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Town Hall, Upper Street, London, N1 2UD

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## AGENDA FOR THE CORPORATE RESOURCES AND ECONOMY SCRUTINY COMMITTEE

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Members of the Corporate Resources and Economy Scrutiny Committee are summoned to attend a meeting which will be held in the Council Chamber on **6 June 2024 at 7.30pm.**

Enquiries to : Jonathan Moore  
Telephone : (020) 7527 3308  
E-mail : [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk)  
Despatched : 29 May 2024

### Membership

Councillor Nick Wayne (Chair)  
Councillor Roulin Khondoker (Vice-Chair)  
Councillor Jilani Chowdhury  
Councillor Tricia Clarke  
Councillor Sara Hyde  
Councillor Bashir Ibrahim  
Councillor Jason Jackson  
Councillor Ernestas Jegorovas-Armstrong  
Councillor Gulcin Ozdemir  
Councillor Saiqa Pandor  
Councillor Heather Staff  
Councillor Angelo Weekes

### Substitute Members

Councillor Troy Gallagher  
Councillor Benali Hamdache  
Councillor Ruth Hayes  
Councillor Jenny Kay

**Quorum is 3 members of the Committee**

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	To note the minutes of the previous meeting of the Policy and Performance Scrutiny Committee, held on 14 May 2024	
5.	Chair's Report	
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<b>B.</b>	<b>Items for Call-In (if any)</b>	
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<b>E.</b>	<b>Urgent Matters</b>	
	Any items which the Chair agrees should be considered urgently by reason of special circumstances. The reason for urgency will be agreed by the Chair and recorded in the minutes.	
<b>F.</b>	<b>Exclusion of Press and Public</b>	
	To consider whether, in view of the nature of the business in the remaining items on the agenda any of them are likely to involve the disclosure of exempt or confidential information within the terms of the access to information procedure rules in the constitution and if so, whether to exclude the press and public during discussion thereof.	

**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.

The next meeting of the Corporate Resources and Economy Scrutiny Committee  
will be on 22 July 2024

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London Borough of Islington

## Policy and Performance Scrutiny Committee - 14 May 2024

Minutes of the meeting of the Policy and Performance Scrutiny Committee held at Council Chamber, Town Hall, Upper Street, N1 2UD on 14 May 2024 at 7.30 pm.

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

**Also Present:**       **Councillors:**       Ward and Woolf.

### Councillor Flora Williamson in the Chair

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

Apologies were received from Councillors Chowdhury and Weekes.

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

Councillor Wayne substituted for Councillor Weekes.

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

None.

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

A member noted that the minutes of the previous meeting read:

*Officers advised that they could circulate a paper to members summarising the latest position on the parking account and trends over time.*

It was requested that this report be circulated to members of the committee.

**RESOLVED:**

That subject to the above, the minutes of the previous meeting be agreed as a correct record and the Chair be authorised to sign them.

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

The Chair advised that it would be her last meeting as Chair. The Chair thanked the members of the committee for their contributions and the officers who had supported the work of the committee over the past year.

The Chair advised that she would revise the order of business, to take Item B3, Corporate Performance, before Item B2, Update on Transformation Projects.

**200       PUBLIC QUESTIONS (Item A6)**

None.

201

**ANNUAL PRESENTATION - EXECUTIVE MEMBER FOR COMMUNITY SAFETY (Item D1)**

Councillor Woolf, Executive Member for Community Safety, presented his annual report to the Committee.

The following main points were noted in the discussion:

- The Executive Member highlighted key actions in his portfolio over the last year. Partnership working with the Police had delivered a 10-point action plan for how the BCU would deliver the Met Police turnaround plan locally; the council had worked with the Police to deliver cultural competency training to 600 front-line police officers, approximately one-third of the 1,500 officers working in the borough. Walk-and-talk sessions had been held in 16 wards, and this included evening sessions. A governance review had been commenced to ensure that policing and neighbourhood structures were aligned.
- Islington had seen the largest reduction in public order crime types across the 32 boroughs; motor vehicle crime, robbery, VAWG, knife crime and firearms discharges had all decreased. The Executive Member commented that it was important not to be complacent, but these figures reflected the strong partnership approach taken to reduce crime in Islington.
- The Executive Member commented on the importance of the “critical friend” approach to working with the Police, calling out where improvements were needed, and championing examples of good practice.
- The Executive Member commented that the Safe Havens scheme continued to develop. The council was also implementing Bleed Control kits across the borough. The borough’s knife bins had now collected 4,000 knives.
- Implementing the recommendations of the ASB transformation programme had been a key theme over the past year, and the Executive Member thanked the committee for their review of ASB, which was aligned with the objectives of the transformation programme.
- The Executive Member noted that the restructure of the Community Safety, Security and Resilience directorate had consolidated services in his portfolio, and some further amendments to the structure were being explored to enable a 24/7 response service.
- A discussion was had on the prevalence of hate crime, and if the reduction in figures may actually be representative of under-reporting. This was a complex issue and there was a need to build trust and confidence in the police among all communities. The council had trained 50 Hate Crime Champions to raise awareness of hate crime in the local community. It was suggested that LGBT communities may be reticent to report hate crime, and a member suggested that engaging with local LGBT venues may be beneficial.
- A member expressed concern at the Police posting photos of large knives recovered on social media, suggesting that this may be counter-productive, as young people may feel the need to arm themselves. The Executive Member indicated this would be considered further. Although it was a concern that 4,000 knives had been handed into knife bins, it could also be viewed as 4,000 positive choices being made.
- A member noted that 824 HMO inspections had been completed and asked if this meant that 60% of properties had not been inspected. In response, the Executive Member noted that this was outside of his portfolio, however he would check.
- Following a question, it was advised that evidence is needed to take action against hate crime, and a new form was being launched to collect the necessary information. However, there would always be the option to report via telephone.

## Policy and Performance Scrutiny Committee - 14 May 2024

- A member suggested that increasing the visibility of Safer Neighborhood Teams may improve resident perceptions of safety. The Executive Member referenced the additional police resources being allocated to the borough and the ending of the carousel system which would help local officers to build relationships in their communities.
- Following a question, the Executive Member noted that Ward Panels were policed events. The Executive Member had received feedback from councillors that these events were not always functioning as they should be, and the Executive Member would be meeting with the Police on quarterly basis to discuss this issue.
- The Executive Member commented on joint work with Finsbury Park Mosque and Muslim Welfare House to raise awareness of hate crime reporting mechanisms. It was important to ensure that hate crime did not become normalised and accepted.
- A member questioned the council's use of contractors to issue Fixed Penalty Notices for littering. The Executive Member commented that this appeared to be working successfully, and this resource enabled the compliance team to focus on persistent and serious fly-tipping.
- It was clarified that the number of knife crime offences in London was increasing, but decreasing in Islington. A discussion was had on the broader work to challenge and discourage knife crime, including preventative work. Trading Standards had issued fines to businesses for selling knives to children.
- The Executive Member commented on the work of the Youth Safety team in developing a summer plan to mitigate and respond to any serious youth violence.
- The Committee considered moped, electric bike and scooter enabled theft targeting young people as they left school; members expressed concerns that young people were being targeted for mobile phones and that this appeared to be organised crime. It was asked what more could be done to prevent this crime and empower communities. The Executive Member commented on the need for ongoing safety advice, targeting police resources at hotspots, diversion activities, and listening to the concerns of young people. The Committee suggested that a cross-borough approach may be needed to address this issue effectively.

The Committee thanked the Executive Member for his presentation.

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### **CORPORATE PERFORMANCE - Q3 2023-24 (Item D3)**

Councillor Ward, Executive Member for Finance, Planning and Performance, Dave Hodgkinson, Corporate Director – Resources, and Joanna Dawes, Corporate Performance Manager, introduced the report.

- In relation to the recruitment of agency staff, it was noted that Luton Council had an in-house bank of agency staff which had led to around £500k of savings, it was queried if Islington had explored this option. In response, it was advised that the Corporate Management Team regularly reviewed this issue; agency staff were typically used in front line roles that were difficult to fill. The report indicated that spend on agency staff had increased 25% since Quarter 1 and the committee expressed concern at this increase.
- Officers summarised some of the roles occupied by agency staff and how temporary staff could be used to address specific issues quickly, for example staff working to resolve damp and mold issues. The Committee noted that around one in five members of staff were recruited through an agency and suggested that the council may wish to consider the base level of staffing required to deliver day-to-day services.
- Following a question on apprenticeships, officers explained how the council supported and delivered apprenticeships for local people, including offering roles to care leavers.

## Policy and Performance Scrutiny Committee - 14 May 2024

- A member asked if previously deleted roles were now occupied by agency staff. Officers advised that this should not happen and that this would be reviewed.
- A member asked about work to increase the take-up of funded childcare places for two year olds. The Chair of the Children's Services Scrutiny Committee noted that this had been reviewed in her committee and that there was a plan to engage with difficult to reach groups. It was also noted that there had been an increase in parents staying at home since the pandemic which had impacted on take up.
- In relation to housing complaints, the Executive Member commented on the need to deal with simple transactional communications swiftly in order to resolve issues and stop them from escalating into complaints. Improving the resident experience in this way was a high priority and would allow for more efficient use of resources in responding to residents' issues.

### **RESOLVED:**

That the Quarter 3 performance report be noted.

**203**

### **UPDATE ON COUNCIL TRANSFORMATION PROJECTS (Item D2)**

Raj Chand, Corporate Director – Community Engagement and Wellbeing, and Charisse Monero, Assistant Director – Transformation, presented to the committee.

The following main points were noted in the discussion:

- Officers summarised the progress of several transformation projects; their aims, impact and outcomes, and how they were targeted at improving service delivery and addressing challenges faced by residents.
- A member welcomed the development of the Access Islington Hubs and in particular the work to ease transitions between Children's and Adult's social services, which had been an issue considered in previous scrutiny meetings.
- The Committee noted that the satisfaction rate at Access Islington Hubs was 93% which was considered very positive given that they were a new service.
- In relation to the targeted work with the Somali community, the committee noted the range of challenges, frustration and discontent experienced by the community. Officers explained the importance of designing services with residents, understanding their needs and developing solutions together.
- The Committee welcomed that there had been 41,000 visits to the Access Islington Hubs so far and requested a breakdown of data on the types of issues residents were presenting with. Officers advised that data was collected and this could be reported to a future meeting. Officers summarised the wide range of services, support and advice offered.

The Committee thanked officers for their attendance.

**204**

### **COMPLEX ASB SCRUTINY REVIEW - FINAL REPORT (Item D4)**

The Committee thanked all of those who had contributed to the review.

### **RESOLVED:**

That the report of the committee be agreed and submitted to the Executive.



205 **ANNUAL REPORT OF THE COUNCIL'S SCRUTINY COMMITTEES 2023-24**  
206 **(Item D5)**

RESOLVED:

That the work of the council's scrutiny committees in 2023-24 be noted.

206 **MONITORING ITEM (Item D6)**

The Monitoring Items were noted.

The Committee thanked the Chair, Councillor Flora Williamson, and the Chair of the Children's Services Scrutiny Committee, Councillor Sheila Chapman, for their work, noting that they would be stepping down from their committees to take up other roles.

The meeting ended at 9.25 pm

**CHAIR**

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Law and Governance  
Town Hall, Upper Street, N1 2UD

Report of: Head of Democratic Services and Governance

Meeting of: Corporate Resources and Economy Scrutiny Committee

Date: 6 June 2024

Ward(s): N/A

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## Subject: Corporate Resources and Economy Scrutiny Committee – Membership, Terms of Reference and Dates of Meetings

### 1. Synopsis

- 1.1. The Committee is asked to note the Committee's terms of reference and other arrangements.

### 2. Recommendations

- 2.1. To note the membership, terms of reference and dates of meetings of the Committee for the municipal year 2024-25.

### 3. Background

- 3.1. The Corporate Resources and Economy Scrutiny Committee is one of the Council's five scrutiny committees. The purpose of the Council's scrutiny committees is to review the performance of local services, to scrutinise decisions and actions taken on matters within their terms of reference, to contribute to the review and development of council policy, and to make recommendations to enhance and improve service delivery for residents.

3.2. The terms of reference of the Committee are set out at Appendix A.

3.3. The Committee membership for 2024-25 is set out below

Councillor Nick Wayne (Chair)  
Councillor Roulin Khondoker (Vice-Chair)  
Councillor Jilani Chowdhury  
Councillor Tricia Clarke  
Councillor Sara Hyde  
Councillor Bashir Ibrahim  
Councillor Jason Jackson  
Councillor Ernestas Jegorovas-Armstrong  
Councillor Gulcin Ozdemir  
Councillor Saiqa Pandor  
Councillor Heather Staff  
Councillor Angelo Weekes

Substitutes:

Councillor Troy Gallagher  
Councillor Benali Hamdache  
Councillor Ruth Hayes  
Councillor Jenny Kay

3.4. The dates of meetings for 2024-25 are:

- 6 June 2024
- 22 July 2024
- 1 August 2024 (provisional meeting to consider call-ins only)
- 12 September 2024
- 5 November 2024
- 5 December 2024
- 30 January 2025
- 11 March 2025
- 3 April 2025
- 1 May 2025

## 4. Implications

### 4.1. Financial Implications

- 4.1.1. There are no direct financial implications associated with this report. The costs associated with scrutiny work are met from existing service budgets.

### 4.2. Legal Implications

- 4.2.1. The Council appoints scrutiny committees to discharge its statutory scrutiny functions under the Local Government Act 2000.

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

- 4.3.1. There are no direct environmental implications associated with this report. Scrutiny Committees will consider and review matters relating to environmental sustainability and related issues as they arise in their work programme.

### 4.4. Equalities Impact Assessment

- 4.4.1. 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.
- 4.4.2. An Equalities Impact Assessment is not required in relation to this report. Scrutiny Committees will consider and review equalities matters as they arise in their work programme.

## 5. Conclusion and reasons for recommendations

- 5.1. The Committee is asked to note its terms of reference and working arrangements.

### Appendices:

- Appendix A: Terms of Reference

### Background papers:

- None.

**Final report clearance:**

Approved by:

**Head of Democratic Services and Governance**

Date: 29 May 2024

Report Author: Jonathan Moore, Deputy Head of Democratic Services and Governance

Tel: 0207 572 3308

Email: [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk)

## Appendix A – Terms of Reference

### Corporate Resources and Economy Scrutiny Committee

#### Composition

Members of the Executive may not be members of a scrutiny committee.

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

No member may be involved in scrutinising a decision in which they have been directly involved. If a member of the committee has supported a call-in, they may not vote at the scrutiny committee meeting which considers it.

#### Quorum

The quorum for the committee shall be four members.

#### Purpose

The purpose of the Council's scrutiny committees is to review the performance of local services, to scrutinise decisions and actions taken on matters within their terms of reference, to contribute to the review and development of council policy, and to make recommendations to enhance and improve service delivery for residents.

The council's scrutiny committees will act as a 'critical friend', offering constructive challenge to ensure that local services are delivered effectively and efficiently, making the best use of resources.

In carrying out their work, the committees will have regard to the council's missions, priorities, and ways of working. Scrutiny Committees will consider the needs and priorities of local people, make use of evidence to inform their findings, examine opportunities for embedding best practice in council services, and will seek to promote equalities, joined up working, and early intervention and prevention approaches.

#### Terms of Reference:

- a) To carry out the functions of an overview and scrutiny committee, as defined by the Local Government Act 2000, in respect of the following functions and services:

Corporate Finance, Capital Programme, Asset base, Investment / New Build programme, Economic infrastructure and Inclusive Economy, Procurement and Social Value, Council Tax, Community financial resilience, Communications, Resident Voice / Experience, Complaints, Inclusion, Equalities, Corporate Performance, Corporate policy development, Corporate Risk Register, Digital Services, HR, Electoral Services, Statutory Utilities and Emergency Planning

- b) To review and scrutinise the performance of those services, and actions and decisions taken in connection with the discharge of those functions;
- c) To consider the performance of the Council's partner organisations in respect of the those services and functions;
- d) To approve an annual work plan focused on a strategic programme of policy development and performance review;
- e) To undertake one scrutiny review each year, on a matter of importance to the borough's residents, and to report its conclusions and recommendations to the council's Executive;
- f) To receive an annual report from the relevant Executive Members on their priorities for the coming year and performance over the previous year;
- g) To scrutinise the Executive's annual budget proposals and submit comments to the Executive for consideration, prior to the budget being submitted to the Council;
- h) To receive requests from the Executive or the Leader of the Council to participate in policy development and review, including consideration of forthcoming decisions, and to respond to the Executive accordingly.
- i) To consider matters relating to the financial position and performance of the council, other than detailed performance matters in the remit of another scrutiny committee.
- j) To monitor the council's forward plan.
- k) To consider all matters which have been referred to it in accordance with the provisions contained in the call in procedure contained within Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules set out in Part 4 of this Constitution and to decide whether such matters should be referred to Council or to the Executive for reconsideration.
- l) To consider all matters that have been referred to it in accordance with the Councillor Right to Refer procedure contained within the Scrutiny Procedure Rules.
- m) To receive an annual report on the operation of the council's scrutiny function.



Human Resources, Resources  
222 Upper Street

Report of: Corporate Director of Resources

Meeting of: Corporate Resources and Economy Scrutiny Committee

Date: 6<sup>th</sup> June 2024

Ward(s): N/A

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## Subject: Update on Check Ins and Previous Review of Performance Management

### 1. Synopsis

- 1.1. Islington Council introduced a new approach to performance development across the Council on 1 April 2023. The new approach is called Islington Check Ins, and this replaced the previous model called Quality Conversations.
- 1.2. Following a Scrutiny Review Working Group, two recommendations from the Policy and Performance Scrutiny Committee were received and approved by the Executive.
- 1.3. This report sets out the progress made in relation to the two recommendations.
- 1.4. This report also contains updates of progress made in relation to the overall embedding of Islington Check Ins.

### 2. Recommendations

- 2.1. That the Committee notes the progress made in implementing the new Performance Development, taking account of the recommendations to the Executive that followed the Scrutiny Working Group.

### 3. Background

- 3.1. In June 2022, the Executive received an initial report of the Policy and Performance Scrutiny Committee following their Scrutiny Working Group review of Performance Development.
- 3.2. In March 2023 the Executive received a report updating on the two recommendations made by the Scrutiny Committee in relation to the new Council wide approach to performance development – Islington Check Ins;

- 3.2.1 **Recommendation one:** Council officers to make sure that the current approach to performance development is being utilised by managers with recent improvements fully embedded. A communications campaign from April 2022 onwards will reinforce messages linking Quality Conversations to objectives and development planning for 2022/23, referring managers to a curated selection of supporting development resources and tools, linked to our CARE values.
- 3.2.2 **Recommendation two:** Staff performance and development continue to be reviewed, with the aim being to design, deliver and evaluate a new approach which is fit for purpose for a diverse population of roles and work styles through trialling approaches with different work groups.
- 3.3. The Executive agreed to note the response to the recommendations in March 2023 which focused on the Council's new approach to Performance Development, called Islington Check Ins.inc
- 3.4. The Policy and Performance Scrutiny Committee requested a further update on the two recommendations now that the scheme has been in place for a year.

## 4. Updates on progress against recommendations

- 4.1. On 1 April 2023, Islington Check Ins was officially launched. The basic structure of the new approach is that every month a Check In takes place between the line manager and team member, and that every four months (July, November and March) the Check In conversation is replaced with a Check In Review.
- 4.2. The difference is that during a Check In Review, both the manager and team member reflects back on the previous four months and a 'current status' is awarded. There are three possible current statuses which are colour coded; Green = Performing well, Amber = Some strengths with areas for improvement and Red = Not performing well.
- 4.3. Managers are required to upload the current status of all team members onto our MyHR system by the end of the Check In Review months. Managers enter one of the three current statuses, or there is an option for 'unable to submit' in the cases of colleagues with specific cases, for example those on maternity leave, long term sickness leave or career breaks. From April – October 2022 the council delivered an ongoing communications campaign which focused on managers fully utilising the improvements we had made to the previous model of performance development called Quality conversations. These improvements included documentation to capture individual performance objectives and individual development plans. The documents were supported by practical guidance, tools and tips available on our intranet and during development workshops for managers. These documents also linked conversations about performance development to our CARE values (Collaborative, Ambitious, Resourceful and Empowering).
- 4.4. From November 2022, we began a new communications and engagement campaign in the lead up to the launch of our new approach to performance development, Islington Check Ins. The campaign shared several important messages including, the reasons for change, what to expect, timeline and the benefits of the new approach. During November and December 2022, the HR team attended all Directorate Management Team meetings to begin the conversations and to take on board initial feedback on Islington Check Ins,

along with sharing important milestones leading up to the launch. The communications campaign used various channels and formats to share messages, including short films, attending toolbox talks (in person events for frontline colleagues in Homes and Neighbourhoods and Environment), focus groups and engagement activity with Colleague Forums and Trade Union colleagues.

- 4.5. From January – March 2023 the HR team designed, delivered, and evaluated a mandatory workshop for all colleagues with line management responsibility across the Council, which included our Corporate Management Team and Trade Union colleagues. We delivered these workshops called 'Check Ins for Managers' in person, to 1,064 managers. Colleagues rated the workshops 4.4/5, with managers agreeing that it was useful (90%), enjoyable (80%) and would recommend to a colleague (80%). This workshop continues to be mandatory for all new managers and is updated with any changes regularly.
- 4.6. During this same period, we made numerous supporting online resources available for all colleagues to access on our intranet and MyLearning (the council's learning management system); this included templates in various formats, guidance for managers and all colleagues, frequently asked questions and answers, demonstration and top tips films.
- 4.7. Throughout this period, HR colleagues connected with managers from across the Council and were invited to join local team meetings to understand and suggest ways of overcoming any challenges that service areas anticipated facing with using Islington Check Ins. We then worked collaboratively with these managers to create supplementary or bespoke approaches to using Islington Check Ins to make it work for their colleagues. For example, we created a bespoke Check Ins template for our colleagues in the concierge service.
- 4.8. When the scheme launched as planned in April 2023, we began to focus on messaging and support resources for our colleagues across the Council. We designed, delivered and evaluated an online workshop for any colleague to attend called 'Getting the best from your Check In'. We have had 308 staff attend and the feedback has been positive. Our council wide communication campaign is ongoing and we regularly share updates with all colleagues; since moving to our new intranet (Islington Connect) our Check Ins page is one of the most visited on the site with over 2,500 visits.
- 4.9. We increased communications and engagement in the lead up to our first Check In Review month (July 2023) so that everyone was aware of what was required from managers to submit the current status of all their team members. Below you will see the results from all three Check In Review months we have experienced:

When	% of submissions	% of current statuses
July 2023	84.05%	Green 73% Amber 20.78% Red 0.51% Unable to submit 5.72%
November 2023	76.01%	Green 79.46% Amber 14% Red 0.89% Unable to submit 5.66%
March 2024	91.69%	Green 84.09% Amber 9.75% Red 0.58% Unable to submit 5.59%

- 4.10. We are continuously asking for feedback and suggestions on how to improve Islington Check Ins and have made several changes as a result. For example, we have created some moderation guidance for leadership teams, we have designed a reconsideration meeting for colleagues who disagree with their current status and we updated the descriptions for each of the current statuses to clarify how colleagues use them in practice.
- 4.11. You will notice a decrease in current status submissions in November 2023 so we built in additional processes to prompt managers to complete the form on our MyHR system, and this has led to a 15.68% increase for the March 2024 Check Ins Review period.
- 4.12. During February – March 2024 we delivered an all-colleague survey and the results have shown an increase in the response rate to ‘my line manager deals effectively with poor performance’ by 15% since the 2021 all colleague survey. 83% of colleagues felt their manager ‘gives and invites honest feedback to improve performance’ which was an 9% increase. 79% of colleagues felt their manager ‘helps them to perform in their role’. Only 11% of colleagues disagree that ‘Check Ins provide space for my performance to be reviewed and developed’.

- 4.13. Statuses are monitored from an equality perspective and reported to the corporate management team and the trade union joint secretaries. When monitoring the equalities data, a downward trend has been noted in colleagues from Black backgrounds receiving amber statuses, and a static trend with male colleagues receiving an amber status. There has consistently been no downward or upward trends with the other protected characteristics, which suggests that statuses are being allocated fairly and consistently based on performance.
- 4.14. We are closely monitoring all 'not performing well' current statuses as the figures are not representative of where we would expect them to be. We continue to develop our managers to have open and honest performance conversations during Islington Check Ins. Our March 2024 Check In Review period was when we re-instated withholding annual increments for colleagues who are still eligible for increments who were awarded a 'not performing well' status. Performance led incremental progression is outlined in our statement of particulars and within our disciplinary procedure.
- 4.15. We are continuing to monitor the equalities data and working with colleagues to identify further trends within the data, so that we can act on any areas of concern, in collaboration with senior leaders and managers. We will also continue to work with teams who are less engaged with Islington Check Ins to understand what barriers they are facing and how we can help overcome them.
- 4.16. Overall Islington Check Ins have been well received with positive feedback from colleagues, managers, senior leaders, colleague forums and Trade Union colleagues. Islington Check Ins are an important component to us investing in a high performing workforce, as outlined in our Islington Together 2030 plan.

## 5. Implications

### 5.1. Financial Implications

- 5.1.1. The implementation of the Check-in's process was managed within existing budgets.
- 5.1.2. Linking performance in check-in reviews to the award of salary increments has had minimal financial implications. The award of increments is managed within existing service budgets across the Council, and there is no change to this practice. There may be a small saving in relation to staff who are awarded a red status as they will not receive their increments until performance improves. However, only 4 staff members did not receive pay increments because of the Check-in's process therefore this will not have a material impact on staffing budgets.

## **5.2. Legal Implications**

- 5.2.1 The Council's contracts of employment provides that subject to satisfactory performance, employees will receive annual increments within the grade of their post. The manner in which satisfactory performance is assessed is not prescribed within the contract. Check Ins have been designed to follow a fair process to assess performance and requires a consistent application free from any discrimination or bias.

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

- 5.3.1 There are no environmental implications

## **5.4. Equalities Impact Assessment**

A full equalities impact assessment was completed as part of the scheme's design.

- 5.4.1. 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.

## **6. Conclusion**

- 6.1. In conclusion we are pleased with how well received Islington Check Ins have been throughout the Council. We have been particularly pleased with the progress made to embed the new approach in all teams and service areas, particularly in front line services. As a result of working so closely with front line colleagues, Staff Forums and Trade Union colleagues we've been able to actively listen to their feedback and make improvements so that the approach is effective and meaningful.

6.2. There is still work to do for Islington Check Ins to be fully mature across our large and varied organisation, including exploring whether an online system will improve the approach for colleagues along with reporting capability. This is alongside making sure that we regularly monitor our Check In Reviews data through a lens of Equality, Equity, Diversity, and Inclusion which is an important priority set out in our current Workforce Strategy. Finally, we are beginning to explore how we link Islington Check Ins with Talent development and Succession planning.

**Background papers:** None

**Related papers:**

- Staff Performance Management and Development – report of the Policy, Performance and Scrutiny Committee 9/6/22: [Issue - items at meetings - Staff performance management and development - Report of the Policy & Performance Scrutiny Committee | Democracy in Islington](#)
- Executive report 23/3/23 : [Response to the Policy and Performance Scrutiny Committee - new approach to performance development](#)
- [Islington Together 2030](#)

**Final report clearance:**

Authorised by: David Hodgkinson

**Corporate Director of Resources**

Date: 21/5/24

Report Author: Astrid Keogh, Head of Organisational Development  
Email: [astrid.keogh@islington.gov.uk](mailto:astrid.keogh@islington.gov.uk)

Financial Implications Author: Tim Partington, Assistant Director of Finance  
Email: [tim.partington@islington.gov.uk](mailto:tim.partington@islington.gov.uk)

Legal Implications Author: Rob Willis, Chief Corporate and Commercial Litigation Lawyer  
Email: [robert.willis@islington.gov.uk](mailto:robert.willis@islington.gov.uk)





## CORPORATE RESOURCES AND ECONOMY SCRUTINY COMMITTEE PROVISIONAL WORK PLAN 2024-25

### **6 June 2024** (agenda publication: 29 May)

- Membership and Terms of Reference
- Update on previous review of Performance Management
- Selection of Scrutiny Topic 2024-25
- Provisional Work Plan 2024-25

### **22 July 2024** (agenda publication: 12 July)

- Budget Outturn 2023-24
- Corporate Performance – Q4 2023-24
- Employment and Skills Performance – Q1 2024-25
- Scrutiny Review – Approval of Scrutiny Initiation Document

**1 August 2024** – *Provisional meeting to consider any call-ins, if required*

### **12 September 2024** (agenda publication 4 September)

- Annual Presentation – Leader of the Council
- Scrutiny Review – Evidence
- Budget Monitor – Q1 2024-25
- Summer MTFS Update

### **5 November 2024** (agenda publication 28 October)

- Corporate Performance – Q1 2024-25
- Employment and Skills Performance – Q2 2024-25
- Annual Presentation – Executive Member for Inclusive Economy, Culture and Jobs
- Scrutiny Review – Evidence

### **5 December 2024** (agenda publication 27 November)

- Scrutiny Review – Evidence
- Budget Monitor – Q2 2024-25
- Autumn MTFS Update
- LGSCO Annual Report

**30 January 2025 (Budget Meeting) (agenda publication 22 January)**

- Scrutiny of Budget Proposals
- Annual Presentation – Executive Member for Finance and Performance
- 12 Month Update – Scrutiny Review of Cost of Living Crisis
- Corporate Performance – Q2 2024-25

**11 March 2025 (agenda publication 3 March)**

- Scrutiny Review - Evidence
- Budget Monitor – Q3 2023-24
- Employment and Skills Performance – Q3 2024-25

**3 April 2025 (agenda publication 26 March)**

- Corporate Performance – Q3 2023-24
- Draft Recommendations of Scrutiny Review
- Review of the Council's Scrutiny Function: Phase 2 Outcomes

**1 May 2025 (agenda publication 17 April)**

- Scrutiny Review – Approval of Report
- Scrutiny in Islington Annual Report
- Employment and Skills Performance – Q4 2024-25

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**5 June 2025 (1<sup>st</sup> meeting of 2025-26)**

- Agree work plan and selection of scrutiny topic