficiently *(Resources)*

Key successes

- **General Fund Forecast Outturn Variance from Balanced Budget reduced** from £5.8m in Q2 to £0.4m in Q3. There was a significant gross overspend of £12.4m before applying (a one-off) c£12m of contingencies, bringing the net overspend down to £0.4m. The improvement in position since Q2 followed favourable movements on corporate items including capital financing/interest payable and interest receivable estimates. These improvements were also supplemented with a lower than budgeted pay award and an additional in year grant from the Government.
- The council continues to successfully manage **financial risk associated with debt**. Total debt and the cost of debt servicing as a proportion of core spending power remain lower than in the previous 5 years. This is expected to reverse going forward as the capital programme is delivered and increased borrowing incurred.
- We are on track to exceed our year-end target for the **collection of business rates**.

Key challenges

- **While stable, significant financial challenges exist**. There were improvements within corporate items however these masked a gross directorate problem which worsened by c£0.5m since Q2 to £19.7m.
- **Collection of council tax has fallen slightly** below target making it unlikely that we'll hit our end of year target, based on pre-pandemic levels of collection, but are likely to achieve similar rates to the end of last year. The target is deliberately set above the level set in the budget. The amount of income is sufficient to achieve a balanced budget.

Focus going forward

- The focus going forward is to bring the directorate level overspend down. The budget set for 2024/25 contains growth to deal with recurrent pressures from 2023/24. This means we go in to the new financial year with a clean slate. Managing growing pressures down will help financial sustainability across the Medium Term Financial Strategy (MTFS) period.

Make sure our workforce is diverse, skilled and highly motivated *(Resources)*

Key successes

- **Sickness absence** dropped for the third consecutive quarter to an average of 8.4 days per employee in Q3 and is on track to be lower than last year. This trend was seen across all directorates in the council. Sickness absence in the Council is now considerably lower than the London Councils average (9.27 days) and the public sector as a whole (10.6 days). While short-

term absence increased slightly in Q3 on Q2, which is to be expected in the winter months, the number of staff on long term absence (off for 20+ consecutive days) reduced by 15% (59 people). Long term sickness in Q3 was also nearly 12% (46 people) lower than in Q1. This is good news overall, suggesting that the work of the Employee Relations team in supporting managers with returns to work is helping.

- We continue to see a rise in the percentage of **Black, Asian and Minority Ethnic staff** within the top 5% of earners in the Council. A further increase of 1.4% since Q2 means that this metric is now over 3% above the London Council's average.

Key challenges

- The use of **agency staff** increased in Q3. While this reduced in Q2 (13.94%), it increased in Q3 (16.46%) to be higher than Q1 (14.09%) and is now higher than London Councils average (15%). This trend was seen across all directorates except Adult Social Care, where agency staff reduced from Q1 to Q3 by 1.82%, and Public Health, which had no agency staff in Q1 or Q3. 165 new agency workers were employed in Q3 than Q2. This was driven mainly by an increase in Social and Healthcare Qualified and Admin and Clerical staff. Islington placements over 4 years decreased by 5 in Q3. Job roles over 4 years compare similarly with other London Boroughs with most being in Adult and Children Social Care as well as long-serving Operatives/Drivers.
- **Spend on agency staff** has grown over the year to be 25% higher in Q3 than Q1 and 18% higher than Q2. Homes & Neighbourhoods is the biggest spender by directorate, up by 21% from Q2. It makes up 30% of total spend, driven by more hours, FTE, and timesheets. Carpenter/Multi-trade and other similar jobs added £454K to this area in Q3. Environment & Climate Change is the second biggest spender, at 20% of Q3's total spend (£2.74M). It also had the second highest increase (30.1%) with job titles such as, Loader, Sweeper, and other related jobs adding £411K to this area. Adult Social Care is the third biggest spender, at 14% of total spend for Q3. It had a 9% increase from Q2. Social Workers in Adult Social Care and other similar jobs added £127K to this area in Q3.

Focus going forward

- Reducing **agency usage** remains a priority area. Directorates can access agency data reports, Challenge Panel were completed in Q3, action plans are now in place and quarterly meetings are taking place with Matrix Business Managers to understand and respond to highlighted issues and trends. A new Strategic Resourcing Lead has been appointed and is currently reviewing what initiatives can be taken to reduce agency usage.
- Reducing **long-term absence** remains an area of focus for the Employee Relations team in supporting managers with returns to work.

Harness digital technology for the benefit of the resident

(Resources)

Key successes

The Data Platform programme is delivering 5 use cases, of which two have been delivered in Q3:

- The **Assistive Technology** (AT) programme was run by Adult Social Care (ASC) and its aim was to install tech (alarms, sensors, comms etc...) into the homes of vulnerable elderly people so they may not need much more expensive and disruptive services like domiciliary or even residential care. Our project was to tap into the various recording systems used by ASC and ingest data into the data platform that could then be used to build a Power BI dashboard that shows the KPIs, and other measures used to track performance of the programme.

- The **Finance monitoring** use case's objective was to connect to the Cedar finance monitoring system, ingest approx. 12 database tables, and create 5 data marts that our Finance team can use to create reports and dashboards that would support their monitoring and reporting. The tables and marts have been created; this was the scope of first phase of the project. The Finance team are currently cleansing data in the Cedar system and drawing up the specifications for the reports and measures that they need.

Key challenges

- The number of **down-time incidents** typically affecting more than 100 staff or residents or significantly impairing applications or access increased in Q3 to 19 (from 14 in Q2 and 10 in Q1), although only one breached SLA. So, although the number increased, the impact on residents and staff was relatively low as they were dealt with in a timely manner and resolved within agreed timescales. As with the last quarter, most were caused by hosted platforms and infrastructure. The higher number could also be due to better reporting.

Focus going forward

- To reduce the impact of **downtime incidents**, we continue to work with our suppliers to review and understand their SLA's for dealing with outages.

Be open and accountable

(Resources)

Key successes

- A huge success was achieved in Q3: 90% of **Freedom of Information (FOI) Requests and Subject Access Requests (SARs)** were completed within target time in Q3. This represents a dramatic improvement in performance for SARs (from a low of 65% in 2021/22) and the first time we have hit targets for both set by the Information Commissioner's Office (90%). It follows steady improvements in performance throughout the year for both areas as the services were fully centralised. The number of FOIs received remained constant through the year, suggesting genuine improvements in performance. The number of SARs received in Q2 and Q3 were both lower than in Q1, suggesting improvements in performance and reduced workload were at play. Should numbers increase, it is possible that performance figures could drop again, but the changes in the services will hopefully continue to produce good results.

Key challenges

- Data quality around **members enquiries** is still too poor to accurately report numbers received and % completed within time, although work on the system has resumed and this should improve. In the absence of accurate data, % of completions is thought to be below target.

Focus going forward

- To ensure that improvements on **FOIs** are sustained, the Information Governance team will continue to work with service areas to speed up responses as well as proactively publish more information so that it is readily available.
- To ensure that the improvements to **SARs** compliance are sustained, further improvements in the process are planned for Q4. These include co-locating council scanning services, improving team access to information (where appropriate) and purchasing specialist software to improve the speed and accuracy of redactions.

- As part of our continued recognition of the need to improve & have organisational collaboration and oversight, the Councils Monitoring officer has requested to attend the **Complaints** board at intervals to establish information behind the data.

Improving the resident experience

(Community Engagement & Wellbeing)

Key successes

- Implementation of the resident after-call surveys. All calls scored '0' were listened to and where residents received 1st time resolution and excellent service we share with colleagues. Due to the increase of completed surveys the data is used for feedback and insight into resident opinion of our services officers.
- Upgrade to public pc network and Wi-Fi to improve speed and experience for users.
- Launched a new cloud-based modern intranet, Islington Connect, to replace izzzi, extending access to thousands more staff and establishing new ways of communicating – with 22,463 site visits in its first week in December.
- Held the first all-staff briefing from the Acting Head of Paid Service and CMB, with more than 1,000 joining.
- Established a new CARE internal sub-brand to replace various internal communications and OD logos, colour palettes and sub-brands.
- Launched initial public affairs campaigns around the government's Autumn Statement, Wellington Mews and the Household Support Fund, securing media coverage and a question in the House of Commons.
- Website homepage improvements and search went live.

Key challenges

- IT down time for forms and Civica Pay.
- Delay to launching an internal culture change/transformation campaign tied to the 'six fundamental shifts' in the Islington Together 2030 Plan, due to ongoing discussions around governance and delivery.

Focus going forward

- More detailed reports from 8x8 includes wrap up codes on calls, giving a greater understanding of residents contacting us. We have identified changes to be made in Q4 to for response rates, channel shift via IVR messaging and information.
- Agreeing and launching new strategic narratives to frame external communications around the Community Wealth Building, A Safe Place to Call Home and Greener, Healthier missions.
- Developing recommendations to reduce sub-brands for CMT, and a core brand implementation plan and refreshed set of guidelines.
- Developing a new Communications and Engagement Strategy, working with the Strategy and Engagement service.
- Launching a new 'employer value proposition' sub-brand, and marketing collateral, with the Recruitment service, with a unified look and feel and messaging to support recruitment.
- With a steer/support from the new Chief Executive, review the EPICs, Stars of the Month, and organisational change campaign to align with strategic direction of the council.
- Managing tricky external communications around the council's budget, the Finsbury Leisure Centre proposals and green waste charge proposals.

Resident View – COMPLAINTS (WHOLE COUNCIL)

The number of **stage 1 complaints** continued to grow in Q3, with a 10% increase in the number in the year to date compared to the same period last year. A similar percentage was upheld compared to previous periods. 81% were received by housing. The top three complaints areas remained: responsive repairs, anti-social behaviour and targeted tenancy services.

The number of **Stage 2 complaints** investigated also continues to grow and is 28% higher in the year to date than the same period last year. This was in part attributable to previous backlogs of stage 2 cases. A relatively high proportion (62%) of these were upheld (mostly due to housing) and this year is set to have the highest rate of stage 2 complaints upheld yet (since 2019/20).

In Q3, 90% of **cases escalated from stage 1 to stage 2** were for housing repairs. We continue to see high escalations from stage 1 to 2 for housing complaints currently standing at around 25% against a monthly target of 8%.

Compensation: In the year to date, £103k has been awarded in compensation at stages 1 and 2.

The number of cases initiated by the **Ombudsman** also continues to grow, with more than three times as many cases initiated in the year to date (107) than the same period last year (32). 75% (80) of these were from the Independent Housing Ombudsman. In the year to date, there have been 64 **decisions of maladministration** (uphelds) compared to 7 in the same period last year. 69% (44) of the determinations were from the Housing Ombudsman. The increase in IHO cases can in part be attributed to the backlog of cases held by the Ombudsman. This said, there was a slight decrease in ombudsman maladministration decisions in Q3 with 19 decisions, reflecting improvements in complaint handling and response times.

The **ombudsman decisions** up to Q3 relate to complaints processed from 2020 to date and most reflect issues known during this time. These include **delays in complaint handling, non-compliance to the Housing Ombudsman Code Dec 2020, increase in cases of damp and mould and ASB**. Reoccurring themes include **poor communication, record keeping, complaint handling, following council procedure in respect to ASB and repairs**.

Table: Upheld Ombudsman decisions by Directorate (64) April 2023- Dec 2023

Directorate	Decisions	Service failure
Housing	44	Failures in complaint handling at stage 1 and 2. Responsive repairs (21), including handling of damp and mould, property conditions, Handling of ASB (10), others include homelessness and tenancy matters.
Environment	5	Blue Badge assessments – LA wide increase in complaints to the ombudsman as a recourse to overturn decisions. Ombudsman ordering reassessments of applications.
Adult Social Care	4	Care plan, payments fees and communication.
Children’s Services	3	SEND service – service provision, providing appeal rights.
PFI & TMO	3	Failures in complaint handling at stage 1 and 2. Repairs and property conditions.
Community Engagement & Wellbeing	2	Late stage 2 and usage of community centre.

Community Wealth Building	2	Benefit assessment and planning decision.
Resources	1	Public Report, Council's backlog of Stage 2 complaints.

A high number of ombudsman activity and upheld decisions are expected to be seen in the rest of 2023/24 and into Q1 of 2024/25.

Compliance: Big improvements have been seen throughout the year in terms of the percentage of stage 1 complaints completed within deadline, rising from 28% in Q1 to 83% in Q3. Stage 2 complaints are still being completed within deadline.

Resident view – RESOURCES

- Few stage 1 complaints – reducing throughout the year and on track to have the lowest year to date (since 2020/21), with 8 upheld.
- Few stage 2 complaints received (3), only 1 of which was upheld – again a record low.
- No complaints investigations initiated by the ombudsman.

Resident View – COMMUNITY ENGAGEMENT & WELLBEING

Complaints received included – young people smoking outside of the libraries, Black History Month activities not being displayed on the website, USB port on library pc not working.

To celebrate **National Libraries week** in October users told us why they love libraries, including:

- The wide range of books, resources and services. It also provides an oasis of tranquillity.
- It has very nice books and it has activities some days.
- It is my safe space, my place to get books/graphic novels, print, be calm and enjoy seeing staff (who are excellent).
- When I visit the library, the staff help me and I feel happy, comfortable and able to get all the help and support from staff. Lovely books and a great place for everyone no matter what the age.
- It is real and personal. Not electronic!
- It is local and a core part of my community.

Customer service:

- Thank you once again for providing such a high level of service, and please extend my appreciation to your employee for his outstanding assistance.
- I called the Islington council this after at around 4.09pm and explained that I needed some information about my sister's council tax refund, and that the information was sent to the witness address instead of myself, who is actually the attorney for my sister. Kathy, was very polite, understanding and a very good listener and excellent telephone manner. Who advised me what to do via emailing the appropriate department and updating them. It is not often that council staff get the recognition that they deserve from customers/ clients.

ORGANISATIONAL HEALTH

PI No.	Indicator	Directorate / LBI	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Q1	2023/24 Q2	2023/24 Q3	Better to be	Notes on measure (cumulative / quarterly / rolling), targets (annual / quarterly / longer-term & rationale) and benchmarking	Performance Commentary	If underperforming: Reasons for underperformance and mitigating actions	Directorate Responsible
Manage our budget effectively and efficiently															
All directorates															
R1	Successful management of approved General Fund budget (General Fund Forecast Outturn Variance from Balanced Budget £m)	LBI	-5.5	-8.4	-1.1	-2.1	0	-7.2	-5.8	-0.4	↓	<p>Measure: Each quarter is an estimated year-end position, updated as the financial year progresses. ('-' = underspend; '+' = overspend)</p> <p>Target: Above (-£0m)</p> <p>Target rationale: Break even.</p>	<p>Significant gross overspend of £12.4m before applying (on a one-off basis) c£12m of contingencies, to bring the net overspend down to £0.4m. Improvement in the net position since Q2 due to some favourable movements on corporate items including capital financing/interest payable and interest receivable estimates. The gross directorate position has actually worsened by c£0.5m since Q2 to £19.7m.</p>	<p>Key adverse movements since Q2: Environment and Climate Change: +£0.832m shortfall in income in the Parking account due to a decline in the suspension income forecast. Adults: +£0.543m increase in placement cost above demographic growth allocation due to additional service users and an increase in the acuity of need. Homes and Neighbourhood: +£0.581m overspend in Nightly Booked Temporary Accommodation due to the increasing demand and a rise in cost of private sector landlords and hotel expenses.</p> <p>Key favourable movements since Q2: Forecast underspend of -£0.448m on the Minimum Revenue Provision for debt repayment as a result of reprofiling of the capital programme. Forecast underspend of -£3.259m on General Fund interest payable and -£1.650m for interest receivable. Forecast underspend of -£0.916m compared to the budgetary provision set aside for the 2023/24 Pay Award. Children and Young People: -£0.674m movement in social care placement budget after the application of demographic growth and the reduction in the number of Looked After Children compared to the end of 2022/23.</p>	Resources
R2	Non-ringfenced reserves as % of net revenue expenditure	LBI	37%	38%	67%	85%	44%	Annual measure - reported in Q4			N/A	<p>Target: In development, due to be agreed by Full Council in Q4.</p> <p>Measure: Annual, reported in Q4 as accounts close</p> <p>Benchmark: 82.6% (Oflog, median of CIPFA nearest neighbours, 2021/22)</p>	<p>At 2022/23 Outturn, earmarked reserves fell which can be a sign of financial distress, however the 2023/24 budget was set on the basis that the authority has sufficient reserve balances. Quarterly monitoring reports currently forecast a decrease in General Fund earmarked reserves for the end of the year. Further overspends would further impact reserves. Resilience in reserves is a vital part of the budget process and maintaining reserves is a key MTFs principle. The significant expenditure pressures and income shortfalls incurred as a result of COVID-19, the high levels of inflation and the sustained economic downturn have highlighted the underlying level of risk in the council's budget and the importance of maintaining sufficient reserves.</p>	Resources	
R3	Non-ringfenced reserves as % of service spend	LBI	31%	30%	46%	63%	34%	Annual measure - reported in Q4			N/A	<p>Target: In development, due to be agreed by Full Council in Q4.</p> <p>Measure: Annual, reported in Q4 as accounts close</p> <p>Benchmark: 63.3% (Oflog, median of CIPFA nearest neighbours, 2021/22)</p>	Resources		
R4	Social care spend as % of core spending power	LBI	68%	69%	71%	78%	74%	Annual measure - reported in Q4			↓	<p>Measure: Annual net expenditure, reported in Q4 as accounts close. (Children's + adults' social care spend). Core spending power for 23/24 = £290.061m</p> <p>Target: Underdevelopment</p> <p>Benchmark: 62.3% (Oflog, median of CIPFA nearest neighbours, 2021/22)</p>	<p>Social Care spend continues to be a high percentage of overall service spend, this has increased year on year since 2018/19 (albeit a reduction in 2022/23). This poses a considerable risk to the Council as these are demand led statutory services and costs are continuing rise both in terms the needs of existing service users and numbers of new service users.</p>	Resources	
R5	Debt servicing as % of core spending power	LBI	6.7%	6.7%	6.5%	6.3%	5.3%	2.0%	2.9%	3.2%	↓	<p>Measure: Total interest paid and accrued on treasury debt year to date (£m) / annual core spending power.</p> <p>Benchmark: 8.5% (median of CIPFA nearest neighbours, Oflog, 2021/22) (Oflog: Islington = 6.9%, 2021/22)</p>	Resources		
R6	Total debt as % of core spending power	LBI	130%	153%	154%	113%	108%	95.0%	92.2%	106.0%	↓	<p>Measure: Gross borrowing (year to date) / core spending power.</p> <p>Benchmark: 272.0% (median of CIPFA nearest neighbours, Oflog, 2021/22, Islington = 268.3% 2021/22). Note: Oflog uses Capital Finance Requirement (CFR) at 31 March (£m) / annual core spending power for the following financial year. CFR is a proxy measure for debt, measuring how much planned capital expenditure we don't have financing for rather than our actual borrowing. Reported here is actual borrowing (gross borrowing) which can be reported qly. Benchmark is unavailable for this, so using Oflog's snapshot benchmark for 2021/22.</p>	<p>Total debt as a proportion of core spending power has reduced over the past three years and the cost of debt servicing as a proportion of core spending power has reduced over the past 5 years. Both measures were lower for 2022/23 than any other year reported (going back to 2018/19). This shows that the council is successfully managing financial risk associated with debt.</p>	Resources	
R7	Treasury investments: Compliance with required prudential and treasury management indicators (eg. debt levels and exposure to credit risk, liquidity risk, interest rate risk and refinancing risk)	LBI					100%	N/A	100%	100%	↑	<p>Measure: Numbers of indicators with which we are compliant (total of 6 indicators)</p> <p>Target: 6 (100%)</p> <p>Target rationale: Aiming for 100% compliance</p>	(Any areas of non-compliance to be described in the commentary)	Resources	
R8	Percentage of council tax collected in year.	LBI	96.1%	95.3%	93.7%	94.1%	94.4%	25.8%	48.4%	71.9%	↑	<p>Measure: Cumulative; current Q is an estimate</p> <p>Annual target: 95.3% by 31st March 2024</p> <p>Profiled targets: Q1:25.3%; Q2:49.1%; Q3:72.5%; Q4:95.3%</p> <p>Target rationale: Targets are the collection rates achieved in 2019/20 (last FY before COVID).</p> <p>Benchmark: 95.0% (.gov.uk, mean of London boroughs, 2022/23)</p>	We are not likely to meet our year-end target	<p>We have deployed all the known legal and behavioural collection activities used by the other London Boroughs and we will continue to use these. Unfortunately, once our legal enforcement and collection techniques have been exhausted we have no further means to compel payments of monies owed.</p>	Resources
R9	Percentage of business rates collected in year	LBI	96.6%	96.7%	93.0%	93.6%	94.6%	33.2%	56.5%	78.1%	↑	<p>Measure: Cumulative; current Q is an estimate</p> <p>Annual target: 96.7% by 31st March 2024</p> <p>Profiled targets: Q1:26.2%; Q2:52.8%; Q3:76.1%; Q4:96.7%</p> <p>Target rationale: Annual and profiled targets are the collection rates achieved in 2019/20 (the last FY before COVID).</p> <p>Benchmark: 96.2% (.gov.uk, mean for London boroughs, 2022/23)</p>	We are on track to exceed our year-end target.	Resources	

PI No.	Indicator	Directorate / LBI	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Q1	2023/24 Q2	2023/24 Q3	Better to be	Notes on measure (cumulative / quarterly / rolling), targets (annual / quarterly / longer-term & rationale) and benchmarking	Performance Commentary	If underperforming: Reasons for underperformance and mitigating actions	Directorate Responsible
R10	Percentage of invoices from local suppliers paid within 10 days	LBI	No data	No data	No data	No data	87%	91%	88%	91% (October)	↑	Measure: Quarterly Target: 90% Target rationale: Ambitious yet achievable. Benchmark: N/A	Data not available for the whole of Q3 due to a glitch in the reporting process. Work is under way to resolve ASAP when the data will be updated. Data is available for October - the first month in the Q - for which performance was better than target.		Resources
Harness digital technology for the benefit of residents and staff															
R11	Number of successful cyber attacks	LBI	No data	No data	No data	No data	0	0	0	0	↓	Measure: Quarterly Target: 0 Target rationale: Aim is to prevent all cyber attacks Benchmark: N/A	There were no successful cyber attacks this quarter.	N/A	Resources
R12	Number of priority 1 incidents per quarter which typically affect more than 100 staff or residents or significantly impairs applications or access. Annual figure is average for the year.	LBI	N/A	N/A	14	15	18	10	14	19	↓	Measure: Number of outages per quarter. Annual figure is the average over all quarters. Quarterly target: under 12 Benchmark: N/A	We experienced a higher number of P1s than target in Q3, although only 1 breached SLA. As with last quarter most were caused by hosted platforms and infrastructure. We continue to work with our suppliers to review and understand their SLA's for dealing with outages. The higher number of P1s could also be due to better reporting. While the number of P1's may look high, the impact on residents and staff is relatively low because they are managed and dealt with timely manner and resolved within agreed timescales.	We continue to work with the relevant teams and suppliers to improve, especially where the cause is Change implementation or server reboot related. This is reflected in the actions recorded in the Major Incident Review document created following each P1 event.	Resources
Make sure our workforce is diverse, skilled and highly motivated															
R13	Average number of days lost per year through sickness absence per employee (in previous 12 month rolling period)	LBI	10.8	10.7	7.4	8.0	8.6	9.8	8.7	8.4	↓	Measure: Rolling 12 month period. Target: A new target is proposed of 'below London Councils' average' to update the legacy target pre-dating 2020 of 7.5 days (not adjusted to account for Covid absence). Benchmark: London Councils 2022/23 average 9.27 days (Councils' ranges are 3.93-12.8 days). CIPD Average days lost to sickness is 7.8 days across all sectors and 10.6 days in the Public Sector.	Sickness absence figures have reduced slightly from 8.7 days in Q2 to 8.4 days in Q3. This is below the London Councils' average of 9.27 days for 2022/23. Whilst short term absence has increased slightly this quarter, total long term absence (days) has reduced by 15% and the number of staff on long term absence has been reduced by 5%.		Resources
R14	Percentage of workforce who are agency staff (by FTE)	LBI	10.93%	10.63%	12.60%	11.84%	12.39%	14.09%	13.94%	16.46%	↓	Measure: FTE of agency workers working on a representative day in the final month of the period as a % of the total FTE (LBI FTE + Agency FTE). Target: A new target is proposed of 'below London Councils' average' to update the legacy target pre-dating 2020 of 10% as an aspirational target. Benchmark: London Councils 2022/23 median = 15%	There were 165 new agency workers in Q3 There has been an overall increase in average no. submissions due to the increase in Social and Healthcare Qualified orders in Q3 and an increase in average submissions within the Admin and Clerical category. Islington placements over 4 years has decreased by 5 in Q3. Job roles over 4 years compare similarly with other London Boroughs with most being in Adult and Children Social Care as well as long-serving Operatives/Drivers.	To improve performance, Directorates are able to draw down agency data reports, Challenge Panel Action Plans are now in place, quarterly meetings take place with Matrix Business Managers to understand and take timely action in response to highlighted issues and trends.	Resources
R15 (a)	Percentage of Black, Asian and Minority Ethnic staff within the top 5% of earners	LBI	20.2%	19.3%	21.5%	26.4%	27.2%	30.2%	31.4%	32.8%	↑	Measure: Top 5% of earners when employees are ranked in order of basic gross pay (fte). Measure is made at period end date. Target: 21.7% Benchmark: London Councils 2020/21 average 20.22%. (Councils' ranges are 9.3%-33.9%)	We continue to see a rise in the percentage of Black, Asian and Minority Ethnic staff within the top 5% of earners in the Council. A further increase of 1.4% since the last Qtr means that we remain over 11% above our target and the London Council's average.		Resources
R15 (b)	Percentage of disabled staff within the top 5% of earners	LBI	5.8%	5.8%	7.6%	8.0%	7.4%	12.1%	11.1%	11.8%	↑	Measure: Top 5 % of earners when employees are ranked in order of basic gross pay (fte). Measure is made at period end date. Target: 6.3% Benchmark: London Councils 2020/21 average 13.65% (Councils' ranges are 3.5%-26.35%)	We remain significantly above the target of 6.3%. We have a communications plan and project to increase the amount of staff who are sharing equality data with us, including any disability. We are continuing to build a culture where people with disabilities can thrive and progress in their careers.		Resources
R16	Number of external starts to the council's apprenticeship programme	LBI	53	32	37	24	30	6	4	7	↑	Target to be developed for 2024/25, following the dropping of the national target.		N/A	Resources
R17	Number of internal starts to the council's FUSE apprenticeship programme	LBI	53	62	30	61	76	2	8	21	↑	Target to be developed for 2024/25, following the dropping of the national target.		N/A	Resources
Be open and accountable															
R19 (a)	Number of Freedom of Information (FOI) requests received	LBI	2055	2041	1639	1876	1899	529	547	530	N/A	No target	N/A		Resources
R19 (b)	Percentage of FOIs completed within target (20 working days)	LBI	80%	86%	79%	82%	88%	82%	88%	90%	↑	Target: 90% (set by the Information Commissioner's Office)	The responsibility for responding to FOIs is now fully centralised with the final areas coming into the Information Governance team in October 2023. The number of requests continues to be high and whilst there have been some areas where compliance dipped below target, the council has achieved the target of 90%. To ensure that this improvement is sustained, the team are continuing to work with service areas to speed up responses as well as working on the proactive publication so that information is more readily available.	N/A	Resources
R20 (a)	Number of Subject Access Requests (SARs)	LBI	574	340	242	319	371	151	102	105	N/A	No target	N/A	N/A	Resources
R20 (b)	Percentage of SARs completed within target (one calendar month)	LBI	70%	80%	79%	65%	73%	67%	74%	90%	↑	Target: 90% (set by the Information Commissioner's Office)	The responsibility for responding to SARs is now fully centralised, with the final areas coming in to the Information Governance team in October 2023. The team have worked incredibly hard to improve compliance and have reached the target of 90% for the first time. This is an increase of 33% compliance since quarter 1. To ensure that the improvements to compliance are sustained the following changes are due to be progressed and/or implemented during quarter 4: Changes to the scanning process with members of the team being located with the scanning service at the Town Hall; members of the team to obtain access to line of business systems (where appropriate) so that information can be downloaded by the team; specialist redaction software to be purchased to help improve speed and accuracy of redactions.	N/A	Resources
R21	High risk breaches reported to the Information Commissioners Officer (ICO)	LBI	0	1	1	5	1	0	0	1	↓	No target	One incident was reported on 20 December 2023 - the ICO closed this with no further action on the 4 January 2024.	N/A	Resources

PI No.	Indicator	Directorate / LBI	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Q1	2023/24 Q2	2023/24 Q3	Better to be	Notes on measure (cumulative / quarterly / rolling), targets (annual / quarterly / longer-term & rationale) and benchmarking	Performance Commentary	If underperforming: Reasons for underperformance and mitigating actions	Directorate Responsible
Resident experience															
CEW12	Access Islington Resident Satisfaction		92%	93%	96%	98%	96%	93%	94%	93.32%	↑	Target is >90% per annum	Our Team Managers continued to monitor the quality of calls. However, the introduction of 8x8 has enabled a new end of call survey to be introduced, which will be used to monitor and measure resident satisfaction going forward.		Community Engagement & Wellbeing

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Corporate Performance Update: Q3 (Oct – Dec) 2023-24

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1. Corporate Overview

1.1. At-a-glance status on delivering the 2030 missions

This section shows at-a-glance how on-track the council is in delivering work around our missions and programmes. Each programme area is RAG-rated based on the indicators for that programme, an arrow indicates change from the previous quarter and commentary is given around the key areas of challenge / risk. The performance narratives in section 2 contain more details.

	CHILD-FRIENDLY ISLINGTON	Owner/s:
→	<p>Resilient children and families 6 green, 1 amber, 3 red</p> <p>There continues to be strong performance in reducing the number of Looked After Children (excluding Unaccompanied Asylum-Seeking Children), with this falling further this quarter.</p> <p>There is a concern over % of re-referrals to children’s social care for Black-Caribbean children and young people, which went over target in Q3 as the gap widened between this group and the overall cohort. Re-referrals audited by Senior Managers revealed a theme of neglect relating to parental mental ill-health. A report on this and further findings is due to be produced for March.</p> <p>Children who became a repeat subject of a Child Protection Plan improved on the previous two quarters but remains over target.</p> <p>Although over the local target in Q3, number of Repeat young offenders remains low and YJB figures show Islington is performing well compared to London and nationally.</p>	Children & Young People
→	<p>Lifelong learning skills and enrichment 5 amber, 5 red</p> <p>While reported period’s suspension figures were still above inner London target, the latest unpublished figures show improvement in the secondary sector showing the interventions are having effect. School attendance rates remain not good enough and are a key priority in the Council’s Education Plan. A series of actions are in place and planned.</p> <p>Take up of 2-year-old FEEE places by low-income families, children with Special Educational Needs or Disabilities (SEND) and children who are looked after is</p>	Children & Young People

	<p>lower than the take up during the same period last year. A plan is in place and we expect to be back on target by Summer.</p> <p>Key Stage 2 - % of children achieving expected standard in RWM (Reading, writing, maths) is off-target, with six schools reducing the Islington average to below the Inner London figure. Four have been placed in School Improvement Groups and the Islington Professional Partner (IPP) programme; one is being proposed to close, the last is in the IPP programme.</p>	
→	<p>Progressing well to adulthood, independent and fulfilled lives</p> <p>No metrics updated this quarter.</p>	Children & YP

	SAFE PLACE TO CALL HOME	Owner/s:
→	<p>Building new homes (All annual measures)</p> <p>One pilot scheme completed and 7 schemes under construction. continue to be completed and in pipeline.</p> <p>Ongoing challenges in the construction industry in the current economic climate are impacting our ability to bring forward schemes that are affordable and delaying and increasing costs to schemes currently under construction. We are establishing a programme of Pipeline schemes to meet the Council's manifesto ambition.</p>	Community Wealth Building
→	<p>Preventing rough sleeping 5 red</p> <p>Islington is managing this area well in the face of significant challenge. The numbers in temporary accommodation are the highest in the country's history yet Islington has significantly fewer people in TA than London as a whole and has reduced the numbers of households in TA. Rough sleeping increased in London but reduced in Islington.</p> <p>Challenges continue with increasing homelessness presentations. The percentage of homeless decisions made in the target timeframe has seen a further decrease in Q3. The service continues to experience a significant increase in demand as homelessness increases across the borough and London as a whole. Homeless decisions made is an area of focus, with staffing solutions, use of private rented sector properties and a new housing allocations scheme.</p>	Homes & N/hoods
→	<p>Ensuring trusted landlord services 1 red, 1 amber, 1 green</p> <p>The proportion of our non-decent social housing stock reduced this year – now at 5% of our social housing stock (2022/23: 12%).</p> <p>Percentage of repairs fixed first time remains above target and satisfaction with the repairs service remains slightly under target. Although strong on emergency repairs performance, non-emergency repairs require improvement.</p> <p>The quality of homes including management of damp and mould remains a challenge and key focus. High volumes of damp and mould work continue. A challenge remains of providing lettings to tenants transferring to alternative accommodation with a continued focus on under occupiers and use of the mutual exchange scheme, but issues of reducing overall supply and increasing demand on social homes makes this an ongoing challenge.</p>	Homes & N/hoods
↑	<p>Making our communities safer 3 green, 2 red</p> <p>Strong performance continues around the Community MARAC scheme, food inspections and issuing private sector housing licences.</p> <p>Challenges exist around increasing the reporting of domestic abuse offences and inspecting private sector housing.</p>	Homes & N/hoods / Children & Young People

	COMMUNITY WEALTH BUILDING	Owner/s:
→	<p>Economic wellbeing 6 green, 3 amber, 7 red</p> <p>Performance continues to be strong on securing employment and additional benefits for Islington residents. The main challenges are:</p> <p>The number of apprenticeship starts – both for Council apprenticeships and with external employers – continues to be below target. However, we are on track to meet the manifesto target. We are reviewing the delivery model to identify areas for improvement.</p> <p>The number of residents supported into work through Council contracted employers and, linked to this, the number of entry level jobs and sub-measures, continue to be below track, largely due to data reporting issues. We have revised our methodology for collecting data and anticipate that in Q4 we will begin to see improvements.</p> <p>The number of employers achieving London Living Wage accreditation is off track to meet the end of year target, however, we are making progress towards the manifesto pledge. Actions in place are beginning to take effect.</p>	Community Wealth Building
→	<p>Inclusive economy 5 green, 1 red</p> <p>Performance continues to be strong in delivering social value through our Affordable Workspaces and in supporting entrepreneurs from under-represented backgrounds. The main challenge is brokering opportunities through Inclusive Economy & Jobs.</p>	Community Wealth Building
→	<p>Progressive procurement (Annual indicators)</p> <p>Work is continuing and on track in implementing the Progressive Procurement Strategy.</p>	Community Wealth Building
→	<p>Social and economic infrastructure 3 green</p> <p>Our planning application processes continue to perform well.</p>	Community Wealth Building

	GREENER, HEALTHIER ISLINGTON	Owner/s:
→	<p>Reducing Greenhouse gas emissions 1 green, 1 red</p> <p>Performance continues to be strong around reducing carbon emissions for our operational council building. The challenge continues to relate to carbon emissions from the council fleet and will continue until a drop-off in repairs rental vehicles by Homes and Neighbourhoods.</p>	Environment & Climate Change (CWB)
↓	<p>Keep the streets clean and promote recycling 2 green, 5 amber, 1 red</p> <p>Performance remains strong on misted waste collections and improved in Q3 on commercial waste recycled and composted.</p> <p>While performance is improving on both residential recycling and residual waste rates, we continue to be significantly short of the end of year target. Performance dropped in Q3 on surveyed street cleanliness levels from its usually invariant high level of performance, but we expect to recover performance in Q4 and for the year overall except in fly-posting which incidence has seen a significant rise.</p>	Environment & Climate Change (Homes & N/hoods)
→	<p>Safer and easier travel 2 amber</p> <p>The programmes for installing both Electric vehicle charging points and Secure cycle parking facilities have both experienced delays due to a range of reasons including staffing issues. Both targets for 23/24 are now expected to be met or exceed in the Summer.</p>	Environment & Climate Change (CWB)
	<p>Access to high quality leisure facilities 1 green</p>	Environment & Climate

	Leisure visits improved to lift us just ahead of profiled target for the first time this year. Plans are in place to strengthen our offer to residents, particularly in Sobell.	Change (H&N)
	Promote independence and wellbeing 2 green, 5 amber, 2 red Results of the Adult Social Care Survey and early results from the Survey of Adult Carers in England show improvements in performance compared to previous years. The Take Home & Settle pilot model continues to have high levels of referrals and is delivering savings. The hospital discharge team continue to deliver positive impact, with high levels of discharges and a period the lowest number of people delayed in hospitals. Progress has been made in Q3 on ensuring that eligible people with a learning disability receive a CHC (continuing health care) status and associated funding. Reablement is an important service as it supports residents to remain independent, but the service faces challenge including creating consistent demand to maximise efficiency of delivery. We are reviewing how hours are allocated to the enablers and the current software package and hope to see improvement in Q4. Safeguarding performance for Mental Health , in reducing or removing risk has not met the target this quarter. An action plan is in place with the MH Trust to support improvement in this area.	Adult Social Care
	Support people to live healthy lives 6 green, 1 amber Strong performance continues across activities. The principal concern is around the level of population vaccination coverage of DTap/IPV/Hib3 at 12 months, which dropped slightly this q, remains below target, although is in line with London rates. A community event is planned to ensure raising awareness of the safety and importance of vaccines.	Public Health

	FAIRER TOGETHER	Owner/s:
→	Empowering strong and supportive communities 4 green, 1 amber Strong performance continues around libraries and engaging residents and the culture sector on the Imagine Islington Strategy,	Community Engagement & Wellbeing
→	Delivering high quality joined-up early intervention and prevention services 3 green Strong performance continues with the Bright Lives coaching service , training professionals in anti-racist practice and delivering Becoming a Man in schools.	Community Engagement & Wellbeing

	ORGANISATIONAL HEALTH	Owner/s:
→	Manage our budget effectively and efficiently 2 green, 2 amber General Fund Forecast Outturn Variance from Balanced Budget reduced to £0.4m in Q3. While stable, significant financial challenges still exist. Collection of council tax fell slightly making us unlikely to hit our end of year target of pre-pandemic levels, but we are likely to achieve similar rates to the end of last year. The amount of income is sufficient to achieve a balanced budget. Continued strong performance on collection of business rates .	Resources
	Harness digital technology for the benefit of the resident 1 green, 1 red	Resources

→	No successful cyber-attacks but outage incidents were up. As only one breached SLA, the impact on residents and staff was relatively low. Most continued to be caused by hosted platforms and infrastructure. We continue to work with suppliers to review their SLA's for dealing with outages.	
→	<p>Make sure our workforce is diverse, skilled and highly motivated 3 green, 1 red</p> <p>Sickness absence dropped for the third consecutive quarter and is on track to be lower than last year. This trend was due to fewer staff on long-term sick, suggesting that supporting managers with returns to work is helping.</p> <p>The main concern continues to be use of agency staff, which increased in Q3 to be the highest level this year and we are now above London Council's average. Reducing this is a priority. Challenge Panel Action Plans are now in place and quarterly meetings are taking place with Matrix Business Managers to understand and respond to highlighted issues and trends.</p>	Resources
↑	<p>Be open and accountable 2 green</p> <p>We hit the ICO's target for completing both FOIs and SARs within target time this quarter. This is a huge success and the first time we have hit both targets. Performance improved throughout the year as service changes were implemented. Further improvements are planned to maintain performance levels.</p> <p>Data quality around members enquiries is still too poor to accurately report numbers received and % completed within time, although work on the system has resumed and this should improve. In the absence of accurate data, % of completions is thought to be below target.</p>	Resources
→	<p>Improving the resident experience 1 green</p> <p>Satisfaction with Access Islington continued to hit target this quarter. However, the challenges around complaints continued and are set to continue. These are set out in the resident view section and Organisational Health narrative.</p>	Community Engagement & Wellbeing

1.2. Key themes of challenge for Q3 2023/24

As in previous quarters, this section draws out themes of challenges shared by services in Q3. The narratives in Section 2 hold more information on each. The point of this exercise is to enable consideration of similar types of challenges collectively as a council to identify more efficient and impactful approaches to improvement. Five themes of challenge for Q3 are:

- **Ongoing pressure on council resources**
- **Multiple need**
- **Challenge in engagement and delivering with partners**
- **Staffing challenges**
- **Data quality challenges**

1. Ongoing pressure on council resources

There are a number of areas for the council, mainly in **housing**, where performance is affected by a continued increase in need and which drive knock on effects, such as on **finance, carbon emissions** and **complaints**. A clear foreseeable end to the factors driving the increasing pressures does not currently exist and mechanisms are not currently in place to limit or counterbalance the need. This is not altogether an Islington-specific challenge, with national trends involved. Improvements are likely to require fundamental change.

There continues to be an increase in **homelessness presentations** and **temporary accommodation** nationally. In Islington we believe this is due to a combination of domestic abuse, an increase in Section 21 notices, the cost-of-living crisis and properties being in disrepair (damp/ mould/ condensation). The percentage of **homeless decisions** made in the target timeframe saw a further decrease in Q3 as the service continues to experience a significant increase in demand as homelessness increases across the borough and London as a whole. Lettings to **transferring tenants** is a challenge due to prioritising lettings to statutory homeless households and the year-on-year reductions in the number of social housing properties available to let. The service continues to focus on under occupiers to release larger properties for households that need them and encourage social housing tenants to consider the mutual exchange scheme. The **quality of our homes** including the management of **damp and mould** is a key challenge and focus and **non-emergency repairs** require increasing investment levels. The number of damp and mould inspections in Q3 was more than double this time last year. Non-emergency repairs performance is lower than the London median, related to an increase in demand for repairs due to a need to invest in the stock and damp and mould. The service is increasing investment levels, but these are still below required levels. The service uses vulnerability data to prioritise residents during peaks in demand. The need for more repairs vehicles is stalling the council's reductions of **carbon emissions from the Council's fleet** and is expected to do so for the foreseeable future until the number of rental vehicles drops-off.

Challenges are reflected in the growing number of **complaints** received at all three stages, with housing receiving most and the top three complaints areas: **responsive repairs, ASB and targeted tenancy services**. Ombudsman decisions up to Q3 relate to complaints processed from 2020 and relate to issues including **delays in complaint handling, non-compliance to the Housing Ombudsman Code Dec 2020, increase in cases of damp and mould and ASB**. Reoccurring themes include **poor communication, record keeping and complaint handling**. Based on the ombudsman report published in Q3 and internal monitoring, complaints performance requires improvement.

While stable, significant financial challenges exist. The gross directorate problem worsened by c£0.5m since Q2 to £19.7m although this was masked by improvements within corporate items.

Need to respond to climate change continues to grow and we are scoping **climate adaptation needs** but this is impacting on our ability to focus on **climate mitigation**. Recruitment is underway to bring in additional staff to the climate action team. Public health has allocated a data analyst and an intern to support.

2. Multiple need

A couple of council (and partner) services are experiencing performance trends driven by multiple and complex challenges for particular groups of residents. There can be a lack of clarity over what is causing the problem exactly or what action is needed and can seem 'stuck'. Improvement requires an understanding of the complex factors involved but may not require systemic change.

The gap widened in Q3 between **Black-Caribbean children and young people receiving a re-referral to children's social care** and the group of re-referrals as a whole. Audits of re-referrals revealed a theme of neglect relating to parental mental ill-health. Research links parental mental ill health and experiences of discrimination and also connects deprivation and discrimination. FSM data shows that that black families have high rates of eligibility and higher rates of deprivation. They also experience higher rates of discrimination.

School **attendance** rates in Islington remain not good enough and this has been identified as one of six key priorities in the Council's Education Plan. A conference, *Attendance Matters*, took place in January 2024 in the Assembly Rooms with all schools invited, where the Children's Commissioner for England emphasised the need for attendance to be recognised as a protective characteristic for our most vulnerable children. The conference included workshops on Parental Mental Health and absence for minor illness as barriers identified by schools. Although the position is not good enough, there is variability in absenteeism across our schools. All schools have been individually RAG-rated with intense support targeted to those with the highest levels of persistent absence (Targeting Support Meetings). Inclusion hubs have been established as a forum to share and build capacity across schools and facilitate the sharing of what works in those schools that are recurrently achieving high attendance rates (communication and advice). Other actions include:

- Rigorous tracking of local attendance data to identify pupil cohorts / characteristics on which to focus and unblock any area wide barriers to attendance.
- Ensuring multi-disciplinary support for families e.g., providing access to early help support workers to work intensively with families to provide practical whole-family support where needed to tackle the causes of absenteeism and unblock the barriers to attendance (through Bright Futures offer).
- Legal intervention as a last resort and where voluntary support has not been successful or engaged with.
- Particular focus on monitoring and improving the attendance of children with a social worker / looked after through the Virtual School.

3. Challenge in engagement and delivering with partners

A wide range of areas are challenged to deliver to the extent planned, as performance is reliant on others or is limited by resources: **Household recycling and waste reduction; construction of new homes; take-up of vaccinations; take-up of 2-year-old FEEE places by low-income families, children with Special Educational Needs or Disabilities (SEND) and children who are looked after;** expected standards in **Reading, Writing and Maths at key stage 2;** the number of **London Living Wage entry level jobs and apprenticeship starts;** a **legal process continues with the Bunhill 2 heat network contractor;** and **down-time incidents** were up in Q3 caused by hosted platforms and infrastructure.

We are still significantly short of the targets for **household recycling rate and residual waste per household.** The **construction industry** is experiencing several challenges in the current economic climate, which is impacting our ability to bring forward schemes that are affordable, delays and increasing costs to schemes currently under construction. Anxiety around attending health settings may continue to affect uptake of **immunisations.**

There is ongoing evaluation of data on the **take-up of 2-year-old FEEE places by low-income families, children with Special Educational Needs or Disabilities (SEND) and children who are looked after** to understand patterns and trends. This will inform our engagement strategy and we are working closely with providers where take up is lowest to increase awareness of the offer for families. There is careful messaging regarding the childcare expansion launching in April to ensure that all families are aware of their entitlement and know how to access the broad offer to ensure this does not further impact take up for the benefit related 2-year-old offer. The expected standard in **Reading, Writing and Maths at key stage 2** across all schools is affected by six schools reducing the Islington Average to below the Inner London figure. Four of the six schools have now been placed in School Improvement Groups (SIGs) with an assigned Islington Professional Partner (IPP). one is

undergoing school organisation proposals to close, and the last one is now in Wave 2 of the IPP programme.

The number of **apprenticeship starts** – both for Council apprenticeships and with external employers – continues to be below target. We are in the process of reviewing the delivery model for our apprenticeships programme to identify areas for improvement to boost outcomes. The number of **employers achieving London Living Wage accreditation** is off track to meet the target. We are working to incentivise delivery partners to achieve living wage outcomes for their clients and this is having some effect. **Finding spaces** is also a challenge to support a more **diverse range of business start-ups** and entrepreneurs across a range of sectors.

Legal process continues with the **Bunhill 2 heat network contractor**, with a risk of further action, but also with the council engaging an expert witness and taking counsel advice to inform its own legal strategy.

The number of **down-time incidents** typically affecting more than 100 staff or residents or significantly impairing applications or access increased in Q3 to 19 (from 14 in Q2 and 10 in Q1), although only one breached SLA. So, although the number increased, the impact on residents and staff was relatively low as they were dealt with in a timely manner. As with the last quarter, most were caused by **hosted platforms and infrastructure**. The higher number could also be due to better reporting.

4. Staffing challenges

The use of **agency staff** remains a key challenge. Even though this reduced in Q2, it increased in Q3 to be higher than Q1 and is now higher than London Councils average (15%). Driven mainly by an increase in Social and Healthcare Qualified and Admin and Clerical staff, the trend was seen across all directorates except Adult Social Care, where agency staff reduced slightly from Q1 to Q3 and Public Health, which has no agency staff. 165 new agency workers were employed in Q3 than Q2.

Several services raised specific staffing challenges: The programme of **secure cycle parking facilities** on our streets is substantially delayed as a result of staff being reallocated to the e-hire bike parking bay pilot and wider staffing shortages. **Surveyed street cleanliness levels** significantly declined in Q3 across all four categories of litter, detritus, graffiti and flyposting. This is attributed to a combination of high levels of agency cover due to leafing in conjunction with the lower number of supervisory inspections. However, we do expect performance to recover in Q4 and for the year overall to meet the targets except in fly-posting which has seen a significant rise. **Reablement** is experiencing challenge in creating consistent demand to maximise efficiency of delivery. There is a focus on improving the level of actual hours delivered against the hours we planned to deliver. This is being done by reviewing how hours are allocated to the enablers and reviewing the current software package.

5. Data quality challenges

A growing number of service areas are raising challenges around collecting high quality and timely data, which can sometimes affect captured performance levels.

We are aware data quality problems with some of our **tenancy satisfaction measures**. There are also known methodology and data quality challenges with monitoring **complaints** data to TSM requirements. Improvements are being made in this area on data capture.

In Adult Social Care, data quality is a challenge for both performance and finance and improving data quality is a key priority. A data quality action plan and strategy has been developed with a dedicated coordinator to drive the system and practice changes. **Safeguarding performance** for the indicator focusing on risk being removed or reduced, has not met the Q3 target. Q1 was the first quarter the Mental Health Trust followed the new reporting method for monitoring safeguarding performance since the cyber hack on their case management system and the move to a new one. Although reporting has improved, there are ongoing challenges with validations and data quality. To support improvement in this area, there is an agreed action plan in place with the MH Trust.

The number of **residents supported into work through Council contracted employers** and, linked to this, the number of entry level jobs, both continue to be below track, largely due to data reporting issues. We have revised our methodology and anticipate that in Quarter 4 we will begin to see increased returns.

In Public Health, **the MMR vaccine (measles, mumps and rubella)** data for Q2 is unavailable due to data issues which is being reviewed by the HealthIntent team. The **Stop Smoking service** is facing the challenge of verifying quit outcomes, reflective of national trends. This is because service users prefer remote support instigated during the pandemic, despite the increased offer of face-to-face support in GPs and pharmacies, which does not enable the service to verify quits using carbon monoxide (CO) testing.

1.3. The external view

Resident view – complaints overview

- The numbers of complaints received at all three stages of the complaints process continue to grow.
- Housing continues to represent most (81%) stage 1 complaints with the top three complaints areas being responsive repairs, ASB and targeted tenancy services. 90% of cases escalated from stage 1 to stage 2 were for housing repairs.
- 75% (80) cases initiated by the Ombudsman were from the Independent Housing Ombudsman. In the year to date, 69% (44) of the determinations were from the Housing Ombudsman.
- Ombudsman decisions up to Q3 relate to complaints processed from 2020 to date and most reflect issues known during this time, including **delays in complaint handling, non-compliance to the Housing Ombudsman Code Dec 2020, increase in cases of damp and mould and ASB**. Reoccurring themes include **poor communication, record keeping, complaint handling, following council procedure in respect to ASB and repairs**.

More details on complaints performance are in section 2.

Media coverage

The most significant media coverage in Q3 included:

- Coverage in [Public Finance](#) of the council's call for Government to allow councils to spend **right-to-buy receipts** flexibly to build more **genuinely affordable homes**.
- [Coverage in London media](#) of the council **buying back 310 homes** for homeless families and Afghan refugees.
- Extensive coverage in London media of the [murder of 21-year-old Mohamed Abdi-Noor](#) in Tufnell Park Road.

- Extensive coverage in London media of [vandalism of menorah lights](#) at Islington Green.
- Extensive coverage in national media about [alleged assault of a pupil](#) at Christ The King School.

1.4.Oflog

This is a new section this quarter to help keep CMT abreast of the growing set of metrics on Oflog's Data Explorer tool along with key implications.

As a reminder, [Oflog](#) is the Government's new office for Local Government, tasked with: 1) better using the data already available to Government to increase understanding about the performance of local authorities, 2) warn when authorities are at risk of serious failure, and 3) support local government to improve. To achieve its purpose, Oflog has launched a [data tool](#) of metrics comparing the performance of local authorities to their 15 nearest neighbours and the England median, by default. All metrics are listed in the table at the end of this section.

To date, we have used Oflog's data tool for two purposes: To compare Oflog's metrics with our own to identify gaps and to check how Islington is fairing compared to our nearest neighbours to identify if we're an outlier on any metrics.

Comparing metrics shows that we already monitor most, either at the corporate or directorate level, but several additional finance metrics were considered helpful on reserves, debt and social care spend, which have been adopted into our corporate suite.

Of Oflog's metrics, Islington is performing comparable to or better than our nearest neighbours in all but two metrics (social care spend and planning appeals overturned, described below) and is best performer in two metrics ('carers who found it easy to find information about services' and number of upheld Local Government and Social Care Ombudsman complaints).

The first metric for which Islington is an outlier is **Social care spend as a percentage of core spending power (2021/22)**. Islington: 78%; our nearest neighbours: 74.2% - 51%. This was discussed at CMB last year and while it was acknowledged that this is an outcome of a series of intentional policy and management decisions, reducing it would be desirable. More recent data shows that this figure has since reduced (2022/23: 74%), although the lag in Oflog reporting does not yet reflect this. We do not yet have data for our nearest neighbours for 2022/23. Our 2023/24 data will be available in next quarter's report.

The second metric which reports Islington as an outlier is **Percentage of major planning applications overturned on appeal (2020-22)**. Islington: 6.4%; our nearest neighbours: 5%-0%. Islington (2019-2021): 3.8%. This represents the number of successful major planning application appeals as a percentage of the total number of decisions on major applications. This is a new metric in Oflog's most recent set of additional measures.

Islington's most recent figure from DLUHC (2021-23) is 4.8%, so performance has improved and is less of a concern. Historically there has also been inaccuracies with the data with appeal decisions being incorrectly categorised. A meeting has been arranged with DHLUC to go through the data in detail.

This is the first time it has been brought to the attention of CMT, although it is closely monitored at a directorate level.

There is a significant risk associated risk with this metric in that a council goes into special measures if its value exceeds 10%. This would allow major applications to be submitted directly to the Planning

Inspectorate for a decision. With this, the local authority loses the opportunity to negotiate on important issues like design, affordable housing levels, affordable workspace provision, sustainability and energy.

All decisions on major applications are made by the Planning Committee unless they are refused by officers under delegated powers in agreement with the Chair of the Planning Committee.

We continue to closely monitor appeal decisions over a 2-year rolling period as well as the total number of decisions on applications.

To keep the figure below the 10% threshold, we must:

- a) avoid refusing major planning applications where there is a material risk that a decision may be overturned by the Planning Inspectorate;
- b) ensure that any decisions to refuse applications are likely to be fully defensible at appeal; and
- c) maintain a steady and timely throughput of major application decisions.

The challenge with (b) is that Islington has seen a slowdown in the number of major applications submitted (decreasing year-on-year from 48 in 2019/2020 to 32 in 2022/2023).

Furthermore, as a small and already densely developed borough, Islington receives a lower number of major applications than its neighbours. The smaller number of major applications received in Islington means that any decision by the Planning Inspectorate to overturn a decision has a disproportionately high effect on the metric.

In terms of issuing timely decisions, officers continue to monitor proposals awaiting sign-off on S106 legal agreements to ensure decision notices are promptly issued. However, in order to enable decisions to be issued promptly, we are becoming increasingly reliant on private legal practices to draft the legal agreements on our behalf.

Table: Full set of current Oflog reported metrics

<p>Waste Management (2021-22) Household recycling rate Residual household waste Recycling contamination rate</p>	<p>Planning (2020-22) % of major planning applications decided on time % of non-major planning applications decided on time % of major planning applications overturned on appeal % of non-major planning applications overturned on appeal</p>
<p>Adult Social Care (2021-22) Requests resulting in a service per 100,000 population Workforce turnover rate People in adult social care quality of life (score) Carers of people in adult social care quality of life (score) Short term service provision (%) People who use services who found it easy to find information (%) Carers who found it easy to find information about services (%)</p>	<p>Corporate and finance (2021-22) Non-ringfenced reserves as % of net revenue expenditure Non-ringfenced reserves as % of service spend Total core spending power per dwelling Level of band D council tax rates Council tax revenue per dwelling Social care spend as % of core spending power Debt servicing as % of core spending power Total debt as % of core spending power Number of upheld complaints per 100,000 population Council tax collection rate (in year) Non-domestic rates collection rates (in year)</p>

Adult Skills (Greater London Authority)	Roads (2022-23) (no data for Islington or number of other boroughs) % of local authority motorways and A roads that should be considered for maintenance % of local authority B and C roads that should be considered for maintenance
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Scrutiny Review 2023-24:

Multi-agency response to complex Anti-Social Behaviour

**REPORT OF THE
POLICY AND PERFORMANCE SCRUTINY COMMITTEE**

April 2024

Policy and Performance Scrutiny Committee 2023-24 Membership

	<p>Councillor Flora Williamson (Chair) Tollington ward</p>		<p>Councillor Bashir Ibrahim Arsenal ward</p>
	<p>Councillor Paul Convery (Vice-Chair) Caledonian ward</p>		<p>Councillor Jason Jackson Holloway ward</p>
	<p>Councillor Jilani Chowdhury Barnsbury ward</p>		<p>Councillor Hannah McHugh St Mary's and St James' ward</p>
	<p>Councillor Sheila Chapman Junction ward</p>		<p>Councillor Saiqa Pandor St Mary's and St James' ward</p>
	<p>Councillor Tricia Clarke Tufnell Park ward</p>		<p>Councillor Heather Staff Laycock ward</p>
	<p>Councillor Benali Hamdache Highbury Ward</p>		<p>Councillor Angelo Weekes Mildmay ward</p>

Acknowledgements

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

Local residents for their contributions to the focus group and survey

Councillor John Woolf – Executive Member for Community Safety

Besserat Atsebaha – Director of Community Safety, Security and Resilience

Daniel Lawson, Assistant director – Civil Protection

Rosalind Hick – ASB Programme Manager

Johnathon Gallagher – Head of Community Safety

Andrew Morgan – Community Safety Officer

Officers supporting the High Risk MARAC process

Ian Swift – Director of Housing Operations

Sinem Yanik, Head of Housing Partnerships, and the Housing Intensive Team

Kevin Livingston, Street Population Co-ordinator, and the Street Outreach Team

Members of the Housing Association Liaison Group

Chief. Supt. Andy Carter – Metropolitan Police

Supt. Jack May-Robinson - Metropolitan Police

Members of the Safeguarding Adults Board

Miriam Bullock – Deputy Director of Public Health

Liz McGrath – Clinical Director, Camden & Islington NHS Trust

Jane Palmer, Criminal Justice Pathways Co-ordinator, Camden & Islington NHS Trust

Committee Support

Jonathan Moore, Deputy Head of Democratic Services & Governance

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Executive Summary

Multi-agency response to complex Anti-Social Behaviour 2023-24 Scrutiny Review

The Policy and Performance Scrutiny Committee reviews one main topic each year, considering the performance of local services and making recommendations to the Executive on opportunities for improvement. For the 2023-24 municipal year, the topic was 'multi-agency response to complex anti-social behaviour'. The review commenced in July 2023 and concluded in March 2024.

The aim of the review was to review the local arrangements for managing anti-social behaviour, particularly in relation to complex cases that involve joint-working between council services, Police, housing providers, social care, mental health services, and other agencies. While the Committee appreciates the impact that low-level ASB, such as graffiti and occasional noise nuisance, can have on communities; the focus of the review was on complex instances of anti-social behaviour where issues may be entrenched and perpetrators and victims may have multiple complex needs. These cases may involve joint working between the Community Safety team, the Police and others in the criminal justice system, the council's Housing services and Housing Associations, social care, mental health and addiction services, and other local services.

The following objectives were agreed for the review:

- To evaluate the current framework for joint working between agencies on complex cases of anti-social behaviour, to assess the strengths of our current approach, and to consider how this can be developed further.
- To understand the challenges faced in managing complex cases of anti-social behaviour, and how these can be overcome.
- To consider how the council communicates and engages with local residents on issues related to anti-social behaviour and to review how to best support local communities affected.
- To assess the council's work in tackling the root causes of anti-social behaviour, early intervention approaches, and how partner organisations, including the voluntary sector, can contribute to this.
- To consider how the local response to anti-social behaviour supports the council's objective of tackling inequality.

This review was carried out with reference to the council's mission to provide 'a safe place to call home', in particular the vision that:

Residents feel safer in their neighbourhoods, parks and town centre and appreciate that the root causes of anti-social behaviour (ASB) in public spaces are routinely and actively tackled and managed by landlords, the council and police. They are also empowered and confident enough to contribute to resolving ASB issues.

(Islington Together 2030 Plan)

The Committee considered a wide range of evidence in carrying out its review. Members held a focus group with local residents and also held a survey to understand residents' views and perspectives of anti-social behaviour. The Committee met with a wide range of council officers from the Community Safety and Housing Operations teams.

Evidence was received from key partner organisations, including the Metropolitan Police, and Camden and Islington NHS Foundation Trust, who provide mental health and drug and alcohol addiction support services in the borough. The Committee also considered evidence from Public Health on how the council could take a 'public health' approach to anti-social behaviour.

Committee Members led a discussion on anti-social behaviour at a Housing Association Liaison Group meeting, which is attended by major social landlords in the borough. Members also attended a meeting of the Safeguarding Adults Board, to hear how agencies work together to protect vulnerable people who may be both victims and perpetrators of anti-social behaviour. A visit was held with the Street Outreach Team, to see first-hand how officers engage with the street homeless population and the support that is provided to both safeguard their welfare and reduce ASB.

Several common themes emerged from the evidence. These include:

- i. Anti-social behaviour is best addressed through a holistic approach, considering the needs of both perpetrators and victims when seeking to reduce risk and harm;
- ii. The importance of early intervention in ASB issues, resolving issues before they escalate;
- iii. The impact of the housing crisis and an escalation of needs in general needs housing;
- iv. Strong and resilient communities can help to prevent anti-social behaviour, or mitigate the impacts through improved relations and understanding between residents;
- v. The need for robust partnership working on a local level to facilitate an integrated response to anti-social behaviour;
- vi. How improved IT systems can support more efficient and effective ways of working, and contribute to better outcomes through the use of robust data;
- vii. That further developing communication with residents could lead to better reporting, build confidence and manage expectations in terms of the response and expected timelines.

In considering all of the above, the Committee concluded that Islington Council should aspire to take a "public health" approach to anti-social behaviour, focused on early intervention, robust use of data and reducing risk and harm. The Committee has made several recommendations which seek to develop this approach.

The evidence received by the committee highlighted several areas of good practice in the council's work to respond to complex anti-social behaviour, in particular the strength in partnership working arrangements, and the commitment and focus of staff in achieving the best results for residents. The committee's recommendations are intended to help further develop this work.

The Committee would like to place on record its thanks to all of those who contributed to the review, and recognise the contribution of staff working in challenging and complex circumstances to respond to instances of anti-social behaviour, which can have a significant impact on the quality of life of local people.

Summary of evidence

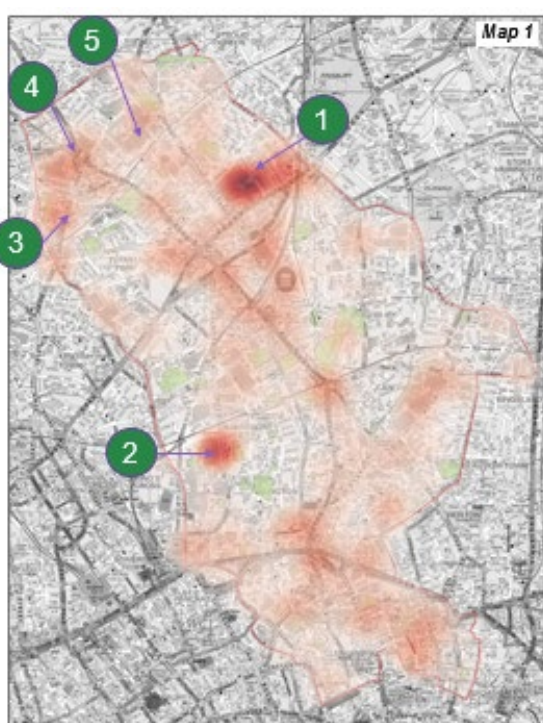
1. Evidence: Introductory Presentation Committee Meeting, 21 September 2023

- 1.1. Councillor John Woolf, Executive Member for Community Safety, Besserat Atsebaha, Director of Community Safety, Security and Resilience, Daniel Lawson, Assistant Director – Civil Protection, and Rosalind Hick, ASB Programme Manager, presented to the Committee on the council's response to complex ASB. The presentation included a detailed introduction and overview of ASB in Islington; including hotspot data, governance, and the ASB Programme currently underway to develop the council's approach to managing ASB.
- 1.2. The Executive Member commented on the importance of getting the basics right in terms of case management and reporting mechanisms. It was important to remember that ASB was subjective and different activities may have different impacts on different residents. The council did not have the same powers to intervene as the police, but could tackle ASB effectively by having clear and consistent policies, procedures and practices. The Executive Member highlighted Islington's commitment to early intervention, the need to take a contextual approach, and commented on the need for a zero-tolerance approach to anti-social behaviour.
- 1.3. The Committee heard that anti-social behaviour had been identified as one of the highest priorities for residents as part of the Let's Talk Islington public consultation. In July 2020, an independent ASB review was commissioned with Housing Quality Network (HQN) to ensure that the council was delivering for residents. 37 recommendations were identified in this report, and subsequently a corporate restructure was carried out, creating a Community Safety, Security & Resilience (CSSR) department. The aim was to bring services together in order to provide a one-council approach to deal with the root causes of ASB, avoiding silo-working and duplication. The Council launched its ASB Programme in January 2023 to build on the recommendations of the HQN report.
- 1.4. It was explained that several council services contributed to the ASB response. This was led by Community Safety, Security and Resilience in partnership with Housing services, Children's Services, though targeted work with young people who may be perpetrating ASB, as well as the provision of diversion activities, and Adult Social Care, through supporting vulnerable people who may be both perpetrators and victims of ASB.
- 1.5. The Committee considered how the council logs and responds to reports to ASB, and how the local response is led through a multi-agency approach. The Committee noted the governance structure of local multi-agency meetings, and also noted the statutory Community Trigger process which allowed residents to call for a review of persistent ASB issues if they felt these were not being addressed sufficiently.

1.6. Officers summarised the latest ASB data. Reports of ASB increased significantly in 2020 and 2021; this increase was attributed to the Covid-19 pandemic, with the council receiving reports of breaches of lockdown restrictions, while also receiving an increase in other calls from residents who were spending more time at home than they would have previously. However, 2022 saw the lowest levels of ASB reporting in the five year period with the introduction of a weekly multi-agency meeting to address issues quickly.

1.7. The Committee considered data on ASB hotspots and the most frequent categories of ASB. A hotspot was classified as an area with six or more reports of ASB. These changed frequently, however some areas were persistently classified as hotspots, particularly town centres, transport hubs, and parks during summer. Officers presented data from January to June 2024, which highlighted that reports of noise accounted for 1,440 (23.7%) of the 6,058 reports to date, and neighbour issues accounted for (58.3%) of reports.

Public Space ASB Category	Number of Reports to Police and Islington Council ASB Team (exc. Day Time Housing Reports)				
	2018	2019	2020	2021	2022
ASB Nuisance	845	952	1,646	1,169	708
Begging / Vagrancy	753	955	828	370	390
Rowdy Or Inconsiderate Behaviour	5,100	4,186	10,370	5,827	4,721
Drugs	1,828	1,929	3,127	1,901	1,933
Fireworks	157	140	226	200	160
Prostitution Related Activity	39	21	38	25	18
Street Drinking	133	93	153	67	47
Vehicle Nuisance / Inappropriate Use	676	455	491	467	311
Total	9,531	8,731	16,879	10,026	8,288



- 2022 ASB Hotspots**
1. Andover Estate
(274 calls and 75 actions)
 2. Bemerton Estate
(213 calls and 44 actions)
 3. Tremlett Grove
(196 calls and 29 actions)
 4. Archway Town Centre
(165 calls and 29 actions)
 5. Elthorne Estate
(139 calls and 28 actions)

- 1.8. Following a question, it was advised that there was some overlap between ASB hotspots and deprivation and social inequalities certainly impacted on prevalence of ASB. However, hotspots were also focused around transport hubs, town centres, the Emirates Stadium, and other busy areas.
- 1.9. Hotspots were identified from both reports to the ASB team and reports to the Police. The service was working to incorporate Housing data and this would further develop the hotspot data and would assist with targeting future interventions.
- 1.10. It was thought that reporting of ASB was lower than the true figure and there may be hotspots that were not known to council services. Some residents were not comfortable in reporting issues to the council or police and further work was needed to reassure residents to provide confidence in reporting. It was suggested that developing new reporting routes might lead to new hotspots being identified. It was commented that some vulnerable people did not trust authorities and would never report issues to the police or council; it was suggested that further engagement with the voluntary sector may help with the reporting of such issues. Officers advised that they were investigating the feasibility of anonymous reporting. The Committee considered the importance of working with the voluntary sector, schools, community groups and others to encourage the reporting of ASB.
- 1.11. Residents can report ASB through email, telephone, or web-form. Email was the most common method of communication, however webform reporting had increased steadily in recent years and had overtaken telephone reporting in 2022. It was reported that work was underway to improve the online reporting form to make this more accessible and improve data flows.
- 1.12. A member commented on the decrease in telephone calls reporting ASB and queried if the system had been designed to discourage people from reporting by telephone. In response, officers advised that there had been a corresponding increase in online reporting, and it was thought that residents were choosing to report ASB through their preferred contact method. The service was exploring other options for reporting ASB, including WhatsApp and the use of an app that would allow photos and videos to be uploaded. It was important to have a range of reporting methods available to residents and the telephone system had recently been upgraded to make it easier to report over the phone.
- 1.13. The majority of ASB reports were received between 10.00pm and midnight when people are trying to sleep. Instances of ASB increased from May and into the summer months each year as people spent more time outside.

- 1.14. The Committee noted a particular concern about the increase in harassment calls since 2019/20. It was thought that the inability of the council to take effective action against ASB during lockdowns, together with a breakdown in some neighbour relationships, led to an escalation in the complexity of cases that had resulted in harassment. Cases with harassment had doubled from 20% in 2019/20 to 40% in 2022/23.
- 1.15. Officers summarised the performance of the ASB service. The duration of live cases had been significantly impacted by Covid-19, with the council changing practices and unable to meet with residents to carry out some interventions, while the number of cases significantly increased during lockdown. As a result, cases of ASB took an average of 414 days to be resolved in 2020/21. After officers returned to normal ways of working in 2022/23, a number of improvements were made including improved data recording and monitoring, a refresh of staff training, and procedure changes. This had seen a significant improvement in performance, with live cases being open for 44 days, on average.
- 1.16. Officers summarised other service improvements made through the ASB programme, including simplifying reporting routes, improving information on the council's website, the establishment of a new case management team, further development in partnership working to co-design new processes, and a re-defining what the council considers to be anti-social behaviour.
- 1.17. A member commented that ASB can be subjective and it was important that ASB interventions did not effectively criminalise young people, particularly groups of young Black and Asian men, simply for congregating in public spaces. It was asked how officers review reports of ASB and if the council had data on how many reports of ASB were rejected. In response, the Executive Member commented on the importance of defining ASB and being very clear on what the council would and would not respond to. It was important to consider equalities issues in all council services, and in particular the ASB team worked closely with the Targeted Youth Support team to ensure that issues were considered from a youth perspective.

The Council's Definition of ASB

Anti-social behaviour (ASB) covers a wide range of unacceptable activity that causes or is likely to cause harassment, alarm or distress to an individual from another household or to the community, or harm to the environment. In some instances, it can leave victims feeling helpless, desperate and with a lower quality of life.

You can report many different types of ASB, including:

- graffiti and flyposting (sticking advertising posters on walls and other public property)
- litter, including drug-related equipment
- fly-tipping (dumping rubbish on the street, pavements or green areas)
- nuisance, rowdy or inconsiderate neighbours
- persistent dog barking or uncontrolled animals.

Some anti-social behaviour should be reported to the police. This includes:

- abuse, intimidation or harassment
- drug use and drug dealing
- misuse of airguns
- inappropriate use of fireworks
- aggressive begging
- vandalism.

What is not anti-social behaviour

The behaviours below are officially recognised as not being ASB. We would not investigate these unless there is evidence that the behaviour is deliberately intended to cause damage, intimidate or is taking place at an unreasonable hour of the night or early morning:

- children playing in the street or communal areas
- young people gathering socially
- being unable to park outside your own home
- DIY and off-road car repairs
- a clash of lifestyles including cultural differences or different working patterns
- a one-off party or event
- general living noise.

1.18. A member suggested that the design of some estates could be improved to make them feel more welcoming and this may reduce instances of ASB; it was thought that fencing and locked gates could make spaces feel hostile. In response, the Executive Member referenced the “broken window theory” that neglected spaces can attract ASB, and summarised how addressing low level issues like graffiti and littering could make communities feel safer.

1.19. The Committee asked how the council worked in partnership with housing associations to tackle ASB on their estates. In response, it was advised that the council is able to lobby and influence housing providers when ASB was having a detrimental impact on residents, however it was important to be clear that the council did not have enforcement powers on estates managed by housing associations. Officers explained how they were working to develop strong positive working relationships with colleagues in local housing associations to enable a more joined up and consistent local response.

- 1.20. A member noted longstanding ASB issues in their ward and queried if the council had sufficient resources to resolve ASB issues effectively. In response, the Executive Member commented on the investment made in the ASB Programme to transform the way the council manages ASB, however also noted the difficulties of resolving complex cases of ASB, particularly when the perpetrator had mental health issues or other vulnerabilities. It could also take time to resolve issues when a court order was required, due to the backlog in the justice system. In such cases it was important to continue to report issues, and report to the police when appropriate if ASB issues continued to escalate.
- 1.21. Overall the Committee noted that the service appeared to be making a number of improvements to the way in which the council responds to ASB, and that the service appeared to be very proactive in engaging with statutory services, including the Police and Adults and Children's Social Care.

2. Evidence: Housing Operations Committee Meeting, 2 November 2023

- 2.1. Ian Swift, Director of Housing Operations, and Sinem Yanik, Interim Head of Housing Partnerships, presented to the committee on how the council's housing landlord function works to tackle ASB. The Committee noted the local housing context. There are 26,000 Islington Council tenants, 10,000 leaseholders, and 17,800 Housing Association properties in the borough. It was thought that 50% of council tenants had a specific vulnerability, however it was accepted that data on the particular needs of residents was not currently good enough.
- 2.2. Officers reported that a high proportion of ASB was perpetrated by vulnerable residents with complex needs and it was important that local agencies worked with them in a sensitive manner. It was intended to restructure the housing management function; this would increase capacity in the service and would help to ensure the service was able to better respond to residents with complex needs. Commenting on organisational culture, officers emphasised the importance of working with residents, treating them with respect and dignity.
- 2.3. Housing enforcement action had increased recently, in the past 6 months the council had taken more enforcement action than it had in the previous 6 years. A proportion of this enforcement action was related to anti-social behaviour.
- 2.4. The Committee asked for further details of the housing management restructure and why this had not yet been implemented. In response, officers advised that it was intended to restructure the service into 3 locality-based teams, North, Central and South, with each officer having a caseload of 550 households, rather than the 2,000 they do currently. Officers would be provided with new technology, such as iPads, to allow them to carry out tenancy audits remotely. It

was commented that the job evaluation process had taken longer than anticipated, and it would not be appropriate to carry out a restructure prior to the festive period. The Committee considered how the restructure would increase the availability of housing officers to residents and may have a positive impact on the reporting of anti-social behaviour, as well as helping to resolve such issues at an earlier stage before they escalate.

- 2.5. The Committee noted reports in the national media that some housing providers did not take ASB issues seriously and noted that this could have serious detrimental impacts on residents. Officers commented on the importance of culture change in the organisation; it was essential that staff understood the impact that ongoing ASB could have on residents. Staff needed to understand the impact of trauma, take a risk-based approach, and not be judgemental.
- 2.6. Officers explained how they had worked to develop a partnership working approach with local housing associations. An Islington Housing Providers' Partnership Agreement had recently been agreed which committed all signatories to '*contribute positively to community safety and anti-social behaviour work*'. Senior officers were meeting with counterparts in housing associations to discuss how to increase performance across the sector. The Committee welcomed this work, commenting that it was a good start, and that they would encourage the further development of this partnership approach.
- 2.7. A discussion was had on if it was possible to share some details with neighbouring residents when the council was engaging with a vulnerable person who was a perpetrator of ASB. Although the council must be mindful of data protection and the right to privacy, it was thought that some acknowledgement from the council that they were aware of local ASB issues and explaining that appropriate action was being taken would help to reassure residents.
- 2.8. The Committee welcomed the evidence received and in particular reflected on the evidence around the culture change ongoing in the department. The emphasis on understanding the vulnerabilities of residents, and being mindful of the trauma they may have experienced, was essential. The Committee welcomed proposals to reduce the housing officer caseload, however noted that the impact of this must be kept under review to ensure that the proposed restructure delivers the improvements it intends. The Committee suggested that reporting on resident satisfaction on ASB cases should be considered as a measure of performance.
- 2.9. The Committee noted that various improvement work was underway both in the Community Safety and Housing Operations teams that was intended to improve ASB performance, including officer restructures, improved reporting mechanisms, and increased partnership working. However, members emphasised the importance of clear timelines and performance measures for this work.
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3. Evidence: Workshop with Residents 20 November 2023, Islington Town Hall.

- 3.1. A workshop with residents was held to understand their experiences and perceptions of anti-social behaviour. This was attended by seven residents from across the borough who were on the 'tenant engagement register', a list of residents who had indicated to the council's Housing Services that they would like to take part in focus groups and other activities to improve council services.
- 3.2. Residents had varying perceptions and definitions of ASB. The residents were not aware of how Islington Council defined ASB and did not have a clear understanding of which issues required a police or local authority response. An example was given of ASB perpetrated by those with mental health issues, some attendees were aware from reporting in the press that the Police would no longer respond to these issues, but they did not know who to call in these instances or how these issues would be dealt with.
- 3.3. Some residents had reported instances of noise nuisance, and had reports against themselves, for what was discovered to be everyday household noise. These complaints were associated with children playing, or using a washing machine overnight. It was thought that better soundproofing between properties could resolve these sorts of issues.
- 3.4. Those present agreed that a very clear policy document detailing what is and what is not ASB, with relevant thresholds, and details of who and how to report, and what to expect in response, would be very helpful. It was suggested that this should be set out in a clear table and should be issued to all tenants. The document should also include information on what was and was not acceptable at different times of day, and detail how the council would respond in different ways if, for example, mental health was a factor in the ASB.
- 3.5. It was suggested that training should be offered to TRA members to better understand ASB definitions and reporting mechanisms; this would help to set expectations and information could be cascaded on estates.
- 3.6. Attendees were sympathetic and tolerant to residents experiencing mental health issues and appreciated that a supportive approach was needed to any ASB enforcement, however examples were also given of residents that appeared to have significant needs and were not coping with independent living. Residents thought that more specialist support should be available to help people in these circumstances.
- 3.7. Some residents had negative experiences of reporting ASB. Examples were given of the council not answering telephone calls and being difficult to contact in general. The residents highlighted that persistent ASB issues could have a significant impact on tenant wellbeing and there was a perception that the council did not take this issue seriously enough. This feeling of not being listened to made issues worse.

- 3.8. One attendee commented on the need to compile huge amounts of evidence before the council took action on ASB issues. This was considered very onerous.
- 3.9. There were mixed views on reporting through online forms; some thought this was more convenient, others did not trust online reporting and would rather speak to someone over the telephone or in person about the impact of the ASB to be reassured that their concerns were properly understood. One resident saw little point in reporting low-level ASB issues; they did not believe that the council could or would take meaningful action against persistent low-level issues, such as repeatedly leaving items in communal areas. Even for more serious crimes, such as mobile phone snatching, one attendee saw little point in reporting as they did not believe the Police could respond in a meaningful way.
- 3.10. Some attendees had witnessed ASB and criminal behaviour but were reluctant to report to either the council or the police. Some attendees were mindful of institutional racism in the Police service, and others would not want to be labelled as a “grass” as this could compromise their safety or lead to other issues.
- 3.11. Attendees discussed the importance of communication and community reassurance. If the council did not communicate their response to ASB, then this absence of information could contribute to a lack of trust and faith in the council.
- 3.12. Those present agreed that greater communication around persistent issues would go a long way to building trust with the community. Without regular communication, there was a perception that the council was ignoring longstanding ASB issues, which made issues much worse. If residents knew that action was being taken, and if this was communicated in a sensitive way that respected privacy, then this would reassure those living with ongoing ASB issues. Residents would feel safer if their received regular calls to check-in following the reporting of ASB issues. It would make them feel that their concerns were being listened to.
- 3.13. It was suggested that holding roving housing surgeries on estates could help with community reassurance and reporting; if housing officers were visibly available on estates in the evenings, on a regular basis, then this would help to build relationships with tenants and facilitate better reporting of ASB and discussion of related issues.
- 3.14. Residents agreed that early intervention and prevention was the best approach to resolving ASB issues before they escalate. Some had been offered mediation to resolve ongoing issues, but only when the issue had escalated to a significant extent.
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4. Evidence: Housing Association Liaison Meeting, 4 December 2023, virtual session

- 4.1. Members of the Policy and Performance Scrutiny Committee attended a meeting of the Islington Housing Group, a forum of local housing providers, to discuss the role of social landlords in responding to complex anti-social behaviour. This was attended by representatives of ISHA, Guinness Partnership, Shian, Peabody, Newlon, and Southern Housing.
- 4.2. The new Islington Housing Partnership Agreement had recently been launched. This set out standards and commitments for how all housing providers would work collaboratively to deliver great services for Islington residents. Providers spoke of positive working relationships with the Council and the Police. Some providers had current cases that involved engagement with NHS mental health services.
- 4.3. Housing providers commented on their reporting mechanisms, including online reporting, webchat, and reporting through contact centres and housing officers. However, it was thought that ASB issues were under-reported. Some providers were aware of instances where neighbours were afraid to make formal reports of ASB issues. It was thought that ASB issues were under-reported.
- 4.4. On communications around ASB issues, housing providers commented that they were as open with their tenants as they possibly could be while maintaining confidentiality. There were instances of resident groups getting involved in particular cases and requesting regular updates. Housing providers spoke about the importance of publicising positive outcomes, and where ASB had been resolved, would promote this through newsletters. Newsletters were also regularly used to provide reminders on good behaviour.
- 4.5. There was a view that mediation between residents could be effective at an early stage, but tended not to be effective once issues were entrenched or where the issue was related to ongoing noise nuisance.
- 4.6. The group felt that severely limited housing supply was a contributing factor in the prevalence of ASB issues. Those present had seen increasing complexity of needs and vulnerabilities in those being nominated for social housing, and there was a view that increasing numbers of tenants needed intensive support to maintain their tenancies. There was a particular concern about the challenges faced by those experiencing mental health and substance abuse/addiction issues. While housing associations sought to support their residents, they are general needs landlords and are not designed to provide specialist support to those with complex needs. There was a view that some tenants would have previously been housed in specialist / supported accommodation in the past, but the supply

of this accommodation was now much more limited.

- 4.7. Some providers commented that the quality of information from the council on resident needs could be improved; housing associations wanted to work with tenants to maintain their tenancies, but there were instances where housing associations felt they had not been provided with sufficient information to provide effective support. Examples were given of new tenancies where housing associations did not have information on the complexity of need, and instances where the council had taken enforcement action for noise complaints but had not informed the housing association as the landlord. It was thought that better information sharing would allow for better support.

5. Evidence: Metropolitan Police Committee Meeting, 11 December 2023

- 5.1. Chief Superintendent Andy Carter, Borough Commander, and Superintendent Jack May-Carter, presented to the Committee. The evidence focused on the local ASB governance process and the way in which the Metropolitan Police works in partnership with Islington Council to tackle ASB. A workshop had recently been held between the Police and the Local Authority to agree joint priorities in relation to ASB. It was also noted that the Police was restructuring at a local level, with increased resources in Islington's priority wards, and police boundaries realigned to local authority ward boundaries. The Committee also received evidence on the various levels of police intervention on ASB issues, from informal warnings, escalating to formal enforcement action being taken.
- 5.2. The Committee noted several positive examples of partnership working between the council and the police; a weekly hotspot meeting was held to map hotspots using both Police and Council data. There were also joint patrols held between the Police, Parkguard, Targeted Young Support and Community Safety officers. Other joint work included the Early Intervention Scheme to consider the specific areas and addresses that had ongoing ASB issues; Operation Panera, a multi-agency meeting to discuss cases of cuckooing; the monthly Repeat Callers meeting to review cases where ASB issues were being raised repeatedly; and MARAC (multi-agency risk assessment conference) meetings to consider complex casus that needed a multi-agency response.
- 5.3. The Committee asked about responsibility for responding to ASB, and the threshold at which an instance of ASB became a police matter. In response, it was advised that there ASB could be classified as a crime or abuse, then it would be a matter for the Police to respond to. However, through strong partnership work with the local authority, instances were reviewed collectively to ensure that the correct agency responded to local ASB issues.
- 5.4. A member noted cases of ASB that were linked to mental health issues and substance abuse, and it was noted that the Police, working with the Council and health partners, had a focus on drug treatment and diversion. On mental health "Right Care Right Person" had

been rolled out in November 2023 and the Police no longer responded to mental health related callouts where a crime was not being committed or a person was not at risk of harm. This reduction in demand had saved 34,000 police officer hours which allowed resources to be used elsewhere.

- 5.5. The Committee noted that the local policing unit had responsibility for both Camden and Islington and a member asked about the differences between the boroughs; why did ASB appear to be lower in Islington compared to Camden, if there was an operational difference between the approaches of both boroughs, and if Islington could learn anything from Camden colleagues. In response, it was advised that Islington Council made use of an ASB “early warning system” and, although this would not explain all differences between the boroughs, this appeared to be having a positive result. It was known that Tower Hamlets had a similar system and this had a similar effect. It was commented that Islington and Camden had broadly similar approaches to working with social landlords and case management systems, and there were several similarities between the boroughs. Islington had recently undertaken a major review of its ASB work, and the Police welcomed that Islington was receptive and open to feedback during this review.
- 5.6. A member asked, if the Police could change one thing to improve ASB in Islington, what would it be. In response, it was advised that greater performance management data that made use of both qualitative and quantitative data would allow issues to be resolved in a more effective and timely way. It was also suggested that having greater public awareness over which authority was best placed to respond to particular issues, and clear expectations around outcomes, would help to reassure the community.

6. Evidence: Safeguarding Adults Board meeting 31 January 2024, virtual session

- 6.1. The Chair attended the Safeguarding Adults Board to discuss the review with members of the partnership. This highlighted the multi-agency approach and complexity of cases that involve ASB, with the council needing to take a trauma-informed approach.
- 6.2. The Board discussed the importance of taking a multi-agency partnership approach on complex cases, including MARAC, the Cuckooing Panel, and the Complex Solutions Panel.

7. Evidence: Morning patrol with the Street Outreach Team 16 February 2024

- 7.1. An early morning visit was held with the Street Outreach Team. This highlighted the way that the team engages with those roughsleeping, the compassionate and solutions-focused approach they take, and members observed positive examples of working with neighbouring boroughs and the voluntary sector. The visit also highlighted the complexity of needs among the cohort.
- 7.2. The Street Outreach team are provided with a list of locations where roughsleepers have been seen. This included referrals from the public, estate staff, voluntary sector partners, and others. Officers visit those roughsleeping, check on their welfare, provide advice on homelessness services, and coordinate with other agencies.
- 7.3. The team engaged with a man sleeping rough on a park bench. He had been feeling unwell recently, and officers arranged for him to attend a GP outreach surgery for roughsleepers. The team visited different housing estates where roughsleepers had been reported in communal areas. Following a thorough search, nobody was found.
- 7.4. The team checked on the welfare of two men sleeping in a doorway. One of those had been allocated temporary accommodation but was choosing to sleep outside. The other man was not known to the team; he was given a mobile phone, and was told that an officer would call later that day to carry out a homelessness assessment. The team was stopped by a member of the public, who said that he used to be homeless himself, and thanked officers for the compassionate way that they were engaging with the men.
- 7.5. As part of this visit, the team visited London Youth Hub, a project specifically for homeless young people aged 18-24. The centre manager discussed the impact of the housing crisis, and how the young people often had complex family dynamics and a lack of a support network.
- 7.6. The team carried out a joint visit with officers from LB Haringey to visit people sleeping rough under Stroud Green Road bridge, on the borough boundary. Staff from a local homeless charity were also in attendance in the area. A discussion was had on taking a joined up approach and it was thought this demonstrated strong cross-borough collaboration.

8. Evidence: Discussion with Officers from the Housing Intensive Team, 20 February 2024, 222 Upper Street

- 8.1. Councillors met with officers in the Intensive Tenancy Team, working closely with residents perpetrating ASB to maintain their tenancy. Officers highlighted the impact of the housing crisis on ASB, the relationship between mental health and addiction issues, the importance of agencies working together, and the council's limited resources to address the scale of the challenge.

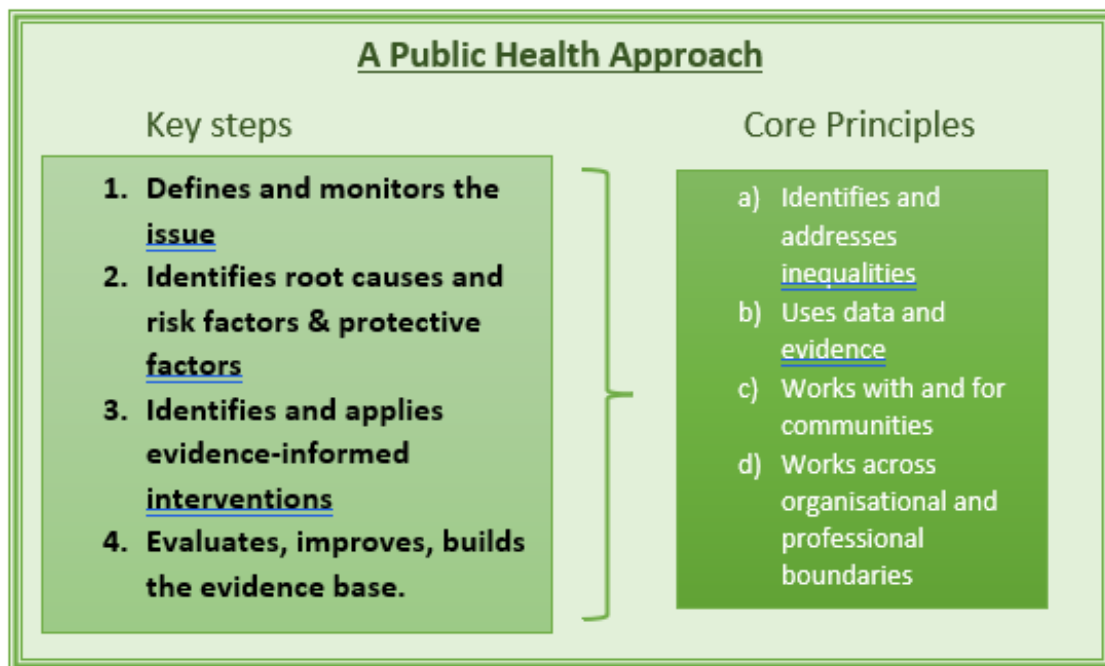
- 8.2. Each officer had around 25-30 live cases; the aim was to close cases within 3-4 months, although it was acknowledged this was not always possible in complex cases. The team worked with those with highest needs, often following a referral from the Targeted Team, which was for those with more “medium” level needs. It was intended to restructure the teams on a locality basis, so officers had a mix of high-needs and lower-needs cases.
 - 8.3. There was a detailed discussion on the team’s approach to engagement, support, and enforcement, and the need to get the right balance. The team commented that a comprehensive response would have element of all three. The team spoke about the importance of swift and robust decision-making, as this was the fairest outcome for all involved.
 - 8.4. Officers commented on the increasing complexity of need they see in their cases, particularly around mental health and addiction issues. It was suggested that, in the past, there had been examples of agencies not working together effectively, but this had improved over time.
 - 8.5. There was a sense that Islington could offer more support to those who struggled to live independently. The team tended to work with people who did not meet thresholds for intervention from statutory services, but officers commented that there were individuals with support needs who would benefit from additional help.
 - 8.6. Although persistent ASB could lead to the loss of tenancy, the council had a duty to rehouse those people, and there was a sense that this simply moved problems elsewhere without addressing the root causes of the behaviour. This could sometimes lead to the same issues reoccurring in a different address.
 - 8.7. A discussion was had on the team’s approach to cuckooing. There was a perception that this was becoming increasingly common, with some vulnerable people cuckooed multiple times, even after moving address. Those who had experienced cuckooing often needed additional support, and perpetrators were exploiting their vulnerability.
 - 8.8. If a neighbour had experienced significant ongoing ASB, once the tenant was moved, then sometimes housing services could request that the property was let to a new tenant without the same levels of complexity, to provide some respite.
 - 8.9. There was a discussion on how housing services could be more proactive in supporting tenants at an earlier stage and what tools were needed to do this. It was suggested that additional resources to provide joined-up support, particularly in the early stages tenancy, would be helpful.
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9. Evidence: Public Health, Mental Health and Addiction Services, Committee Meeting – 22 February 2024

9.1. Public Health and representatives of Camden and Islington NHS Foundation Trust attended the February Committee meeting to discuss taking a “Public Health approach” to tackling ASB. The evidence emphasised the importance of data, tackling root causes of ASB issues, and taking a harm-reduction approach. In an ASB context, this would involve addressing drug and alcohol misuse, mental health issues, and the housing crisis.

Taking a public health approach to ASB

9.2. Considering antisocial behaviour as a Public Health issue may hold parallels with the now well-established approach of approaching violence as a public health issue. This does not deny a role for criminal justice and enforcement, but that the issue requires additional consideration and a broader system-wide response.



9.3. The Committee considered the key steps to taking a public health approach, as outlined above. The following steps are a summary of a [comprehensive report](#) submitted to the Committee from the Public Health department.

9.4. **Defining and monitoring the issue:**

Definition and monitoring should be considered together. This requires an analysis of existing data sources – police data, community safety data, resident survey outcomes, hotspot mapping – whether there are gaps or quality concerns about the information available, and if so, what can be done to improve our knowledge. It is likely that we would wish to draw upon several data sources to ensure completeness, for example police data and resident survey data.

9.5. **Identify root causes, risk factors and protective factors:**

This approach would seek to understand ASB broadly, considering what could be driving ASB locally and how it might be addressed. This could consider time, place and person.

- **Time** – when is ASB (as per our definition) taking place in the day, seasonally, and over the years, and how does this map onto potential contextual factors.
- **Place** – where are instances taking place, both geographically – which we currently understand through hotspot mapping – and on a smaller scale, for example on streets with certain design features or in places close to or far from certain amenities.
- **Person** – who is affected. Is there evidence that different groups of people are more likely to report, perpetrate or be otherwise affected by ASB.

9.6. **Identify and apply evidence informed interventions**

Investigations into root causes, risk and protective factors, and the people and places affected, will help identify the outcomes we want to achieve and the interventions we may therefore apply. Understanding what has or hasn't been effective in the past, or in other areas, may provide an evidence base from which to take steps in Islington. As well as applying interventions for which there is evidence of effectiveness, we may also choose to pilot innovative approaches we believe have potential to deliver improvements for Islington.

9.7. **Evaluate, improve and build the evidence base**

When implementing new interventions or ways of working, a public health approach will build monitoring and evaluation into the process. This will mean establishing how the impact can be monitored – whether through routine or bespoke data collection – and evaluated after an appropriate period of time. This will inform decisions to continue, adjust or stop the intervention.

9.8. The core principles of a public health approach would be applied throughout each step of the process:

- **Identifying and addressing inequalities** – consider whether risks and outcomes are experienced differently by different population groups, and how interventions can best address these inequalities to promote equity and fairness for all in Islington.
- **Using data and evidence** – identifying and making best use of robust sources of information, including data about our population, the issue or problem we are examining, current services, and taking a structured approach to gathering insights from residents and other stakeholders.
- **Working with and for communities** – understanding how an issue is affecting communities in the borough, and involving residents in the way we design, deliver and understand the impact of solutions.
- **Working across organisational and professional boundaries** – complex problems often require system-level, or at least multi-agency, responses. The input and expertise of people across the range of organisations, services and professions that work with residents are essential to understanding issues and developing effective solutions.

Drug and alcohol use as a factor in ASB

- 9.9. The evidence highlighted how alcohol and drug use is a contributing factor in many ASB cases. As well as health and wellbeing, drug and alcohol use has social, housing, economic, crime and community safety impacts affecting individuals, families and communities. Risk factors for drug and alcohol use can include social, environmental and behavioural elements. There is a strong correlation between addiction and trauma, and people with drug and alcohol needs are more likely to have experienced adversity in childhood or adolescence than those who do not use drugs or alcohol.
- 9.10. In 2022, the Community Safety team undertook a whole borough consultation named Safe Spaces, in which a range of localities in the borough were identified as locations where residents do not feel safe. Amongst the responses, there was a clear theme that the open dealing and usage of Class A drugs in particular, had a disproportionate effect on how unsafe residents feel in the borough.
- 9.11. In 2022, 250 Antisocial Behaviour Warnings were issued by police and Islington Parkguard in relation to drug related antisocial behaviour. ASB warnings are in the pre-criminal space and trigger support through referrals to young people and adults drug and alcohol services as well as through support from other specialist Outreach services.
- 9.12. The Committee considered the 'Better Lives' drug and alcohol services provided by the NHS in the borough. The service worked closely with council services, including the Street Population team, the Cuckooing Team and Housing Officers. The service offered outreach work that sought to engage people in treatment and offered rapid prescription of opiate replacements. C&I also worked closely with council officers through the MARAC process, as well as with GP surgeries, voluntary sector partners and others.
- 9.13. Following a question on the impact of austerity on drug and alcohol services, it was advised that additional investment had been made into the service in recent years, including extra investment to develop new pathways into treatment for those in the criminal justice system. Outreach services had continued to be funded despite the financial challenges facing public services. The most significant challenge was getting people to engage in treatment and stay in treatment. There were no waiting lists in drug and alcohol services.
- 9.14. Following a question on barriers to accessing drug and alcohol services, it was commented that women tended to have increased complexity of need and face stigma in accessing services. Addiction services were now linking with other women's services to make them easier to access.
- 9.15. The Committee noted Islington's diversity and the need for services to be culturally competent to best meet the needs of the borough's communities. It was advised that there was a specific drug treatment pathway for men from a Black African background, and both mental health and addiction services employed key workers from a range of different backgrounds. It was intended for drug and alcohol support services to be culturally aware. The services also engaged with community leaders, community centres, and had provided training to community groups with relatively lower levels of engagement to encourage take-up. There were also two workers who specialised in working with the LGBT+

community.

- 9.16. Islington has a high prevalence of drug and alcohol misuse in comparison to other London Boroughs. The Committee suggested that take-up of drug and alcohol support services should be monitored to ensure that work underway to broaden and encourage access is effective.

Mental health as a factor in ASB

- 9.17. The Committee considered the impact that mental health can have on behaviours, and how untreated mental health issues can result in complex anti-social behaviour. There was a need to address the drivers of these issues, including the housing crisis, housing density, cultural issues around alcohol misuse, and other factors. Islington had one of the highest rates of mental health prevalence in London. An early intervention approach would focus on determinants of poor mental health before needs escalate.
- 9.18. There can be stigma associated with accessing mental health services, and the Committee noted work to broaden access to services. The committee also commented on the need to consider the mental health of those experiencing ASB, as well as that perpetrators of ASB may have mental health issues.
- 9.19. The Committee considered the difficulty of getting those with complex needs to engage with drug, alcohol and mental health support services. Unless someone was exhibiting behaviours significant enough to require them to be sectioned under the Mental Health Act, then there was no power to compel people to engage in treatment and support.
- 9.20. Recently there had been increased investment in mental health services for less severe problems; it was intended to offer more community based mental health support for those with lower needs. The service offer was still being developed, but it was intended to be easier to access.

10. Evidence: Resident survey February 2024

- 10.1. Housing Officers wrote to 250 residents on the Resident Engagement Register to ask for their views on ASB issues. 45 responses were received. The results are summarised below.
- 10.2. Around 90% of those responding to the survey said they had experienced anti-social behaviour local to their home over the past five years. Two thirds of those reported it had a major impact. The most common types of ASB reported were noise, drug use and drug dealing.
- 10.3. Comments from respondents highlighted frustration with having to make multiple reports to the council to build up a body of evidence before effective action could be taken. A recurring theme was the perception that local agencies were not taking action on ASB

issues. Concerns were expressed for residents health and safety, particularly in connection with drug use and drug dealing,

- 10.4. A comment was made from a member of a Tenant and Resident Association that enthusiasm for TRA activities was decreasing as the perception of residents was that issues they report are not being addressed. The respondent recognised that people don't see the hard work that happens behind the scenes, and suggested that this was a lack of transparency in how the council is addressing ASB issues.
- 10.5. Around one third of respondents reported that it was difficult to report ASB issues, and around a half of respondents thought the Council and Police were doing a bad job in responding to ASB.
- 10.6. The Committee considers that the council could improve its communications with residents around anti-social behaviour issues, to keep people better informed of what local agencies are doing to respond to issues, to help establish expectations for the response, and to encourage reporting of issues. All residents should have confidence that the council will take action when a report of anti-social behaviour is received.

11. Evidence: Community Safety Officers and observing the MARAC, 28 February 2024, virtual session

- 11.1. The Chair met with the Head of Community Safety and the Community Safety Officer who chairs the Cuckooing Panel to discuss their work. The Chair then observed a MARAC meeting that considered a complex case involving the Police, addiction services, cuckooing and housing issues.
- 11.2. Officers commented on the increasing caseload for high needs ASB cases; the caseload of the team had effectively doubled over the past 4 years and the council had limited resources to support this work. There was a sense that complexity of needs had increased since the pandemic.
- 11.3. Officers emphasised the positive outcomes that had been achieved through multi-agency working, and that without Islington's close collaboration with the Police, Mental Health and Addiction services, and others, then it was thought that there would be worse outcomes in ASB cases.
- 11.4. A discussion was had on IT systems and it was highlighted that these could be improved. Systems were currently reliant on manual processing; this was time-consuming and a better system would allow for more efficient work and improved collaboration with other services.
- 11.5. The MARAC demonstrated effective partnership working between a range of agencies. The meeting was solutions-focused and considered how to achieve the best outcomes to a complex case.

Recommendations

Recommendation One

Theme: Housing Services (Early Intervention)

Evidence and findings:

The Committee received evidence on the proposed restructure to housing services which will result in smaller caseloads for housing officers, allowing officers to work on a more local “patch”, and with less transfer of cases between teams. It is thought that this structure will improve relationships between residents and their housing officer, supporting the early identification and intervention in ASB issues, and provide more opportunities for issues to be dealt with before they escalate.

The Committee recommends that:

- A) Housing Operations should complete the review of the officer structure. The intended outcome being a service that promotes and facilitates early intervention in anti-social behaviour issues. Housing officers having smaller caseloads and a more localised focus will help to build trust with residents, and allowing residents direct access to their Housing Officer will help to improve outcomes and empower our residents.**
- B) All services involved in preventing and responding to ASB should review their capacity for carrying out early intervention work and consider if resources are deployed effectively to deliver this aim.**

Recommendation Two

Theme: Housing Services (Housing Supply and Tenancy Support)

Evidence and findings:

The Committee heard from both Council Officers and Housing Associations about the escalating level of need in general needs housing. Due to the severity of the housing crisis, an increasing number of new council and social housing tenancies were made to those with very challenging personal circumstances. Islington has a relatively high prevalence of mental health issues and drug/alcohol misuse in comparison to other London boroughs. There is limited supply of supported accommodation in the borough, and general needs housing providers have limited capacity to support to those with complex needs.

The Committee recommends that:

- A) The Council should review if Islington has the right mix and supply of supported living options in the borough. If needed, pathways and resources should be put in place to best to support those with complex needs.**
- B) The Council should consider offering enhanced wrap-around housing support to new tenants, particularly in the early months of their tenancy, and in cases where tenants are already known to other services, or where ASB has been a factor in previous tenancies. This early intervention approach should help tenants to embed into their local community, live independently, and help them navigate local services as required. This would allow any tenancy and ASB issues to be identified and addressed at an early stage.**

Recommendation Three

Theme: Housing Services (Building Community Resilience)

Evidence and findings:

The Committee heard evidence on the importance of strong and resilient communities. Residents reported that they often did not know their neighbours and did not always feel comfortable speaking to them about low-level ASB issues. The Council does offer mediation in neighbour disputes, but it was reported that this is most effective at an early stage, before issues escalate and become entrenched.

The Committee recognises the importance of building strong and resilient local communities as a way of preventing ASB issues, identifying issues at an early stage, and ensuing support and intervention is appropriately targeted.

The Committee recommends that:

The Council should investigate if additional funding should be made available to estates, in the same way as the Thriving Neighbourhoods programme, to not only improve the built environment on estates, but to develop community initiatives. This may be particularly helpful in bringing communities together as part of the response to long-standing ASB issues on estates.

Recommendation Four

Theme: Partnership working and relations with stakeholders

Evidence and findings:

The Committee heard evidence of how the council works with Housing Associations on ASB issues, however also heard examples of where these relationships could be developed further. For example, Housing Associations reported that information from the council on the needs and circumstances of new tenants could sometimes lack detail, and this meant that Housing Associations were not able to provide appropriate support to tenants with additional needs. Similarly, the committee heard that some housing associations would not routinely engage in the MARAC process when their tenant was perpetrating ASB.

The Committee recommends that:

The Council should develop information sharing and partnership working agreements with housing associations around ASB issues. This will enable housing providers and other services to target additional support to tenants at an early stage, working to prevent ASB where possible, and allow for cases of ASB to be dealt with more holistically.

Recommendation Five

Theme: Data and Systems

Evidence and findings:

The Committee heard evidence that the key systems used to report and manage ASB be could be improved.

The Committee heard evidence that the Community Safety Team is reliant on manual logging of cases. It is thought that improved systems that made use of data flows and linked to other council systems would enhance the work of services, increase productivity, and ultimately provide better services for residents. A new and improved online reporting tool is also being developed.

The Committee recommends that:

The Council should invest in improving the systems used to report, manage and monitor ASB issues. This will allow officer resources to be deployed more efficiently in responding to ASB issues. The Committee would like to see a clear scope and timeline for this improvement work.

Recommendation Six

Theme: Communications and working with residents

Evidence and findings:

The Committee heard from residents that people are unclear of ASB definitions, what is a Council or Police matter, which is the right agency to report to, how to report ASB, what evidence will be needed, and what to expect from the Council in response. In the evidence session with residents, council tenants asked for a clear matrix of different types of ASB, explaining how to report and setting expectations around the response.

The Committee recommends that:

The Council should produce and distribute information to all residents with clear definitions of ASB; how to report ASB; why it is important to report ASB; which agency will respond; and to set expectations around communications and response times. This could also include advice on how to engage with neighbours, how the council supports residents with mental health and substance misuse issues, and advice on how residents experiencing ASB can access help to support their own wellbeing. This information should be available in a variety of formats and a clear communications plan should be developed, with regular ongoing communications and dedicated resources.

Recommendation Seven

Theme: Communications and working with residents

Evidence and findings:

The Committee heard evidence from residents that they were unclear what would happen when they reported ASB. Some residents did not have a clear understanding of what might happen when they report ASB, what enforcement action might look like, or how long it would take.

The Committee also understands that sensitive personal data cannot be shared with neighbours.

Developing communications on ASB issues may help to build trust and confidence that action is being taken.

The Committee recommends that:

- A) When responding to ASB issues, the Council should send clear communications to residents to outline what is likely to happen in response, and explain what information can and cannot be shared. This should also explain when further reports should be made, and why it is helpful to continue to report issues.**
- B) The Council should develop training for councillors, TRAs, community groups, and other local organisations to explain definitions of ASB, reporting mechanisms, issues around information disclosure, and expected responses. This will help those in community leadership positions to signpost to relevant services.**

Recommendation Eight

Theme: Early Intervention

Evidence and findings:

The Committee received evidence on the MARAC process and the Chair observed a complex MARAC session. This demonstrated good practice in agencies coming together and working holistically to resolve complex ASB issues. The Committee also heard about the new model of neighbourhood policing, proposals to restructure housing services so officers have a smaller and more local caseload, and the work of the Community Safety team in monitoring local ASB issues. There may be learning from the MARAC process that could be applied at an earlier stage to intervene in local ASB issues before they escalate.

The Committee recommends that:

The Council should develop a process of holding local ward level / early intervention multi-agency ASB boards to review and respond to ASB issues before they escalate and reach the threshold for MARAC. Taking a multi-agency approach at an earlier stage should enable a more comprehensive local response. Appropriate resources should be made available in order to deliver this recommendation.

Recommendation Nine

Theme: Early Intervention

Evidence and findings:

The Committee heard about the complexity of cuckooing cases and concerns from officers that this was becoming a commonplace issue. While the committee heard how the council and police works together to address cuckooing issues, however often this is only after significant disruption to local residents.

The Committee recommends that:

The Council should develop an early intervention pathway for cuckooing cases. This could include a dedicated support worker who can monitor cases and offer support to individuals who have previously been cuckooed. Appropriate resources should be made available in order to deliver this recommendation.

Conclusion

This review focused on how the council and local agencies respond to instances of complex anti-social behaviour. In considering all of the evidence received, the Committee concluded that Islington Council should aspire to take a “public health” approach to anti-social behaviour, focused on early intervention, robust use of data and reducing risk and harm.

Several common themes emerged from the evidence. These include:

- i. Anti-social behaviour is best addressed through a holistic approach, considering the needs of both perpetrators and victims when seeking to reduce risk and harm;
- ii. The importance of early intervention in ASB issues, resolving issues before the escalate;
- iii. The impact of the housing crisis and an escalation of needs in general needs housing;
- iv. Strong and resilient communities can help to prevent anti-social behaviour, or mitigate the impacts through improved relations and understanding between residents;
- v. The need for robust partnership working on a local level to facilitate an integrated response to anti-social behaviour;
- vi. How improved IT systems can support more efficient and effective ways of working, and contribute to better outcomes through the use of robust data;
- vii. That further developing communication with residents could lead to better reporting, build confidence and manage expectations in terms of the response and expected timelines.

The evidence received by the committee highlighted several areas of good practice in the council’s work to respond to complex anti-social behaviour, in particular the strength in partnership working arrangements, and the commitment and focus of staff in achieving the best results for residents. The committee’s recommendations are intended to help further develop this work.

The Committee would like to place on record its thanks to all of those who contributed to the review and recognise the contribution of staff working in challenging and complex circumstances to respond to instances of anti-social behaviour, which can have a significant impact on the quality of life of local people.

The Committee would like to thank all the witnesses that gave evidence in relation to the review. The Executive is asked to endorse the Committee’s recommendations.

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Democratic Services
Town Hall, N1 2UD

Report of: Director of Law and Governance

Meeting of: Policy and Performance Scrutiny Committee

Date: 25th April 2024

Ward(s): N/A

Subject: Annual Report of the Council's Scrutiny Committees 2023-24

1. Synopsis

- 1.1. The terms of reference of the Policy and Performance Scrutiny Committee state that the committee will consider an annual report from the council's scrutiny committees.
- 1.2. This report summarises the work of the council's scrutiny committees in 2023-24. All scrutiny committee chairs are members of the Policy and Performance Scrutiny Committee and may wish to highlight the work of their committees at the meeting.

2. Recommendations

- 2.1. To note the work of the council's scrutiny committees in 2023-24.

3. Background

- 3.1. The Council has five scrutiny committees, each responsible for scrutinising the performance of particular services provided by the council and its partners. The Policy and Performance Scrutiny Committee also has responsibility for coordinating the work of the scrutiny review committees.

3.2. Children’s Services Scrutiny Committee

The Children’s Services Scrutiny Committee’s principal focus of review for 2023-24 was “The Children’s Workforce: Recruiting, Retaining and Growing Talent in Islington”, in which members considered the ways in which the council can accelerate how it attracts, grows and sustains an agile and responsive workforce which is increasingly confident, in sufficient numbers, to make a difference to the lives of children, young people and families. The Committee has received evidence internally from Human Resources, Targeted Youth Support and frontline social workers, teachers and support staff, and externally from Parent Empowerment Champions, the Metropolitan Police, the Islington Foster Carers Association, Isledon Arts CIC and the Greater London Authority.

Aside from the principal review on The Children’s Workforce, other matters considered by the committee during 2023-24 included reports on the committee’s 2021-22 review into SEND Transitions, on Attendance, on the Youth Justice Plan and on Early Years: annual reports on School Results and from the Executive Member for Children, Young People & Families, and quarterly performance reports. The committee also considered the call-in of the Executive Decision to merge Duncombe and Montem Primary Schools, school place planning and supported internships.

In February 2024, appointments were made to three co-opted member vacancies on the committee – the Primary & Secondary Parent Governor representatives and the Church of England Diocese representative – restoring the full complement of twelve members.

3.3. Environment & Regeneration Scrutiny Committee

In this municipal year, the Environment & Regeneration Scrutiny Committee has continued to scrutinise the council’s Net Zero Carbon 2030 Strategy, but with particular focus on Active Travel to consider what the Council could and already was doing to take the lead on supporting and enabling people to change to active travel; develop initiatives to widen the uptake of active travel and identify ways to support residents and businesses to achieve both health benefits and financial resilience through active travel. In its’ review, the Committee received evidence from a broad range of sources including internal services such as Public Health and Climate Change & Transport and external organisations such as Islington Pensioners’ Forum, Transport for London, OurBike, Living Streets, Wheels for Wellbeing and JoyRiders Britain.

Aside from the principal review on Active Travel, other matters considered by the committee during 2023-24 included a report on the committee's 2021-22 review on behavioural change, the Biodiversity Action Plan Review, and quarterly performance reports on the Net Zero Carbon programme, Employment & Skills, the Environment & Transport directorate and the Libraries and Heritage service.

Annual reports were also presented to the committee by the Executive Member for Environment, Air Quality and Transport, the Executive Member for Inclusive Economy and Jobs and the North London Waste Authority.

Towards the end of the municipal year, the committee held a special public meeting, held online, inviting Islington residents to participate in a discussion about how the Council was fairing in reaching its 2030 Net Zero Carbon Target.

3.4. Health and Care Scrutiny Committee

The Health and Care Scrutiny Committee's principal focus of review for 2023-24 was Access to Health and Care Services in Islington, which considered if residents are able to access health and care services in Islington effectively; specifically, GP appointments, and the Adult Social Care "front door". Evidence was sought from a broad range of sources including externally from the North Central London Integrated Care Board, Healthwatch Islington, the Islington GP Federation and also internally from Adult Social Care.

Aside from the principal review on Access to Health and Care Services in Islington, other matters considered by the committee in 2023-24 included performance updates from the London Ambulance Service, University College London Hospital, Whittington Health, Camden & Islington NHS Foundation Trust, and Moorfields Eye Hospital, annual reports from Healthwatch, the Safeguarding Adults Board and the Executive Member for Health and Social Care. There were also updates received on the NCL Start Well programme and the services for people that use drugs or alcohol in Islington.

3.4. Housing Scrutiny Committee

The Housing Scrutiny Committee's principal focus of review for 2023-24 was New Build Homes in Islington, in which the committee strategically reviewed the new build programme so as to grasp a thorough understanding of the Council's historic performance in comparison with other Local Authority (LA) developers and how the programme intends to adapt or mitigate against future challenges including lack of land supply, high development costs and fluctuating current and future economic climate. In its review, the committee sought to collect evidence from a wide range of sources, including neighbouring boroughs such as Camden and Hackney, housing

associations operating a similar service (Newlon) and Housing Association development partners such as London Square and Mount Anvil, in addition to performance data and evidence from Council officers.

Aside from the principal review on New Build Homes in Islington, other matters considered by the committee during 2023-24 included a report on the committee's previous review into Communal Heating, a briefing on DAHA Accreditation, quarterly Housing performance reports and an annual performance report from the Executive Member of Homes and Communities.

3.5. Policy and Performance Scrutiny Committee

The Policy & Performance Scrutiny Committee's principal topic of scrutiny for 2023-24 was the multi-agency response to complex Anti-Social Behaviour, so as to specifically review the local arrangements for managing anti-social behaviour, particularly in relation to complex cases that involve joint working between council services, Police, housing providers, social care, mental health services, and other agencies. The Committee has received evidence internally from frontline staff including the Street Outreach and Intensive Teams, the Youth Council and Housing services, as well as externally from the Adult Safeguarding Board, housing associations including Peabody and Clarion, estate Champions, representatives of TRAs and community Groups.

Aside from the principal review on Anti-Social Behaviour, other matters considered by the committee during 2023-24 included updates on Council Transformation Projects and from the Metropolitan Police, a report back on the previous scrutiny review into Performance Management Working Groups, an annual report on the Voluntary and Community Sector, complaints performance and also from the Executive Members for Community Safety and Equalities, Culture & Inclusion. The committee also received a report on the budget outturn for 2022-23 and quarterly corporate performance reports throughout the year. Later in the municipal year, the committee on the structure of scrutiny itself, outlining proposals for a first phase in the transformation of how scrutiny is conducted in Islington.

3.6. Other matters

In September 2023, the Policy and Performance Scrutiny Committee established a member working group to consider the operation of the council's scrutiny function. Phase 1 of that review included reviewing the structure of the council's scrutiny committees, how the work of the committees is communicated, and the constitutional mechanisms for councillors referring items to scrutiny committees.

Following consultation with senior officers and all members, the Member Working Group has recommended a new structure to the council's scrutiny committees, which was endorsed by the committee on 26th March 2024.

Subject to formal approval of the changes to the Council's Constitution at the Annual Council meeting on 16 May, the current scrutiny committees will be disbanded and replaced with a new committee structure, as follows:

- Corporate Resources and Economy Scrutiny Committee
- Children and Young People Scrutiny Committee
- Environment, Climate and Transport Scrutiny Committee
- Health, Wellbeing and Adult Social Care Scrutiny Committee
- Homes and Communities Scrutiny Committee

New Terms of Reference are being drafted for each committee and these will also be confirmed at Annual Council. The new scrutiny committees are intended to be better aligned to both Executive Portfolios and the corporate management structure. Further information on the rationale and remit of the new committees is available in the report to the Policy and Performance Scrutiny committee and the appendix.

The review of scrutiny will continue into 2024/25, with the member working group set to consider ways of working under Phase 2 of its review.

4. Implications

4.1 Financial Implications

All costs for supporting scrutiny work are met through existing budgets. Each scrutiny committee is supported by an officer from the Committee Services team that acts as the comm, alongside their other responsibilities.

4.2 Legal Implications

Scrutiny is a statutory function under the Local Government Act 2000. Scrutiny committees have powers to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions, to make reports or recommendations relating to the discharge of those functions, and to make reports or recommendations to Council or the Executive on matters which affect the authority's area or the inhabitants of that area. The work of the council's scrutiny committees is guided by the Scrutiny Procedure Rules and Terms of Reference in the Council's constitution.

4.3. Environmental Implications and contribution to achieving a net zero carbon Islington by 2030

There are no direct environmental implications associated with this report. The Environment and Regeneration Scrutiny Committee regularly scrutinises performance against the council's net zero carbon ambitions and other scrutiny committees will consider environmental issues where relevant to their work.

4.4. Equalities Impact Assessment

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

An Equalities Impact Assessment is not required in relation to this report, which summarises the work of the council's scrutiny committees in 2023-24. The council's scrutiny committees regularly consider equalities issues in their work and any recommendations made by committees may be subject to an Equalities Impact Assessment.

5. Conclusion and reasons for recommendations

- 5.1. The Committee is asked to note the work of the council's scrutiny committees. Scrutiny Committee Chairs may wish to comment on particular aspects of their committee's work at the meeting.

Appendices:

- None.

Background papers:

- None.

Final report clearance:

Approved by:

Date:

Report Author: Theo McLean, Senior Democratic Services Officer

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FORWARD PLAN OF KEY DECISIONS



FORTHCOMING KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE AND OFFICERS

PUBLISHED ON 1 MAY 2024

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

Victoria Lawson
Chief Executive
Islington Council
Town Hall
Upper Street
London N1 2UD

Agenda Item D6

FORWARD PLAN OF KEY DECISIONS

This document sets out key decisions to be taken by the Executive and Corporate Directors within the next 28 days. It also includes potential key decisions beyond that period, though this is not comprehensive and items will be confirmed through the publication of a notice on the council's Democracy website 28 days before a decision is taken. All key decisions are published and searchable through the 'Search Decisions' page on <https://democracy.islington.gov.uk/>

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

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

The report and background papers (if any) for any decision below will be available on <https://democracy.islington.gov.uk/> five clear days before the decision is taken, subject to any prohibition or restriction on their disclosure. Alternatively, please contact Democratic Services on 020 7527 3005 or via e-mail to democracy@islington.gov.uk to request the documents.

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

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

A key decision is an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to be financially significant, or to have significant effects on those living or working in two or more Wards.

A decision is deemed to be financially significant if: it involves expenditure, income or the making of saving of an amount in excess of £1m for capital monies or £500,000 for revenue monies, or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000

Key decisions are taken by the Executive. Corporate Directors may take key decisions on procurement matters up to £2m revenue or £5m capital; or on matters that have been specifically delegated to officers by the Executive.

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
1.	Contract award for thirty 4.25 tonne electric vehicles - I028364	n/a	Acting Corporate Director of Homes and Neighbourhoods	10 May 2024	None	Open	Jed Young Jed.young@islington.gov.uk
2.	Procurement strategy for fleet electric vehicle charging points	All Wards	Acting Corporate Director of Homes and Neighbourhoods	10 May 2024	None	Open	Jed Young Jed.young@islington.gov.uk
3.	UK shared prosperity funding - Communities and Place and Supporting Local Business	All Wards	Corporate Director Community Wealth Building	13 May 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk
4.	UK Shared Prosperity Fund - Employment and Skills	All Wards	Corporate Director Community Wealth Building	13 May 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk
5.	Contract award for automated public conveniences	Clerkenwell ; Highbury; Holloway; Mildmay	Corporate Director Community Wealth Building	20 May 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
6.	Contract award for energy supply contracts	All Wards	Corporate Director Community Wealth Building	23 May 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk
7.	Contract award for New River College main contractor		Corporate Director Community Wealth Building	23 May 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk
8.	Executive response to 2022-23 Scrutiny Report: Adult Social Care Transformation - I028155	All Wards	Executive	23 May 2024	None	Open	John Everson john.everson@islington.gov.uk Councillor Nurullah Turan, Executive Member for Health and Social Care nurullah.turan@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
9.	Proposal for Phases 3 and 4 of the School Organisation Plan - I028221	All Wards	Executive	23 May 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jon Abbey Jon.abbey@islington.gov.uk Councillor Michelline Safi-Ngongo, Executive Member for Children, Young People and Families michelline.ngongo@islington.gov.uk
10.	Letting of land in Beaumont Rise to the Sunnyside Community Garden Association - I028304		Executive	23 May 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
11.	Executive Committee Arrangements - I028485	All Wards	Executive	23 May 2024	None	Open	David Hodgkinson David.hodgkinson@islington.gov.uk Councillor Kaya Comer Schwartz, Leader of the Council Kaya.comer-schwartz@islington.gov.uk

A key decision is an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to be financially significant, or to have significant effects on those living or working in two or more Wards.

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
12.	Procurement strategy for Bunhill Heat Network operations and maintenance contract	Bunhill; St Peter's and Canalside	Corporate Director Community Wealth Building	30 May 2024	None	Open	Stephen Biggs stephen.biggs@islington.gov.uk
13.	Contract award for decarbonisation works at Archway Leisure Centre (Design and Build)		Corporate Director Community Wealth Building	3 June 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk
14.	Combined procurement strategy and contract award for Wide Area Network Services - 1028569	All	Corporate Director of Resources	5 June 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	David Hodgkinson David.hodgkinson@islington.gov.uk
15.	Combined procurement strategy and contract award report for Enhanced Microsoft Security	All	Corporate Director of Resources	20 June 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	David Hodgkinson David.hodgkinson@islington.gov.uk

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	16.	Contract award for Bunhill Energy extension to City Forum and Telfer House		Corporate Director Community Wealth Building	20 June 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk	
Page 191	17.	Tranche 2 of Article 4 Directions to remove permitted development rights to change commercial uses to residential use	All Wards	Corporate Director Community Wealth Building	20 June 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk	
191		18.	Procurement strategy for multi-disciplinary consultants for capital works - I027979	All Wards	Corporate Director Community Wealth Building	21 June 2024	None	Open	Stephen Biggs stephen.biggs@islington.gov.uk
	19.	Contract award for Beaumont Rise Mental Health supported accommodation care and support service - I028309	All Wards	Executive	27 June 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	John Everson john.everson@islington.gov.uk Councillor Nurullah Turan, Executive Member for Health and Social Care nurullah.turan@islington.gov.uk	

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20.	Proposal for spend of remaining Mayor's Fund (funding from Mayor of London to support children and families - I027962	All Wards	Executive	27 June 2024	None	Open	Jon Abbey Jon.abbey@islington.gov.uk Councillor Michelline Safi-Ngongo, Executive Member for Children, Young People and Families michelline.ngongo@islington.gov.uk
21.	Anti-Social Behaviour Policy - I028547	All Wards	Executive	27 June 2024	None	Open	Jed Young Jed.young@islington.gov.uk Councillor Una O'Halloran, Executive Member for Homes and Communities una.o'halloran@islington.gov.uk
22.	Good Neighbourhood Management Policy - I028198	All Wards	Executive	27 June 2024	None	Open	Jed Young Jed.young@islington.gov.uk Councillor Una O'Halloran, Executive Member for Homes and Communities una.o'halloran@islington.gov.uk

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23.	Vulnerabilities Policy for residents - I028548	All Wards	Executive	27 June 2024	None	Open	Jed Young Jed.young@islington.gov.uk Councillor Una O'Halloran, Executive Member for Homes and Communities una.o'halloran@islington.gov.uk
24.	Housing Repairs and Maintenance Policy - I027876	All Wards	Executive	27 June 2024	None	Open	Jed Young Jed.young@islington.gov.uk Councillor Una O'Halloran, Executive Member for Homes and Communities una.o'halloran@islington.gov.uk
25.	Adopting the People-Friendly Streets individual exemption policy - I028300	All Wards	Executive	27 June 2024	None	Open	Stephen Biggs stephen.biggs@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment, Air Quality and Transport rowena.champion@islington.gov.uk

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26.	Budget monitoring 2023/24 provisional outturn and new Leisure Fees and Charges - I028056	All Wards	Executive	27 June 2024	None	Open	David Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
27	Procurement strategy for Young People's Supported Accommodation Pathway - 16-25 years - I028299	All Wards	Executive	27 June 2024	None	Open	John Everson, Jon Abbey john.everson@islington.gov.uk , Jon.abbey@islington.gov.uk Councillor Michelline Safi-Ngongo, Executive Member for Children, Young People and Families michelline.ngongo@islington.gov.uk
28.	Extension of existing contract for parking enforcement, cashless parking and associated services - I028359	All Wards	Executive	18 July 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jed Young Jed.young@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment, Air Quality and Transport rowena.champion@islington.gov.uk

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29.	Procurement strategy for accessible kitchens and bathrooms at 222 Upper Street, N1		Corporate Director Community Wealth Building	1 July 2024	None	Open	Stephen Biggs stephen.biggs@islington.gov.uk
30.	Finsbury Leisure Centre redevelopment - I026693	All Wards	Executive	18 July 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
31.	Response of the Executive to Health and Care Scrutiny Committee - Health Inequalities and Covid-19	All Wards	Executive	18 July 2024	None	Open	Jonathan O'Sullivan Jonathan.O'Sullivan@islington.gov.uk Councillor Nurullah Turan, Executive Member for Health and Social Care nurullah.turan@islington.gov.uk

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32.	Finsbury Leisure Centre and Residential Project - land appropriation - I028333		Executive	18 July 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	<p>Stephen Biggs stephen.biggs@islington.gov.uk</p> <p>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk</p>
33.	Islington Two Year Delivery Plan 1028695	All Wards	Executive	18 July 2024	None	Open	<p>Raj Chand raj.chand@islington.gov.uk</p> <p>Councillor Roulin Khondoker, Executive Member for Equalities, Culture and Inclusion Roulin.Khondoker@islington.gov.uk</p>
34.	Renewal of lease - Units 9 and 10 Bush Industrial Estate - I027877		Executive	18 July 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	<p>Stephen Biggs stephen.biggs@islington.gov.uk</p> <p>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk</p>

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35.	Contract award for pan-London barristers' framework - I028559	n/a	Executive	18 July 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Alison Stuart alison.stuart@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
36.	Contract award: Mental Health Recovery Pathway	All Wards	Director of Adult Social Care	25 July 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	John Everson john.everson@islington.gov.uk
37.	Procurement strategy for a specialist support provider to manage a new Single Persons Homelessness Service at St John's Mansions, Clerkenwell, Islington		Acting Corporate Director of Homes and Neighbourhoods	29 July 2024	None	Open	Jed Young Jed.young@islington.gov.uk

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38.	Procurement strategy for the Laycock Centre refurbishment	Laycock	Corporate Director Community Wealth Building	30 July 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk
39.	Contract award for Bunhill Heat Network operations and maintenance	Bunhill; St Peter's and Canalside	Corporate Director Community Wealth Building	15 August 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk
40.	Procurement strategy for Harvist Estate retrofit works	Arsenal	Executive	5 September 2024	None	Open	Jed Young Jed.young@islington.gov.uk Councillor Una O'Halloran, Executive Member for Homes and Communities una.o'halloran@islington.gov.uk

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41.	Quarterly budget monitoring	All Wards	Executive	5 September 2024	None	Open	David Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
42.	Improving Our Private Rented Sector Scheme PO168	All Wards	Executive	5 September 2024	None	Open	Jed Young Jed.young@islington.gov.uk Councillor Una O'Halloran, Executive Member for Homes and Communities una.o'halloran@islington.gov.uk
43.	Response to Scrutiny Review of Complex Anti-Social Behaviour - I028684	All Wards	Executive	5 September 2024	None	Open	Jed Young Jed.young@islington.gov.uk Councillor John Woolf, Executive Member for Community Safety John.Woolf@islington.gov.uk

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44.	Strategic Asset Management Plan	All	Executive	24 October 2024	None	Open	Stephen Biggs stephen.biggs@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
Page 170	Homelessness and Rough Sleeping Strategy and Action Plan 1028679	All Wards	Executive	24 October 2024	None	Open	Jed Young Jed.young@islington.gov.uk Councillor Una O'Halloran, Executive Member for Homes and Communities una.o'halloran@islington.gov.uk
46.	Quarterly budget monitoring	All Wards	Executive	28 November 2024	None	Open	David Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk

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Membership of the Executive:

Councillors:

Kaya Comer-Schwartz
 Diarmaid Ward
 Santiago Bell-Bradford
 Rowena Champion
 Roulin Khondoker
 Una O'Halloran
 Schelline Safi-Ngongo
 Abdullah Turan
 John Woolf

Portfolio

Leader
 Finance, Planning and Performance (Deputy Leader)
 Inclusive Economy and Jobs
 Environment, Air Quality and Transport
 Equalities, Culture and Inclusion
 Homes and Communities
 Children, Young People and Families
 Health and Social Care
 Community Safety

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SCRUTINY REVIEWS IN PROGRESS

SCRUTINY REVIEWS 2023/24						
SCRUTINY REVIEW	COMMITTEE	SID approval	DATE SUBMITTED/DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE
The Children's Workforce	Children's Services	19-Jul-23	Review ongoing - TBC	TBC	TBC	TBC
Active Travel	Environment and Regeneration	17-Oct-23	Review ongoing - TBC	TBC	TBC	TBC
Access to Health and Care Services	Health and Care	05-Sep-23	Review ongoing - TBC	TBC	TBC	TBC
New Build Homes	Housing	17-Jul-23	Review ongoing - TBC	TBC	TBC	TBC
Complex ASB	Policy and Performance	24-Jul-23	Review ongoing - TBC	TBC	TBC	TBC
SCRUTINY REVIEWS 2022/23						
Visibility of Children (school attendance, NEET, children's voice in decision-making, etc)	Children's Services	08-Sep-22	Sep-23	Dec-23	TBC	
Net Zero Carbon 2030 strategy focusing on the Circular Economy and Green Jobs	Environment and Regeneration	21-Jul-22	Nov-23	Feb-24	Feb-24	
Transformation in Adult Social Care	Health and Care	04-Oct-22	Nov-23	Feb-24	May 24 TBC	
Strategic Review of Overcrowding in Islington	Housing	22-Sep-22	Jan-24	Mar-24	TBC	
Cost of Living Crisis	Policy and Performance	25-Jul-22	Nov-23	Feb-24	TBC	
SCRUTINY REVIEWS 2021/22						
SCRUTINY REVIEW	COMMITTEE	SID approval	DATE SUBMITTED/DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE
Overview of the Council's 2030 Net Zero Carbon Programme	Environment and Regeneration	Jun-21	21-Apr-22	Sep-22	Mar-23	Apr-24
Waste Management (informal working group)	Environment and Regeneration	N/A	This was incorporated into the above report.			
Preparing for the end of PFI2 in 2022	Housing Scrutiny Committee	Jul-21	21-Apr-22	Jul-22	Jul-22	May-23
Communal Heating (mini review)	Housing Scrutiny Committee	Jul-21	21-Apr-22	Jul-22	Jul-22	Apr-24
Health Inequalities in the light of the Covid 19 Pandemic	Health and Care Scrutiny Committee	Oct-21	09-Jun-22	Sep-22	TBC	TBC
Special Educational Needs	Children's Services Scrutiny	2021	01-Sep-22	Dec-22	May-23	Feb-24
Employment, Business and Economy/Financial Effects on Council – COVID (main topic)	Policy and Performance	Jul-21	09-Jun-22	Sep-22	Mar-23	Feb-24
Performance Management and Development (informal working group)	Policy and Performance	Jul-21	09-Jun-22	Sep-22	Mar-23	Jun-24

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POLICY AND PERFORMANCE SCRUTINY COMMITTEE

WORK PLAN 2023-24

8 June 2023 (agenda publication: 31 May)

- Update from the Metropolitan Police
- Draft Workforce Strategy 2023-26
- Membership and Terms of Reference 2023-24
- Selection of Scrutiny Topic 2023-24
- Proposed Work Plan 2023-24
-

24 July 2023 (agenda publication: 14 July)

- Update on Complaints Performance
- Corporate Performance Q4 2022-23
- Budget Outturn 2022-23
- Cost of Living Crisis Scrutiny Review Final Report
- Scrutiny Review – Approval of Scrutiny Initiation Document

21 September 2023 (agenda publication 13 September)

- Annual Presentation – Leader of the Council
- ASB Scrutiny Review – Evidence
- Budget Monitor – Q1 2023-24
 - o Budget Outturn 2022-23 also included

2 November 2023 (agenda publication 25 October)

- Voluntary and Community Sector Annual Report
- Corporate Performance – Q1 2023-24
- ASB Scrutiny Review – Evidence

11 December 2023 (agenda publication 1 December)

- Annual Presentation – Executive Member for Equalities, Culture and Inclusion
- Budget Monitor – Q2 2023-24
- ASB Scrutiny Review – Evidence
- Deep Dive on Sickness Absence
- LGSCO Annual Report

18 January 2024 (agenda publication 10 January)

- Scrutiny of Budget Proposals
- Corporate Performance – Q2 2023-24
- Annual Presentation – Executive Member for Finance, Planning and Performance

22 February 2024 (agenda publication 14 February)

- ASB Scrutiny Review - Evidence
- 12 Month Update – Scrutiny Review of Covid-19, impact on Council Finances and local businesses (*rescheduled from January 2024*)
- Update on Resident Experience Programme (*rescheduled from January 2024*)

26 March 2024 (agenda publication 18 March)

- Budget Monitor – Q3 2023-24
- Draft Recommendations of ASB Scrutiny Review
- Review of the council's scrutiny function – outcomes

25 April 2024 (agenda publication 17 April)

- Crime and Disorder Scrutiny – Metropolitan Police to attend (TBC)
- Annual Presentation – Executive Member for Community Safety
- Update on Council Transformation Projects (*rescheduled from March 2024*)
- Corporate Performance – Q3 2023-24
- ASB Scrutiny Review – Approval of Report
- Scrutiny in Islington Annual Report

1st meeting of 2024-25

- Agree work plan and selection of scrutiny topic
- Performance Management Working Group – 12 Month Report Back
- 12 Month Update – Scrutiny Review of Cost of Living Crisis