



# POLICY AND PERFORMANCE SCRUTINY COMMITTEE

## 8 December 2014 SECOND DESPATCH

Please find enclosed the following items:

<b>Item 8</b>	Report of Executive Member Finance and Performance	1 - 4
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<b>Item 12</b>	Termination Payments – <u>please substitute the attached report for the version circulated with the agenda</u>	25 - 34
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**IN VIEW OF THE PERSONAL DATA CONTAINED IN EXEMPT APPENDIX 4 TO THE TERMINATION PAYMENTS REPORT, MEMBERS ARE PARTICULARLY REMINDED OF THE IMPORTANCE OF KEEPING CAREFUL CONTROL OF THE DOCUMENT AND OF KEEPING THE INFORMATION IN IT CONFIDENTIAL**

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## **Annual Report to the Policy & Performance Scrutiny Committee by the Executive Member for Finance & Performance**

### **Budget**

- Effective financial oversight of the council's £1bn gross annual budget.
- Prepared and passed the council's 2014/15 Budget, protecting frontline services, helping residents deal with the cost of living and reducing fuel poverty by cutting energy bills, despite the government slashing the council's funding by £20m.
- Drafted a proposed 2015/16 Budget, delivering a further £35m of savings necessitated by continuing government cuts, for publication on 7 January 2015.

### **Finance**

- Regular Financial Monitoring reporting to Executive and Policy & Performance Scrutiny Committee.
- Secured a clean audit and sign-off for the council's Annual Accounts.
- Achieved multi-million pound savings for the council through effective Treasury Management.
- Implementing the Financial Management Review. The new structure will go live in May 2015 and will almost halve the size of the existing team.
- Our collection rates for Council Tax (and Business Rates) remain strong, despite the Government's retrograde welfare reforms.

### **Social security**

- Effectively administered the £3.1m Islington Resident Support Scheme in partnership with The Cripplegate Foundation, recognised nationally as best practice in its provision of community care, housing assistance and crisis support to Islington residents in hard times.
- Fought a year-long campaign in the high court and the court of public opinion to save the Local Welfare Provision Fund.
- Trialing Universal Support Delivered Locally to test the impact of employment support, personal budgeting support and digital support. We are focusing our attention for this work on the Bemerton and New River Green estates, the 200 longest unemployed in the borough and the impact on people accessing the Customer Centre with Universal Credit equivalent benefits. This will be subject to formal evaluation by the Department of Work and Pensions.
- Our Benefits processing times for 'new' claims continue to be in the top quartile for London and for 'change of circumstances' we had the best performance in London last year.
- Regular updates on the impact of the government's welfare reforms to the Employment & Poverty Reduction Board, chaired by the Leader. Update on welfare reform presented at Policy & Performance Scrutiny Committee in July.

## **Procurement**

- Overseen implementation of the council's procurement policy via the Procurement Board
- Implemented the council's groundbreaking anti-blacklisting policy and developed a plan to reduce our use of agency staff, following constructive scrutiny on both matters by the Policy & Performance Committee.
- Initiated a procurement review of the end-to-end process for supply chain management.

## **Customer service**

- Led the successful development of the new Islington Customer Centre at 222 Upper Street, saving £1m a year by moving out of Highbury House and bringing together under one roof most of our citizen-facing services.
- The new Customer Centre has now had over 100,000 visitors since 1 April, with an average waiting time of less than ten minutes.
- Overseen the efficient and effective delivery of Democratic Services, including running Local & European Elections and hosting the UK's first gay wedding

## **Digital**

- Developed and published the Islington Digital Strategy 2014-18
- Overseen a successful recruitment programme in Digital Services to reduce the need to employ expensive agency staff
- Islington Online: our Customer Transformation Programme aims to make our online presence more accessible and intuitive to our customers. This includes:
  - the ongoing development of a completely refreshed website, designed for mobile first, and built with the end users' experience in mind (not the council's departments')
  - a hosted web service: a set of tools, guides and standards to help departments create and publish campaign and promotion sites
  - self-service devices in the Customer Centre for customers to self-serve and for the hosts to show/teach customers what can be done online.
- Established the Members' Digital Sounding Board to test out ideas for new digital developments with elected councilors.

## **Information management**

- Thoroughgoing review of Data Security in preparation for the Information Commissioner's visit to Islington Council on 9-11 February 2015

## **Pay and debt**

- Led the Living Wage campaign in Islington, helping us to: become the first accredited Living Wage local authority in the UK; secure the Living Wage for 100% of LBI staff and 98% of our contractors, including in home care; become the place in the country with the highest concentration of accredited Living

Wage employers; and use our £1bn Pension Fund to lobby FTSE 100 companies to pay the Living Wage to their staff and contractors as well.

- Led the Islington Debt Coalition's 'Sharkstoppers' work to take on payday lenders and support London Capital Credit Union to help tackle problem debt.

### **Performance**

- Held Monthly Performance Panels (MPP) with the Leader, Chief Executive and relevant Executive Members and Corporate Directors to hold departments to account for their performance. MPP sessions also include monthly monitoring of council-wide performance against corporate indicators and quarterly monitoring of complaints reports and benchmarking data from across London.
- Refreshed the council's suite of corporate performance indicators
- Quarterly performance reporting to Policy & Performance Scrutiny Committee
- Presented an annual progress update on implementation of the recommendations of the Islington Fairness Commission at Full Council in February.

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**02/12/14**

**Cllr Andy Hull**

**Executive Member for Finance and Performance**

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

Meeting of	Date	Agenda Item	Ward(s)
<b>Policy &amp; Performance Scrutiny Committee</b>	<b>8 December 2014</b>	<b>10</b>	<b>All</b>

Delete as appropriate	Exempt	Non-exempt
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## Council Performance 2014/15: Quarter 2 Report

### 1. Synopsis

- 1.1 This Quarter Two (Q2) report provides an update on the council's corporate performance. It is based on a suite of approximately fifty corporate performance indicators which address the council's priorities.
- 1.2 This suite of indicators has this year been refreshed to ensure that it remains as useful and as relevant as possible. This report is based on the refreshed list of indicators. The rationale behind the selection of the revised corporate performance indicators is set out below. All figures cited are cumulative for this financial year to the end of Q2 (ie 1 April 2014 to 30 September 2014) unless otherwise stated. A summary of overall performance is set out a Appendix A.

### 2. Recommendations

- 2.1 To note progress to date towards delivery of the council's corporate priorities, as set out in the body of this report and summarised in Appendix A.
- 2.2 To note the council's revised performance management framework, laid out in Appendix B, which ensures effective monitoring of performance across the council.

### 3. Background

- 3.1 The Executive Member for Finance and Performance attends Policy and Performance Scrutiny Committee on a quarterly basis to provide an update on performance across the council.
- 3.2 This report sets out progress for the first six months of the financial year (1 April to 30 September 2014) against the council's suite of corporate performance indicators. Lists of indicators and targets for each service area are set out in sections 6 to 13

below, together with a narrative description of relevant highlights, challenges and interventions. A summary of overall council performance is attached at Appendix A.

#### **4. Review of the corporate indicator suite**

- 4.1 Overall performance across the council is measured through a set suite of corporate performance indicators. This is not an exhaustive list of all the measurements that the council takes, but rather a selection of those measures which, between them, provide the best indication of whether council services are achieving their intended outcomes.
- 4.2 The list of corporate performance indicators is reviewed periodically to ensure that it continues to reflect current priorities. As part of this process, targets are set which are stretching but achievable. Following a recent review, the indicators set out in the following sections constitute the revised list.
- 4.3 The review was led by the Executive Member for Finance and Performance, who met with each of the Corporate Directors to look at the wide range of measures collected by departments and to identify those which best measured progress in the areas of greatest importance to residents and therefore to Members. Conversations were also held with the council's Leader and Chief Executive, among others. In reaching a decision on what measures to include, the following preferences were applied wherever possible:
  - Measures that reflect progress in terms of outcomes rather than outputs
  - Measures of factors over which the council can itself exert control or influence
  - Measures that are reported relatively frequently (ie monthly, quarterly or termly) and where recent data is available without an excessive publication lag
  - Measures where the desired direction of travel is unambiguous
  - Measures that are simple, consistent and easy to understand (eg all measures are now either a number or a percentage, as opposed to a ratio or a formula)
- 4.4 Some equalities-orientated performance indicators are included within the suite to ensure that we continue to drive forward progress against the council's equalities objectives and its Fairness agenda.
- 4.5 Important annual measures, such as GCSE results, are reported to the relevant scrutiny committee but are not included in the corporate suite because data is only available once a year.
- 4.6 Additional arrangements are in place for in-depth monitoring of safeguarding issues through Adults Safeguarding Accountability Meetings and Children's Services Accountability Meetings.
- 4.7 When setting targets for 2014-15, we have aimed to strike a balance between stretching performance, to ensure continuous improvement, while remaining realistic. In the majority of cases, the targets for this year propose an improvement on performance against the previous year. Where this is not the case, departments have taken the following into consideration:
  - Changes in the resources available for a specific service
  - Known challenges which are likely to affect performance
  - Compliance with national or regional targets where these have been set
  - New measures or changes to the way something is measured that make it impossible to use data from last year to set a target



4.8 It is not always appropriate to set a target. In some cases, we must instead monitor numbers to ensure that the correct actions are being taken. This is particularly the case for safeguarding of both adults and children.

## 5. Performance management framework

5.1 Beyond the corporate performance indicator suite, the council has in place a robust set of arrangements to monitor and manage its performance, ensuring that the services it delivers are effective, efficient and responsive.

5.2 These arrangements include a range of mechanisms at all levels of the organisation – from detailed monitoring of all services and contracts within each department, through benchmarking our performance against other local authorities, to strategic oversight via a number of internal and external boards, and challenge through rigorous scrutiny arrangements.

5.3 An overview of the council's performance management framework is attached at Appendix B.

## 6. Adult social care

Objective	#	Performance measure	Frequency	Actual Q2 Apr – Sept	Target Q2 Apr - Sept	Year end target 2014-15	Progress against Q2 target	Same period last year 2013-14	Better than Q2 2013-14
Support older and disabled adults to live independently	1	Percentage of people who have been discharged from hospital into enablement services that are at home or in a community setting 91 days after their discharge into these services	Q	84.5% (Q1)	93%	93%	<b>Off</b>	New indicator	New indicator
	2	Percentage of service users receiving services in the community through Direct Payments	M	43.5%	32.5%	40%	<b>On</b>	39.7%	Yes
Support those no longer able to live independently	3	Number of new permanent admissions to residential and nursing care	M	44	58	115	<b>On</b>	46	Yes
Safeguard vulnerable adults	4	Number of adult safeguarding investigations that are concluded where the alleged abuse has been substantiated	M	9	No target	No target	<b>N/A</b>	11	N/A

### Support older and disabled adults to live independently

6.1 The new indicator concerning **people who have been discharged from hospital into enablement services** measures how effective our enablement services are at helping vulnerable people to live in their own homes or in a community setting following a spell in hospital. This is being affected by a higher number of hospital admissions than expected and is currently behind target.

6.1 We have *increased* the number of **service users that are choosing to receive their services through a direct payment** which, we believe, offers them the best option for having choice and control over their care and support. At the end of September,

524 service users and were receiving a direct payment. Islington is a regional leader for direct payments take-up.

### Support those no longer able to live independently

6.2 There has been a significant *reduction* in the number of older adults (aged 65+) that are being **permanently admitted to residential and nursing homes**. This is a positive achievement, as it means that a greater number of older adults are being enabled to maintain their independence. We are achieving this through exploring other support options, such as increased home care packages or extra-care sheltered accommodation.

### Safeguard vulnerable adults

6.3 The level of **adult safeguarding investigations where the allegations are substantiated** remains constant and indicates that there is not an increase in the prevalence of the abuse of adults in Islington.

## 7. Children's services

Objective	#	Performance measure	Frequency	Actual Q2 Apr-Sept	Target Q2 Apr-Sept	Year end target 2014-15	Progress against Q2 target	Same period last year Q2 2013-14	Better than Q2 2013-14
Early Years – quality of and access to provision	5	Number of 2-year-olds' places taken up by low-income families, children with Special Educational Needs or Disabilities (SEND) or children who are looked after	T	559 (Oct 2014)	590 (Oct 2014)	890	<b>N/A</b>	New indicator	New indicator
	6	Percentage of families with under-5s registered at a Children's Centre, indicating centres' reach	T	83%	89%	97%	<b>Off</b>	91%	Not directly comparable
	7	Number of childminders	Q	187	187	190	<b>On</b>	New indicator	New indicator
	8	Percentage of childminders with good or better inspection outcomes in their most recent Ofsted inspection	Q	72%	80%	80%	<b>Off</b>	71%	Similar
Ensure suitable provision and take-up of opportunities for at-risk groups post-16	9	Percentage of Islington school leavers in Year 11 who move into sustained education or training	T	Data available in Q3	No Q2 target (termly indicator)	96%	<b>N/A</b>	New indicator	New indicator
Support families facing multiple challenges and disadvantage	10	Percentage of families in Stronger Families programme with successful outcomes, as measured by payment by results	Q	67%	(Q3 target 65%)	80%	<b>N/A</b>	New indicator	New indicator
Safeguard vulnerable children	11	Number of children subject to child protection plans	M	149	No target	No target	<b>N/A</b>	127	N/A
	12	Number of Children Looked After	M	318	No target	No target	<b>N/A</b>	311	N/A

	13	Number of new foster carers recruited in Islington	M	10	10	20	<b>On</b>	13	No
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### Early Years – quality of and access to provision

- 7.1 The target for take-up of **2 year old places** in early years settings or childcare is based on an estimate provided by the Department for Education, which assumes that 80% of the eligible children will take up a free, 15 hour per week childcare place. In order to be eligible, children need to be in families on workless benefits or earning below £16,190 per annum, or have a disability, be looked after or adopted. A number of early years settings, childminders and schools have responded positively to the challenge of providing enough high quality places. However, so far take-up by parents has been lower than predicted by the government. Currently, there are just over 590 places available across the borough, with a further 217 in the pipeline. Take-up is estimated at just over 50% in October, but this is yet to be verified. Parents who believe they are eligible must apply for an income check which is undertaken by the Free Schools Meals team in Schools Finance, before they can access a place. Islington is ranked thirteenth in London for take-up of places as at October 2014.
- 7.2 **Children’s Centre reach** is a key indicator in the inspection regime for children’s centres. The target set is one of the requirements for centres to achieve an ‘outstanding’ judgement in their Ofsted inspection. The population data used for the denominator has been re-calculated from the children’s database and more families have been added. This means that the reach data for each year cannot be directly compared.
- 7.3 The **number of childminders** is currently on target at 187. In the first half of the year, ten childminders have resigned or cancelled their registration, or have moved out of the borough. New registration arrangements for childminders were put in place in the spring of 2014 which make the recruitment process longer, therefore slowing down the number flowing into the total group. In addition, new Disclosure and Barring System (DBS) checks and Ofsted proposed registration must be done within 12 weeks of each other. If the DBS check result, or proposal recording, fall outside this, the childminder must start the process again. This is causing some further delays to final registration for people who wish to work as childminders, when DBS checks are falling outside the timescale.
- 7.4 **Percentage of childminders with good or better inspection outcomes in their most recent Ofsted inspection** is below target but slightly better than at this point last year. However, new childminders are achieving on average 75% good or better outcomes, while established childminders who have been inspected recently are achieving 90% good or better.

### Ensure suitable provision and take up of opportunities for at-risk groups post-16

- 7.5 The percentage of **school leavers remaining in learning after year 11** is still being gathered for the cohort leaving school this summer. However, we know that approximately 98% had a guarantee of a place in school, college or other training provider this autumn. If all these young people take up their places and remain in them we will meet the target set. The challenge is for providers to ensure that young people are on the right pathway and that they are retained.

## Support families facing multiple challenges and disadvantage

7.6 The **Stronger Families** programme started in April 2013. It supports those families facing multiple issues. From January 2015, the programme will commence Phase 2. This means that there will be some additional flexibility in the way that families are identified and allow the local authority to claim Payment by Results if we successfully 'turn them around'. We are currently working on the new criteria we expect to use in addition to the current national criteria. To date, 444 families have been supported to make positive changes, with outcomes including reduced crime, improved school attendance and pathways to employment for parents.

## Safeguard vulnerable children

7.7 It is not appropriate to set targets for the numbers of **children on protection plans (CPP)**, nor for the numbers of **children who are looked after (CLA)**. This is because decisions about the status of children are taken on a case-by-case basis, reflecting the needs of the child. Numbers have been similar for a number of years, within a fairly small range. Of the 318 children looked after, 45 of these are young people who became looked after after their 16<sup>th</sup> birthday, as a result of homelessness, being an unaccompanied asylum seeker or being on remand. The Islington Safeguarding Children Board monitors child protection closely, while the Corporate Parenting Board has oversight of CLA.

7.8 Recruitment of **foster carers** locally is on target but remains a particular challenge. Families need sufficient space in their homes and this is often problematic for many of those who would like to foster, but cannot offer the bed-space. Our recruitment and support arrangements following inspection in the past have been rated 'Good' by Ofsted and we continue to put considerable efforts into local recruitment, training and ongoing support for local carers. It is essential that the awareness of the need for local carers is widely maintained.

## 8. Community safety

Objective	#	Performance measure	Frequency	Actual Q2 Apr-Sept	Target Q2 Apr-Sept	Year end target 2014-15	Progress against Q2 target	Same period last year Q2 2013-14	Better than Q2 2013-14
Reduce youth crime and reoffending	14	Number of serious youth violence offences	M	86	55	109	<b>Off</b>	61	No
	15	Number of first time entrants into the Youth Justice System	Q	51	54	107	<b>On</b>	54	Yes
	16	Number of repeat young offenders	Q	18	18	54	<b>On</b>	33	Yes
Tackle inequality in stop and search	17	Percentage gap between arrest rates for young black and young white people following stop and search ( <i>negative figure means young black people arrest rate exceeds that of white</i> )	Q	-4.1%	0.0%	0.0%	<b>On</b>	1.1%	Yes
Respond effectively to residents'	18	Percentage of ASB cases that result in enforcement action	Q	36%	45%	45%	<b>Off</b>	42%	No

concerns around safety and anti-social behaviour (ASB)	19	a) Number of vulnerable victims identified and supported	Q	22	18	36	<b>On</b>	New indicator	New indicator
		b) Number of repeat callers identified and supported	Q	55	65	60	<b>On</b>	New indicator	New indicator

### Reduce youth crime and reoffending

- 8.1 The number of **serious youth violence** offences is significantly above target as young people move from snatches of smartphones (a serious problem over the past two years) into drug-dealing, which has led to a rise in activity connected to gang/territory disputes and drug debts. Addressing this issue will be a priority for the Safer Islington Partnership in the coming year.
- 8.2 The number of **first time entrants into the youth justice system** has been falling for some years. The Youth Justice Management Board (a partnership group including the police and probation service as well as other support providers) oversees the performance of the Youth Offending Service. It has been reviewing its approach to its role to ensure that all partners are contributing more effectively to reducing offending and re-offending.
- 8.3 **Repeat Young Offender** data is reported for benchmarking using the Police National Computer source. Because it takes some time to obtain this data we also keep track of Islington young offenders who re-offend locally. This means we can provide a more up-to-date position. The data is measured by looking at the cohort of all young people who first offended 18 months previously – 53 young people in total offended, of whom 18 re-offended during the last 18 months.
- 8.4 The Youth Justice Board uses re-offending rates to measure how well local areas are doing in addressing youth crime; and it is a key indicator used in Youth Offending Service inspection (Islington is due a follow-up inspection next year). The rate measures the relationship between the number of offenders and the number of crimes they commit – both of which the YOS is tackling. At Q2, 53 young people were in the cohort being tracked, of whom 18 re-offended during the last 18 months, committing 38 offences between them. This gives a re-offending rate of 0.72 (38 offences/53 young people). Both the number of re-offenders and the rate of re-offending are lower than this time last year.

### Tackle inequality in stop and search

- 8.5 Tackling the disproportionate number of **Stop and Searches of young black people** is one of our current equalities objectives, working closely with the police to implement changes. The percentage gap between the arrest rates for young black and young white people following stop and search is currently -4.1%. The arrest rate for young black people as a result of being stopped and searched is 24.4% and for young white people it is 20.3%. This suggests that young black people are not disproportionately being stopped and searched without reason. We are currently reviewing the equalities objectives, including on Stop and Search, to assess whether they remain priorities or whether there are new inequalities we need to address.

### Respond effectively to residents' concerns around safety and anti-social behaviour

- 8.6 The **percentage of ASB cases that result in enforcement action** measure indicates the proportion of ASB housing interventions made against the number of cases reported. This refers exclusively to council tenants. Out of 451 cases, 164 housing interventions were made, broken down as follows:

- 25 Injunctions
- 22 possession orders
- 6 evictions
- 107 notices to seek possession
- 4 Acceptable Behaviour Contracts (ABCs)

In addition, 94 warning letters have also been sent.

8.7 The number of **vulnerable victims** is 22. When measuring the number of vulnerable victims, we are referring to the criteria for a referral to the Community Risk MARAC, which are as follows:

- *Potential escalation of ASB*: There have been a number of incidents by the same perpetrator on the same victim(s) in the last 6 months and they are increasing in severity or frequency.
- *Professional judgment*: The officer as a professional considers the victim/perpetrator to be particularly vulnerable or at risk of serious harm or death.
- *Perception*: Taking into consideration the victim's own perception of risk and their
  - Impairment or learning difficulties that may limit mobility or capacity
  - Mental health issues
  - Drug or alcohol misuse
  - Limited support network

8.8 Officers making referrals complete a risk assessment form which helps to guide the MARAC Chair and attendees on the vulnerability of the victim.

8.9 The number of **repeat callers** is 55. This has been assessed by defining a repeat victim as someone who telephones the police or out-of-hours ASB line ten times or more during a rolling six-month period. At the Community Risk MARAC, information is provided about all repeat callers (not just those that have called ten times or more) and officers are encouraged to make contact with people below this threshold to identify what the concerns may be and identify action to tackle them.

## 9. Employment

Objective	#	Performance measure	Frequency	Actual Q2 Apr-Sept	Target Q2 Apr-Sept	Year End Target 2014-15	Progress against Q2 target	Same period last year Q2 2013-14	Better than Q2 2013-14
Support Islington residents facing additional barriers into employment	20	a) Number of people supported into paid work through council activity, of which:	Q	532	400	850	<b>On</b>	332	Yes
		b) Islington parents of children aged 0-15	Q	199	100	375	<b>On</b>	187	Yes
		c) Disabled people or those with long term health conditions	Q	19	20	40	<b>Off</b>	New indicator	New indicator
		d) Young people aged 18-25	Q	114	100	250	<b>On</b>	New indicator	New indicator

	21	Number of council apprenticeships	Q	25	25	50	<b>On</b>	21	Yes
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### Support Islington residents facing additional barriers into employment

- 9.1 By the end of Q2, over 500 people had been **supported into paid work** through council activities, well above target. The improvement in relation to the same time last year can be attributed partly to improved data capture, as more services are now measuring this work and submitting their figures. The council's new employment service, iWork, has already supported 63 people into paid employment in its first 5 months of operation. The team brings together council officers from different frontline teams together with staff from Jobcentre Plus.
- 9.2 The figure for **parents supported** into work is also well above target, primarily due to the work of the Islington Working for Parents team.
- 9.3 Targets for **disabled people and young people** supported into work are newly set and not all services have yet reported against them.
- 9.4 All services are now being asked to gather data on people who have been supported into work and have stayed in work for 13, 26 and 52 weeks respectively. This will allow us to report, from April 2015 onwards, on the number of people who are supported into *sustained* paid work.
- 9.5 Services continue to pilot new approaches to supporting people into paid work. The new iWork service is focused on a coaching and mentoring approach with long-term unemployed individuals, building self-esteem and resilience and improving job outcomes for residents. A pilot 5-week programme of support is being trialled to support residents over 50 years of age who are currently unemployed. The project is in response to research carried out earlier this year. The approach involves confidence building, skills support and targeted job brokerage. The course started on 22 October and to-date 2 out of 11 clients have started in paid employment.

## 10. Environment and regeneration

Objective	#	Performance measure	Frequency	Actual Q2 Apr-Sept	Target Q2 Apr-Sept	Year End Target 2014-15	Progress against Q2 target	Same period last year Q2 2013-14	Better than Q2 2013-14
Tackle fuel poverty through energy efficiency programmes	22	a) Number of households that have had their boiler replaced	Q	316	421	800	<b>Off</b>	548	No
		b) Number of which contain older people and/or disabled people	Q	107	150	285	<b>Off</b>	174	No
	23	a) Number of households that have had their home insulated	Q	141	110	604	<b>On</b>	217	No
		b) Number of which contain older people and/or disabled people	Q	32	47	265	<b>Off</b>	53	No
Ensure a clean and safe environment	24	Percentage of household waste recycled and composted	M	31.9%	33.5%	33.5%	<b>Off</b>	31.4%	Yes
	25	Number of missed waste collections (per calendar month)	M	478 in Sept (average pcm 368 to Q2)	500	500	<b>On</b>	348	No

Deal promptly and effectively with planning applications	26	Percentage of planning applications determined within the target (majors)	M	71.4%	60%	60%	<b>On</b>	66.7%	Yes
	27	Percentage of planning applications determined within the target (minors)	M	79.3%	65%	65%	<b>On</b>	79.0%	Yes
	28	Percentage of planning applications determined within the target (others)	M	87.1%	65%	65%	<b>On</b>	81.7%	Yes
Promote and increase use of public facilities	29	Number of leisure visits	Q	899,708	1,023,000	2,012,000	<b>Off</b>	978,683	No
	30	Number of library visits	Q	269,733 (548,972 cumulative)	273,125 (549,644 cumulative)	1,092,527	<b>Off</b>	284,497	No

### Tackle fuel poverty through energy efficiency programmes

- 10.1 At the year mid-point, 316 households had had their **boiler replaced** under the two programmes which contribute to this indicator: the Boiler Replacement Programme and the Housing department's boiler replacement scheme. The (mainly private-sector) Boiler Replacement Programme is 33% ahead of target (129 against profiled target of 97), but overall boiler numbers are falling short due to delivery problems from LBI Housing contractors. The current mid-year Housing performance is 187 against the sub-target of 324. The Housing Department is currently negotiating with alternative contractors to address these problems.
- 10.2 The **insulation of homes** remains ahead of schedule at 141 against the profiled target of 110. This comprises the completion of the solid wall insulation at Holly Park estate as well as a significant number of loft insulations at blocks, including Monksfield and Stonefield on the Six Acres Estate in Finsbury Park ward.
- 10.3 Installing boilers and insulation in the homes of **older and disabled residents** is key to addressing our equality objective concerning tackling fuel poverty for vulnerable groups. The proportion of new boilers and insulations in homes with disabled or older residents appears to be similar to this time last year. Final numbers to the end of Q2 are still being collated but so far we have installed a new boiler or insulation in the homes of 73 residents who are over 60 years old and 66 disabled residents.

### Ensure a clean and safe environment

- 10.4 The current projection for the 2014/15 **recycling rate** is 31.9% against the overall target of 33.5%. However, only Q1 figures have been finalised to date. Historically, finalised figures are often slightly higher than our early local estimates and the rates for the four quarters can vary significantly, so it is still too early to give a reliable year-end projection. If we benchmark our official 32.7% for 2013/14 with other London Boroughs, Islington is third highest of the eleven Inner London Boroughs (behind Greenwich and Southwark) and maintains its position as having the lowest 'residual waste per household' figure across all 32 London Boroughs.
- 10.5 **Missed waste collections** are averaging 368 a month since April against the target of 500. September was a relatively high 478 due to short-term issues with vehicle availability and driver training.

### Deal promptly and effectively with planning applications

- 10.6 **Planning** performance across all three categories remains strong and is the same or better than Q2 last year. We have also continued to reduce the out-of-time backlog



which now stands at 143 compared to 180 at the end of August. The latest London Boroughs benchmarking data indicates we are in the second quartile for Majors and Minors and the top quartile for Others.

### Promote and increase use of public facilities

10.7 The number of separate **Leisure visits** across Q1 and Q2 is recorded as 899,700, although we need to wait a bit longer for our contractor, Greenwich Leisure ('Better'), to embed their data collection systems and for comparison with previous years when the service was delivered through AquaTerra. The Market Road pitches were also closed from May to September for redevelopment and this has impacted on overall numbers. The proportions of all visits broken down appear to be 20.25% of visitors are BME, 1.91% are disabled and 5.63% are Over 60s, although we need further analysis before being confident that these proportions are accurate.

10.8 The overall number of **Library visits** in the six months to September stands at 548,972, just 672 or 0.12% below the profiled target. Overall, this is 4.2% down on the same period in 2013/14.

## 11. Finance, customer service & human resources

Objective	#	Performance measure	Frequency	Actual Q2 Apr-Sept	Target Q2 Apr-Sept	Year end target 2014-15	Progress against Q2 target	Same period last year Q2 2013-14	Better than Q2 2013-14
Optimise income collection	31	Percentage of council tax collected	M	49.5%	49.7%	96.0%	<b>Off</b>	49.9%	Similar
	32	Number of council tax payments collected by direct debit	M	56,067	N/A	56,000	<b>On</b>	53,885	Yes
	33	Percentage of Business Rates collected	M	56.5%	53.5%	98.5%	<b>On</b>	56.2%	Yes
Improve customer access and experience when contacting the council	34	a) Number of residents assisted in person at Customer Centre	M	101,469	No target	No target	<b>N/A</b>	New indicator	New indicator
		b) Number of residents assisted on the telephone through Contact Islington call centre	M	253,556	No target	No target	<b>N/A</b>	266,590	No
	35	Number of My E-Account transactions	M	59,314	No target	105,600	<b>N/A</b>	49,216	Yes
	36	Percentage of calls into Contact Islington handled well	Q	To be reported from Q4	N/A	92%	<b>N/A</b>	New indicator	New indicator
Council workforce	37	Number of days lost through sickness absence per employee on average	Q	6.80	6.00	6.00	<b>Off</b>	5.54	No
	38	Percentage of workforce who are agency staff	Q	14.6%	13%	13%	<b>Off</b>	New indicator	New indicator

### Optimise income collection

11.1 £67m is collected annually in **Council Tax**. Performance is comparable to this time last year and we expect to meet our year-end target. We compare well with other

London Boroughs, with our target of 96% being above last year's inner London average collection rate of 95.4%.

- 11.2 **Direct Debit payments** of council tax continue to rise and we are exceeding our annual target already. Of our approximately 100,000 accounts, over 56,000 now pay by direct debit, which is far easier and cheaper to administer.
- 11.3 We also collect £189m in **Business Rates**, of which we keep £56 million ourselves, with the remainder going back to Government. Again, performance is on-track and we expect to hit our year-end target. Collection is comparable with other London Boroughs, with our target of 98.5% being above last year's London average collection rate of 98.4%.

#### Improve customer access and experience when contacting the council

- 11.4 The new **Customer Centre** at 222 Upper Street has now had over 100,000 visitors since 1 April, with an average waiting time of less than ten minutes. **Contact Islington call volumes** remain fairly consistent with last year, with an average wait time of less than a minute to answer. At present, we have not set targets regarding the channels of customer access: the indicators currently instead gauge customer preferences for accessing our support.
- 11.5 **My e-account transactions** continue to rise and we expect this to increase further along with other online transactions as we enable residents and businesses to do more business with the council online.
- 11.6 From Q4 we will be able to report on the new indicator **percentage of calls into Contact Islington handled well**. This is based on a sample of 40 calls listened to each month by the Financial Operations and Customer Services senior management. Calls will be assessed as either good, satisfactory or unsatisfactory, based on the way the agent:
- Understands the customer's issue
  - Provides accurate information and advice
  - Resolves the query or refers it to the appropriate team
- Calls considered to be good or satisfactory will be considered as being handled well.

#### Council workforce

- 11.7 **Average days lost through sickness** continues to be above target and above previous years due to the transfer into the council of manual workers who tend to show higher levels of sickness absence.

## 12. Housing

Objective	#	Performance measure	Frequency	Actual Q2 Apr-Sept	Target Q2 Apr-Sept	Year end target 2014-15	Progress against Q2 target	Same period last year Q2 2013-14	Better than Q2 2013-14
Increase the supply of affordable homes	39	Number of affordable new homes built	Q	137	No annual target	2000 by 2015	<b>N/A</b>	199	No
Ensure effective management of council housing stock	40	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	76	90	180	<b>Off</b>	81	No
	41	Number of under-occupied households that have downsized	Q	85	140	280	<b>Off</b>	177	No
	42	Percentage of repairs right first time	M	Data not yet available	80%	80%	Data not yet available	77.5%	Data not yet available
	43	a) Percentage of rent roll in arrears - LBI	Q	1.9%	2.0%	2.0%	<b>On</b>	1.9%	Similar
		b) Percentage of rent roll in arrears - PFI	Q	2.3%	2.0%	2.0%	<b>Off</b>	2.4%	Similar
Reduce homelessness	44	Number of households accepted as homeless	M	173	250	500	<b>On</b>	177	Similar
	45	Number of households in temporary accommodation	M	987	884	758	<b>Off</b>	1,000	Similar

### Ensure effective management of council housing stock

12.1 To date, 76 households have been **assisted with their overcrowding**, slightly behind target. There are a number of factors that are influencing our performance in this area. There has been a reduction in the number of larger size properties becoming available and these types of households generally require properties in excess of four bedrooms. We are finding that the number of households wishing to **downsize** because of the Bedroom Tax is reducing. We suspect that those that were willing to move have largely now done so. We suspect that the Benefit Cap is also a factor in influencing the number of households that are willing to move to larger properties. Larger properties have higher rents and running costs, which for households affected by the cap may well be a consideration and a possible disincentive to move out of an overcrowded property. This is a hypothesis and currently we do not have any clear evidence linking the low rate of moves with the cap and families electing to remain in overcrowded circumstances.

12.2 **Responsive repairs**, gas and voids services have now been brought back into the council as in-house services and are located at our offices at Brewery Road (and Northway House for gas). The repairs integration board that was established to

ensure a smooth transition back to the council will remain in place for the next year. The focus of the board's work will be addressing issues around productivity, cost and workforce culture across the services.

The current challenges the services face are:

- The cost of materials and subcontracting due to the generally buoyant construction industry, as well as not having the established networks or relationships that Kier had in the market.
- Most subcontractors are performing well, but there are particular challenges in scaffolding and gas installations.
- We are in the process of developing a new IT system to support the service and this will enable us to provide future performance reports.

12.3 **Directly managed services** continue to make improvements in **rent collection**, despite the current economic environment. To date this financial year, they have collected 99.7% of rents due to be collected. Currently, 6,806 households have some level of arrears on their rent account. This equates to 33.2% of all tenants. The majority of these arrears are carried over from previous years. Our current performance as a percentage of the rent roll is 1.9% against a target of 2%. Our benchmarked position is high on this measure.

12.4 **PFI managed properties** are contractually required to collect 97% of rent due on their first contract and 96% on their second contract. If they do not achieve these targets, they are subject to financial penalties. To date, both contracts have collected 99.7% of rent due, so they are performing well within the terms of their contracts. Performance on current debt as a proportion of the rent roll is 2.3%. This measure is not a contractual performance measure.

#### Reduce homelessness

12.5 We have accepted 173 households as **homeless** (April – September 2014), significantly fewer than we were expecting. Based on these levels, we would expect just over 346 households by the year-end. This would be a reduction compared to the 2013-14 outturn of 402. In terms of how we benchmark compared to other London Boroughs, we have the second lowest number of households accepted as homeless in inner London and we currently have the tenth lowest figure in London.

12.6 The number of **households in temporary accommodation** has fallen to 940 which is a reduction from the previous year-end outturn of 1,004. This is positive progress and we are working hard to reduce the number of households in nightly booked temporary accommodation by 100 by the end of this financial year. We have intensified our monitoring around placements into temporary accommodation and now call figures over on a weekly basis. The focus of this new monitoring is to reduce the volume of households in nightly booked accommodation, which has the highest cost to the council. In terms of how we compare with other London Boroughs, we have the third lowest number of households in temporary accommodation in Inner London and the fourteenth lowest figures in London as a whole.

## 13. Public health

Objective	#	Performance measure	Frequency	Actual Q2 Apr-Sept	Target Q2 Apr-Sept	Year end target 2014-15	Progress against Q2 target	Same period last year Q2 2013-14	Better than Q2 2013-14
Prevent poor health through tackling known risk factors	46	a) Percentage of children who have received two doses of MMR vaccine (2 years old)	Q	96% (Q1)	95%	95%	<b>On</b>	93.8%	Yes
		b) Percentage of children who have received two doses of MMR vaccine (5 years old)	Q	92% (Q1)	95%	95%	<b>Off</b>	89%	No
	47	Number of smokers accessing stop smoking services who have stopped smoking	Q	300 (Q1)	500	2,000	<b>Off</b>	496	No
	48	Percentage of eligible population who have been given an NHS Health Check	Q	8.8%	5%	10%	<b>On</b>	8.2%	Yes
Early diagnosis and support for at-risk groups	49	Number of people entering treatment with the Improving Access to Psychological Therapies service for depression or anxiety	Q	873	1,164	4,655	<b>Off</b>	1,035	No
Deliver effective treatment programmes to tackle substance abuse	50	Percentage of drug users in drug treatment who successfully complete it	Q	15%	15%	15%	<b>On</b>	10.2%	Yes
	51	Percentage of alcohol and non-opiate drug users who successfully complete treatment	Q	35% (Q1)	40%	40%	<b>Off</b>	New indicator	New indicator

### Prevent poor health through tackling known risk factors

13.1 Islington continues to have one of the highest coverage rates for childhood immunisations in London, with performance in Q1 higher than the previous year. **MMR coverage in two- and five-year-olds** was 96% and 92% respectively.

13.2 The **number of smokers accessing stop smoking services who have quit four weeks after quit date** was 300. This is lower than the target and lower than last year's figure. There has been a significant reduction in activity from General Practice. A key stakeholder meeting was held on 21 October to identify immediate actions to turn around performance. From this meeting, we have produced an implementation plan which is now in place, with actions for each of the partners (ie the Clinical Commissioning Group (CCG), Public Health and the Stop Smoking Service). Guidance for e-cigarettes has been circulated to all GPs to ensure they are aware they can treat people who use e-cigarettes. There has been a concerted effort to update the skills of the advisor workforce in General Practice. There will be a joint contractual obligations reminder coming from the DPH and the Chair of the CCG to increase activity amongst GPs. The turnaround group will meet again in early December to review progress.

13.3 The **percentage of eligible population who have been given an NHS Health Check** was above target in Q2 at 4.0%. Performance on this indicator remains excellent. Q1 and Q2 cumulative performance was 8.8%, meaning the annual target has almost been achieved. National figures for Q1 show that Islington was the top

performing borough in London and the second highest performer in England for this indicator.

Early diagnosis and support for at risk groups

13.4 The **number of people accessing the Improving Access to Psychological Therapies (IAPT) service for depression or anxiety** was 873, lower than in Q2 2013/14 and below target. New national software has created reporting delays and so data is incomplete. There is a national target to improve access to psychological therapies: to reach 15% of those estimated to be experiencing common mental health problems such as anxiety and depression by Q4 2014/15. It is not unusual to have a performance dip over the summer months due to staff changes and patient holidays.

Deliver effective treatment programmes to tackle substance abuse

13.5 For **drug treatment**, Islington remains on target with over 15% of all people in drug treatment during the period covered successfully completing the treatment and not re-presenting.

13.6 The indicator on **alcohol** only is no longer available from National Drugs Treatment Monitoring System which monitors alcohol and drug support for local authorities. They classify alcohol users into three groups – the new indicator reports on the first two of these three groups but not the third:

- People who use alcohol only
- People who use alcohol and non-opiate drugs
- People who use alcohol and opiate drugs

13.7 People who exit alcohol services in Islington overall have very positive outcomes, with 62% of those who exit having successful completions. However, performance in **the proportion of alcohol only, and alcohol and non-opiate users who successfully complete treatment** is kept artificially low due to the rapid increase in the number of people accessing alcohol treatment. Since Q3 2012/13, the numbers in alcohol treatment have increased 12% while successful completions have been increased by 7%. This coincided with extra investment being made in alcohol treatment. Rates of growth in the numbers in the alcohol treatment system are now more normal at 1% each quarter (2.3% per year), while growth of successful completions is at 3% per quarter (13.9% per year). If these trends continue, by year-end the borough will be meeting or very close to meeting the 40% target for successful completions. This is a new indicator and so we do not have historical performance figures.

**Final report clearance**

Signed by



02/12/14

Received by .....

.....  
Date

**Successes**

<b>Priority</b>	<b>Achievements</b>
Housing	Performance is above target on rent payment, with just 1.9% of tenants in arrears, and the number of households accepted as homeless is significantly better than target.
Community safety	The number of first-time entrants into the youth justice system has fallen by 5% against this time last year.
Employment	Performance is well above target for people supported into work, including parents. New initiatives have produced positive results, including in some difficult-to-help groups such as the over-50s.
Children's services	Some of the indicators for children's services are not due to be reported yet, but, of those which are, the recruitment of new foster carers is on target, despite the challenges which the service faces.
Adult social care	The percentage of service users receiving services in the community through direct payments is over 10%, ahead of the 32.5% target and also ahead of last year's Q2 actual.
Public Health	Percentage of people given an NHS health check is well ahead of target and on course to over-achieve against the year-end target. Proportion of children given MMR vaccine at 2 years old is above target, with the figure at 5 years only slightly behind.
Environment and regeneration	The processing all three categories of planning applications continues to be ahead of target and the number of households that have had their home insulated is also ahead of the Q2 target, although most of the insulations are profiled for the next six months.
Finance, customer services and HR	All but one finance indicator is ahead of target.

**Risks and challenges**

<b>Priority</b>	<b>Risks and challenges</b>
Housing	The number of under-occupied households that have downsized is significantly behind target, with the number of severely overcrowded households assisted to relieve overcrowding also behind target.
Community safety	The most significant challenge is the rise in the number of serious youth violence offences, which is above target, as young people move from phone snatches to drug crime.
Employment	The employment services are slightly behind target for supporting disabled people, those with long-term health conditions and young people into employment, but this could be due to delays in services responding to the need to report on these groups.
Children's services	A challenge for children's services is the number of new childminders, which is currently 33% below target. The longer registration process may mean a pick-up in numbers later in the year, as more applications are completed.
Adult social care	The percentage of people discharged from hospital into enablement services is behind target.
Public health	The most significant issue is the low number of users of the stop smoking services who stop smoking, which was 300 at Q1 against an annual target of 2,000.
Environment and regeneration	The boiler replacement programme is off target, with alternative contractors being considered. Figures for households containing disabled people and/or older people for both boiler replacement and home insulation are behind target.
Finance & Customer Services/HR	The only finance indicator behind target is council tax collection which is off by 0.2%. In HR, the average number of days lost through sickness continues to be over target.





## Council priorities and responsibilities

**Islington Commitment**

- Sets out the Council's strategic priorities and key policy initiatives for 2014-18

**Key Strategies and Plans**

- Set out policies and approach in key areas such as:  
Crime, Housing, Children & Young People, Adult Social Care, Public Health, Planning & Development and tackling Child Poverty and Health Inequalities

**Legislation**

Statutory roles and responsibilities for local authorities are set out in primary and secondary legislation

- Includes duties around safeguarding, promoting equalities and health & wellbeing, as well as duties around provision of specific services

**Corporate Performance Indicator Suite**

- List of approximately 50 key performance indicators to enable monitoring of corporate performance against strategic priorities, key services and corporate equalities objectives

## Monitoring

**Departmental Monitoring**

- Each department monitors outputs and outcomes of key services and contracts
- Overall performance monitored at senior level through Corporate Directors and their Departmental Management Team
- Corporate Directors accountable to Chief Executive

**Monthly Performance Panel**

- Internal panel comprising Leader, Chief Executive and Executive Member for Finance & Performance
- Each meeting focuses on a specific department: the relevant Executive Member and Corporate Director are required to attend
- Panel also monitors overall performance through the corporate performance indicator suite and other data sources eg complaints

**Safeguarding Accountability Meetings**

- Quarterly safeguarding meetings for Children's Services and for Adult Social Care
- Leader and Chief Executive meet with relevant Executive Member and Corporate Director for in-depth review of safeguarding issues within each department

**Internal Strategic Boards**

- Strategic boards in place to ensure corporate control of key areas of business
- Cover areas such as finance, procurement, IT, safeguarding vulnerable adults and children, corporate parenting

## Accountability

**Policy & Performance Scrutiny Committee**

- Overall responsibility for scrutinising performance across the council
- Membership includes chairs of other scrutiny committees who are required to report back on the work of their committee
- Executive Member for Finance & Performance required to present Quarterly Report on progress against Corporate Performance Indicators

**4 x Scrutiny Committees**

- Aligned to service areas as follows: Children's Services; Health and Care; Environment & Regeneration; Housing
- Policy & Performance Committee covers remaining areas: Finance, Resources, Crime and Employment
- In-depth scrutiny of key services within departments
- Executive Members required to report annually to relevant committee on performance of services within their portfolio

**Strategic Partnerships and Boards**

- Develop and monitor progress against strategies and plans within their remit
- Includes Children & Families Board, Employment Services Board, Housing Board and Safer Islington Partnership

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Chief Executive's Department  
Town Hall, Upper Street, London N1 2UD

Report of: Assistant Chief Executive, Governance and HR

Meeting of:	Date	Agenda item	Ward(s)
Policy and Performance Scrutiny Committee	8 <sup>th</sup> December 2014		

Delete as appropriate	Exempt	Non-exempt
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Appendix 4 to this report is not for publication

Subject: Termination Payments

### 1 Synopsis

1.1 This paper provides an overview of the process for making termination payments to senior staff and includes an examination of payments made between April 2006 and March 2014.

### 2. Recommendations

2.1 To note the contents of the report.

### 3 Background

#### 3.1 Scope of Review

For the purpose of this review 'termination payments' will cover redundancy, payment in lieu of notice and any additional payment under the Local Government (Early Termination of Employment) Discretionary Compensation Regulations.

3.2 For the purpose of this review "senior staff" refers to officers on the council's Chief Officer grade or equivalent which starts at £68,475.

#### 3.3 Entitlement to Termination Payments

Any council officer whose role is terminated on the grounds of redundancy has a contractual entitlement to a redundancy payment if they have two years' continuous employment and may receive discretionary payments in the event of termination for redundancy or on efficiency grounds. Those who volunteer for redundancy under the council's Voluntary Redundancy Scheme are entitled to an additional £500.

### **3.4 Basis for calculating redundancy entitlement**

The general redundancy payments policy applies only to employees with two or more years' continuous service with a body listed in the Redundancy Payments (Continuity of Employment in Local Government) Modification Order.

Entitlement to redundancy pay under the council's policy is based on contractual pay, length of continuous service and age. The maximum service that can be taken into account for redundancy pay purposes is 20 years. For full completed years of service the entitlement is:

- Under the age of 21 half a week's contractual pay,
- Between 22 and 40 one week's contractual pay, and
- From 41 onwards one and half weeks' contractual pay.

Actual salary rather than the statutory weekly maximum is used for this calculation as permitted by the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006 (as amended). Current salary bands for Chief Officers are set out in Appendix 1.

An employee aged 55 or over who is made redundant and is a member of the Local Government Pension Scheme is entitled to early retirement. This would include an annual pension without actuarial reduction and a lump sum.

### **3.5 Discretionary Payments**

The Council may use its discretion under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006 (as amended), in exceptional circumstances, to pay a lump sum of up to a total of 2 years (104 weeks) actual pay without any salary cap as a compensatory payment to any employee (eligible for the Local Government Pension Scheme), whose employment is terminated by reason of redundancy or in the interests of the efficiency of the service, including early retirement, in accordance with the council's adopted policy. See Appendix 3 – *Pay Policy Statement* extract for details of the criteria to be applied.

## **4.0 Governance process**

### **4.1 Background**

There are a number of thresholds which trigger governance requirements to ensure that termination payments are lawful and appropriate. In calculating

the amount of a proposed payment for this purpose, the following elements of the payment are taken in to account:

- Redundancy payment
- Any additional payment under the Local Government (Early Termination of Employment) Discretionary Compensation Regulations
- Payment in lieu of notice.

## **4.2 Thresholds and related governance**

### **4.2.1 Payments under £50,000**

Any payments under £50,000 can be approved by a Service Director within the Finance directorate. A form is generated by the HR/Payroll team and passed to Finance for approval. Once approval is received the payment is processed.

### **4.2.2 Payments to Chief Officers and other payments of £50,000 to £99,999**

For payments where the proposed payment is to a Chief Officer or exceeds £50,000 a report is to be prepared by the manager of the employee to whom it is proposed the termination payment be made. A standard template is available (See Appendix 2).

Payments proposed must be in accordance with council policy, in particular the council's Discretionary Compensation Policy. The termination payment report must be approved by the Section 151 Officer and the Monitoring Officer (or their duly authorised deputies) and a final decision concerning it made by the Chief Executive before any commitment to make the payment is made, whether in correspondence, discussion or in a compromise, settlement or other formal agreement.

### **4.2.3 Payments in excess of £100,000**

The Audit Committee (or its Personnel Sub-Committee) will approve any termination payment to any officer which exceeds £100,000. For this purpose the pay in lieu of notice element of the calculation only includes payments under the specific provision for 6 months pay in lieu of notice where a Chief Officer's contract is terminated in the interests of efficiency. This ensures that elected councillors are accountable for payments made in these circumstances. This reflects the requirements of the Pay Policy Statement adopted annually by full Council. An extract from the Statement covering termination payments is attached as Appendix 3.

## **5.0 Breakdown of Payments**

A detailed list of payments made between July 2007 (when the current payroll system was introduced) and March 2014 is set out in Exempt Appendix 4. A summary is set out below. We no longer have access to records prior to July 2007.

Between July 2007 and March 2014 a total of 30 termination related payments were made to senior managers at Islington Council. The total of all payments made was £2,490,249. The average payment was £83,008.

Table 1

	July 2007 to March 2010	April 2010 to March 2014
No of payments	17	13
Total amount	£1,626,748	£863,501
Average payment	£95,691	£66,423
% of Leavers via redundancy	53%	69%

The majority of termination payments processed since April 2010 have been redundancy related.

## 6.0 Recovery of Public Sector Exit Payments

The government is currently consulting on proposal to require high earning public sector employees or office holders to repay certain exit payments. It is anticipated that powers to enable this will be included in the Small Business Enterprise and Employment Bill with secondary legislation to give effect to the provisions expected by April 2016.

## 7.0 Implications

### **Financial implications:**

None arising directly from this report.

### **Legal Implications:**

The Localism Act 2011 requires local authorities to publish an annual “pay policy statement”, approved by full Council, having regard to guidance to be published by the Secretary of State. Authorities are then be constrained by their policy statement when making determinations on senior officer pay (although the statement may be amended at any time by a further resolution of the full council).

The circumstances of a person’s departure from an organisation are their personal data under the Data Protection Act 1998.

Other legal implications are included within the report.

### **Environmental Implications:**

None

### **Resident Impact Assessment:**

None arising directly from this report.

## 8.0 Conclusion

There are strong governance procedures in place to ensure termination payments are transparent and in line with an individual's contractual entitlements and that discretionary payments are made appropriately.

Final report clearance:

**Signed by:**

**Received by:** Assistant Chief Executive, Governance and HR      Date

Head of Democratic Services      Date

**Report Author:** Shane Lynch, Head of Shared Services  
Tel: 020 527 6096

## Appendix 1

<b>Grade</b>	<b>Scale</b>	<b>Salary</b>
C01+	<b><i>T (5)</i></b>	£139,407
C01+	<b>4</b>	£136,944
C01+	<b>3</b>	£134,520
C01+	<b>2</b>	£132,093
C01+	<b>1</b>	£129,675
C01	<b><i>T10</i></b>	£129,741
C01	<b>9</b>	£127,323
C01	<b>8</b>	£124,824
C01	<b>7</b>	£122,403
C01	<b>6</b>	£119,980
C01	<b>5</b>	£117,552
C01	<b>4</b>	£115,134
C01	<b>3</b>	£112,710
C01	<b>2</b>	£110,280
C01	<b>1</b>	£107,862
C02	<b><i>T (7)</i></b>	£110,451
C02	<b>6</b>	£107,970
C02	<b>5</b>	£105,435
C02	<b>4</b>	£103,011
C02	<b>3</b>	£100,593
C02	<b>2</b>	£98,166
C02	<b>1</b>	£95,742
C03	<b><i>T (7)</i></b>	£95,322
C03	<b>6</b>	£92,817
C03	<b>5</b>	£90,288
C03	<b>4</b>	£87,867
C03	<b>3</b>	£85,437
C03	<b>2</b>	£83,016
C03	<b>1</b>	£80,595
C04	<b><i>T (7)</i></b>	£83,331
C04	<b>6</b>	£80,748
C04	<b>5</b>	£78,168
C04	<b>4</b>	£75,744
C04	<b>3</b>	£73,320
C04	<b>2</b>	£70,896
C04	<b>1</b>	£68,475



## Appendix 2

### Procedure for approval of termination payments

- 1 This procedure applies to termination payments to Chief Officers (in this procedure this means officers on Chief Officer grades) or other officers where the proposed payment exceeds £50k.
- 2 This procedure does not apply where the payment is required to be considered by the council or one of its committees or sub-committees before it is agreed.
- 3 This procedure does not apply in full where the payment is agreed in the course of Employment Tribunal or other proceedings. In such cases section 9 and 10 will apply.
- 4 A termination payment is a payment which it is proposed will or may be made relating to the termination of an employees employment with the council.
- 5 In calculating the amount of a proposed payment, the following elements of the payment shall be taken into account, if they apply:
  - (a) Redundancy payment
  - (b) Any additional payment under the Local Government (Early Termination of Employment) Discretionary Compensation Regulations
  - (c) Payment in lieu of notice
- 6 A report in the form attached to this procedure shall be prepared by the manager of the employee to whom it is proposed the termination payment be made.
- 7 Payments proposed must be in accordance with council policy, in particular the council's Discretionary Compensation Policy.
- 8 The termination payment must be approved by the s151 Officer and the Monitoring Officer (or their duly authorised deputies) and a final decision concerning it made by the Chief Executive before any commitment to make the payment is made, whether in correspondence, discussion or in a compromise, settlement or other formal agreement.
- 9 In the case of a termination payment which is negotiated in the context of Employment Tribunal or other proceedings, where possible a report in the form attached will be completed prior to agreement as to the termination payment being reached.
- 10 Where this is not possible (for example, because the possibility of settlement arises unexpectedly and must be dealt with within a tight timeframe or it becomes apparent during the course of a hearing that the amount likely to be awarded by a tribunal is in excess of that anticipated prior to the hearing as possible in the event of an adverse finding) the officer with relevant delegated power giving instructions in the proceedings may, after taking legal advice, agree the termination payment.



## Appendix 3

### Pay Policy Statement Extract

#### 9 Leaving the council

Employees who voluntarily leave the council are not entitled to a termination payment. Those who volunteer for redundancy under the council's voluntary redundancy scheme receive a payment of £500 in addition to any other entitlements they may have

Employees who are made redundant are entitled to a redundancy payment based on the statutory redundancy scheme with regards the calculation of the number of week's redundancy pay but, as sanctioned in the Local Government (Early Termination of Employment) Discretionary Compensation Regulations, actual salary is used rather than the statutory maximum of £450 per week.

In exceptional circumstances the Council may exercise its powers under the above mentioned Regulations and award a discretionary payment to senior staff in line with the council's discretionary termination compensation policy, for those whose employment is terminated by reason of redundancy or in the interests of the efficiency of the service, including early retirement.

The following factors will be taken into account when deciding whether to award a compensatory payment under these Regulations and, if a compensatory payment is made, the amount of that payment:

- Individual financial and other personal circumstances
- The council's interests, including corporate and service imperatives
- The council's fiduciary duty, including its duty to protect the interests of council tax payers and to exercise prudence and propriety
- Overall work record of the employee, including performance, attendance, length of service, level of responsibility and disciplinary record
- Any other factor relevant to the individual case.

Where a Chief Officer's contract is terminated in the interests of the efficient exercise of the Authority's functions they are contractually entitled to six months' notice or may be paid in lieu of notice where their contract provides for this.

The Audit Committee (or its Personnel Sub-Committee) may hear representations in respect of the termination of a Corporate Director's employment in accordance with the JNC terms and conditions of employment.

In the case of the Chief Executive, the Audit Committee (or its Personnel Sub-Committee) will approve the early retirement of the postholder and agree the award of any discretionary payments in connection with such retirement or redundancy in line with the policy outlined above. No such payments were made in the financial year 2013-14.

The Audit Committee (or its Personnel Sub-Committee) will also approve any payment in line with the policy outlined above to any other officer which exceeds £100,000. No such payments were made in the financial year 2013-14. This ensures that elected councillors are accountable for payments made in these circumstances without delay to finalising arrangements.



By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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