



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

AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held on, **2 March 2015 at 7.30 pm.**

John Lynch
Head of Democratic Services

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Despatched : 20 February 2015

Membership

Councillors:

Councillor Troy Gallagher (Chair)	Councillor Una O'Halloran
Councillor Gary Doolan	Councillor Olly Parker
Councillor Michael O'Sullivan	Councillor Caroline Russell
Councillor Martin Klute	Councillor James Court
Councillor Kaya Comer-Schwartz	Councillor Satnam Gill
Councillor Osh Gantly	Councillor Jenny Kay

Substitutes:

Councillor Alice Perry	Councillor Jilani Chowdhury
Councillor Alex Diner	Councillor Richard Greening
Councillor Gary Heather	Councillor Robert Khan
Councillor Raphael Andrews	Councillor Nick Wayne
Councillor Paul Smith	Councillor Flora Williamson
Councillor Clare Jeapes	Councillor Mouna Hamitouche MBE

Quorum: 4 Councillors

1. Apologies for Absence
2. Declaration of Substitute Members

A. FORMAL MATTERS

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3. Declarations of Interest

Declarations of interest

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

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

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

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

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

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

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

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

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

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

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

This applies to all members present at the meeting.

4. To approve minutes of previous meeting
5. Matters Arising from the minutes
6. Chair's Report

B. ITEMS FOR CALL IN - IF ANY

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7. PUBLIC QUESTIONS

C. SCRUTINY AND MONITORING REPORTS

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8.	Scrutiny Review - BEST team - Presentation and SID	1 - 2
9.	Quarter 3 Performance Report	
	To follow	
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D.	MONITORING RECOMMENDATIONS OF SCRUTINY COMMITTEES, TIMETABLE FOR TOPICS, WORK PROGRAMME AND FORWARD PLAN	Page
E.	DISCUSSION ITEMS - IF ANY	Page
F.	REPORT OF REVIEW CHAIRS	
	Health and Care	
G.	URGENT NON EXEMPT MATTERS	
	<u>Any non-exempt items which the chair agrees should be considered urgently by reason of special circumstances. The reason for urgency will be agreed by the Chair and recorded in the minutes.</u>	
H.	EXCLUSION OF PUBLIC AND PRESS	
	<u>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.</u>	
I.	CONFIDENTIAL ITEMS FOR CALL IN - IF ANY	Page
J.	EXEMPT ITEMS	
	<u>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.</u>	
K.	OTHER BUSINESS	Page

The next meeting of the Policy and Performance Scrutiny Committee will be on 11 May 2015 **Please note all committee agendas, reports and minutes are available on the council's website:**

www.democracy.islington.gov.uk

SCRUTINY REVIEW INITIATION DOCUMENT (SID)

Review: Business and Employment Support Team (BEST)

Note that with effect from 1 April 2015 BEST will be merged with Islington Learning and Working to as part of the new Learning, Skills and Employment section within the Chief Executive's Department.

Scrutiny Review Committee: Policy and Performance

Director leading the Review: Lela Kogbara

Lead Officer: Ellen Ryan and Pete Courtie

Overall aim:

Establish the extent to which BEST currently delivers for residents that need help securing employment including those who are young, over the age of 50, parents, sick/disabled, ex-offenders, BME.

Objectives of the review:

- Identify gaps in BEST provision to unemployed residents
- Review plans in place to fill gaps as part of implementing the recommendations of the Islington Employment Commission
- Make recommendations to be taken on board by the new Learning, Skills and Employment service

How is the review to be carried out: (Use separate sheets as necessary for 1-4 below)

Scope of the Review

Types of evidence will be assessed by the review: (add additional categories as needed)

1. Documentary submissions:
 - i) Overview of BEST work to date
 - ii) BEST performance data
 - iii) Labour market information
2. It is proposed that witness evidence be taken from:
 - i) BEST managers and officers
 - ii) Apprentices placed with external organisations
 - iii) Young people looking for apprenticeships and/or jobs
 - iv) People with learning disabilities that have applied for jobs through BEST – a sample of those that have been successful and those that have not
3. Visits
None

Additional Information:

BEST was established in January 2012 to operate a Single Employer Face as recommended by the Islington Fairness Commission. It is primarily an employer facing service that seeks to coordinate efforts to get more employers to recruit disadvantaged residents as well as encouraging Corporate Social Responsibility (CSR) to support employability through activities such as mentoring.

The Islington Employment Commission report was launched on 26 November 2014. It made recommendations in three areas:

- Creating change for people who need it - expanding and improving the support for available to Islington people to get, keep and enjoy their job;
- Employers creating change - enabling employers to recruit better locally
- Creating change for the next generation - ensuring that all young people get the support they need to confidently pursue their ambitions and get the careers they deserve

In addition there were messages to Government to devolve employment services to the local level, make youth careers a priority and take vocational education seriously.

A team is now in place to implement the recommendations of the Employment Commission, which is mostly drawn from existing resources.

The council successfully bid for approximately £2m from the London Enterprise Panel (New Homes Bonus top-slice) to provide resources until March 2017 to support the employment agenda. This has meant that the council has resources to develop the work of BEST, Islington Working for Parents and careers work in Children’s Services.

Consultation has been completed on a new organisation structure to deliver the ambitions of the Employment Commission. The result is that BEST will be merged with Islington Learning and Working from 1 April 2015 to form a new Learning, Skills and Employment service. The new structure brings together the strategic business engagement functions, the job brokerage and recruitment functions and the front line employment support functions together with Adult and Community Learning.

Programme	
Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	
2. Timetable	
3. Interim Report	
4. Final Report	



Report of: Executive Member for Finance and Performance

Meeting of:	Date	Agenda Item	Ward(s)
Executive Policy and Performance	12 th February 2015 02 March 2015		

FINANCIAL POSITION AT 31st DECEMBER 2014

1. SYNOPSIS

- 1.1 This report presents the forecast outturn position for 2014-15 as at 31st December 2014. Overall, the forecast is a £0.5m General Fund underspend including corporate items. The Housing Revenue Account (HRA) is forecast to break-even over the year. It is forecast that £93.8m of capital expenditure will be delivered in 2014-15.

2. RECOMMENDATIONS

- 2.1. To note the overall forecast revenue outturn for the General Fund of a £0.5m underspend. **(Paragraph 3.1, Table 1 and Appendix 1)**
- 2.2. To note that the HRA is forecast to break-even over the financial year. **(Paragraph 3.1, Table 1 and Appendix 1)**
- 2.3. To note the latest capital position and agree the planned drawdown of £1m from the Invest to Save reserve towards the Working Without Walls technology enabling programme. **(Section 6, Paragraph 6.2, Table 2 and Appendix 2)**

3. CURRENT REVENUE POSITION: SUMMARY

- 3.1. A summary position of the General Fund and Housing Revenue Account is shown in **Table 1** with further detail contained in **Appendix 1**.

Table 1: General Fund and HRA Estimated Outturn at 31st December 2014

	VARIANCE Month 9 (£000)
<u>GENERAL FUND</u>	
Finance and Resources	0
Chief Executive's	(87)
Core Children's Services (Excluding Schools)	(610)
Environment and Regeneration	(15)
Housing and Adult Social Services	1,925
Public Health	0
Net Departments	1,213
Corporate Items	(1,690)
Total excluding contingencies	
Unallocated contingency budgets	0
TOTAL PROJECTED (UNDER)/OVERSPEND	(477)
<u>HOUSING REVENUE ACCOUNT</u>	
NET (SURPLUS) / DEFICIT	0

4. GENERAL FUND

Finance and Resources Department (zero variance)

- 4.1. The Finance and Resources Department is currently forecasting a break-even position.

Chief Executive's Department (-£0.1m)

- 4.2. An underspend of (-£0.1m) is forecast in the Chief Executive's Department, due to staffing variances and some additional income.

Children's Services (General Fund: -£0.6m, Schools: -£4.1m)

- 4.3. An underspend of (-£0.6m) is forecast for the General Fund (non-schools) Children's Services budget. This is due to an underspend against the Council's Universal Free School Meals budget following the introduction of statutory free school meals for all pupils in Reception to Year 2 (-£0.35m); a staffing underspend due to vacancies in the Play and Youth Service and Youth Careers (-£0.25m); the early delivery of 2015-16 administrative savings within the Partnerships and Support Services division (-£0.15m); an underspend due to staffing vacancies in Children's Centres and lower than expected spend against the Grant Aid budget in Early Years (-£0.1m); a staffing underspend due to vacancies in School Improvement (-£0.1m); an underspend relating to ICT and Data staffing vacancies (-£0.1m); and an overspend of (+£0.45m) due to underlying demographic pressures on Special Educational Needs transport.

Schools (-£4.1m)

- 4.4. A Dedicated Schools Grant (DSG) underspend of (-£4.1m, 2.7% of DSG) is forecast. This is due to the carry forward of Early Years DSG funding from 2013-14 that will be used to smooth in expected DfE funding reductions for the statutory entitlement for free childcare for deprived 2-year olds from 2015, when funding will be allocated to local authorities based on take-up (-£3.6m); Schools Forum have agreed to hold off allocating £0.4m from the 2013-14 DSG carried-forward underspend pending confirmation of sufficient headroom from the growth in DSG in 2015-16 and 2016-17 to enable re-

designed pupil, school and early years services to be funded (-£0.4m); and a forecast underspend in Early Years in relation to the provision of nursery places for 3 and 4 year old places reflecting demand following the October Census (-£0.1m). DSG variances are managed through the Schools Forum.

Environment and Regeneration (zero variance)

- 4.5. The Environment and Regeneration Department is currently forecasting a break-even position. This is after the £0.9m in-year corporate savings previously applied to structural overspends in the department. There is a remaining pressure in relation to the Houses in Multiple Occupation (HMO) Licence income shortfall (+£0.2m). However, this and other volatile income streams are being managed allowing the department to forecast a balanced position.

Housing and Adult Social Services (+£1.9m)

- **Adult Social Care (-£0.2m)**

- 4.6. There is a small, net forecast underspend of (-£0.2m) for Adult Social Services, spread across a number of budget areas. This forecast includes the agreed allocation of demographic contingency for the full-year effect of 2013-14 placements of (+£0.5m) and the part-year effect of 2014-15 placements (+£1.0m), and the agreed allocation of general contingency (+£1.4m) to enable the contractors of the Provision of Comprehensive Domiciliary Care Services in Islington to pay the London Living Wage.

- **Housing General Fund (+£2.1m)**

- 4.7. The Housing General Fund continues to be impacted by increased demand for temporary accommodation (TA) and the increased cost of supplying it, exacerbated by ongoing changes to the housing benefit regulations (implementation of Local Housing Allowance caps) and the changes to the welfare support system. This has resulted in a net financial pressure of £2.1m in 2014-15 (after the previous application of £0.4m in-year corporate savings to structural overspends within the temporary accommodation procurement and rental income budgets).
- 4.8. There has been some mitigation of the impact of the £500 per week benefit cap in that TA households affected are currently in receipt of transitional Discretionary Housing Payment protection.
- 4.9. The main actions being taken to control the pressure are:
- 4.9.1. Options and service delivery strategies have been considered and are currently in the process of being implemented that aim to reduce: the numbers of admissions and consequently the number of families being placed in TA; the length of stay; and the cost of procuring TA.
 - 4.9.2. The extent to which the different approaches/strategies are successful is under constant review and the financial impact will be closely monitored as the financial year progresses.

Public Health (zero variance)

- 4.10. Public Health is funded via a ring-fenced grant of £25.4m for 2014-15. The public health grant is committed against existing public health services and programmes, continuing from the previous year and transferred to the Council via a transfer scheme in April 2013, and public health services and programmes included in larger NHS contracts. The grant is forecast to be spent in line with the overall allocation, with any underspend at year-end ringfenced and carried forward to the following year earmarked for Public Health.

Corporate Items (-£1.7m)

- 4.11. The Council continues to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates. The current forecast is that this will save the General Fund (-£1.9m) in interest charges over the financial year. The Treasury Management Strategy is kept under constant review to ensure that available resources are optimised and the longer-term interest rate position reviewed.
- 4.12. Joint work between Council departments has resulted in the streamlining and consolidation of funding for a wide range of service contracts which has resulted in savings of (-£1.0m) across the Council.
- 4.13. In addition, there is an upfront income saving of (-£0.5m) from leasing street furniture to network operators and a (-£0.6m) saving in respect of the 2.2% pay award with effect from 1st January 2015 (3 months) compared to the full year 1% provided in the 2014-15 budget.
- 4.14. These savings are offset by:
 - 4.14.1. Corporate savings of (+£1.3m) being applied to the structural overspends in Environment and Regeneration and Housing General Funding. This is a net-nil impact overall as the Environment and Regeneration Department and Housing General Fund overspends are reduced, in respect of this applied funding, by the same amount.
 - 4.14.2. There is a pressure of (+£1.0m) created by uncontrollable expenditure due to the Council's statutory duty to provide assistance to all destitute clients who are Non-European Union nationals and can demonstrate need under Section 21 of the National Assistance Act, 1948. This is commonly referred to as No Recourse to Public Funds (NRPF).

Contingencies (zero variance)

- 4.15. Following the allocation of demographic contingency to Adult Social Services relating to the full-year effect of 2013-14 placements (+£0.5m) and the part-year effect of 2014-15 placements (+£1.0m), and the allocation of general contingency (+£1.4m) to Adult Social Services to enable the contractors of the Provision of Comprehensive Domiciliary Care Services in Islington to pay the London Living Wage, the 2014-15 contingency budget has been fully allocated.

5. HOUSING REVENUE ACCOUNT

- 5.1. The HRA is forecast to be balanced in 2014-15, after the application of contingency and a drawdown from working balances. The variances are as follows:
 - 5.1.1. Non-recurring impact of repairs re-integration (+£4.6m).
 - 5.1.2. Recurring impact of repairs re-integration (+£3.9m).
 - 5.1.3. Other HRA non-recurring pressures including welfare reforms, improvements to open spaces and CCTV (+£2.1m).
 - 5.1.4. Other HRA recurring pressures including changes to pension contributions and reduction in rent, service charges and other income (+£0.8m).
 - 5.1.5. *The above pressures of (+£11.4m) are offset by:*
 - 5.1.6. A (-£2.9m) saving from reduced interest on borrowing and capital charges.
 - 5.1.7. Additional income from commercial properties (-£0.5m).

- 5.1.8. Reduced energy costs of (-£0.7m).
- 5.1.9. Reduced demand for aids and adaptations work in HRA properties (-£0.8m).
- 5.1.10. Annual leaseholder service charges saving (-£0.2m).
- 5.1.11. Number of void repairs less than budgeted (-£1m).
- 5.1.12. In-year drawdowns from HRA annual contingency budget of (-£3.5m) and HRA working balances of (-£1.8m).

6. CAPITAL PROGRAMME

- 6.1. It is forecast that £93.8m of capital expenditure will be delivered by the end of the financial year. This is set out by department in **Table 2** below with the latest 2014-15 capital programme detailed at **Appendix 2**.

Table 2: 2014-15 Capital Programme by Department at 31st December 2014

Department	2014-15 Capital Budget	2014-15 Forecast Expenditure	Forecast Slippage to 2015-16
	(£m)	(£m)	(£m)
Adult Social Services	3.1	3.1	0.0
Housing	56.0	56.0	0.0
Children's Services	8.9	8.9	0.0
Environment and Regeneration	21.3	21.1	0.2
Finance and Resources	4.2	4.2	0.0
Corporate Projects	0.5	0.5	0.0
Total	94.0	93.8	0.2

- 6.2. The Finance and Resources capital budget includes a recommended drawdown of £1m Invest to Save reserve funding towards the Working Without Walls technology enabling programme to transform the way Islington works with and for local residents.

7. IMPLICATIONS

Financial Implications

- 7.1. These are included in the main body of the report.

Legal Implications

- 7.2. In practical terms the law requires that the Council must always plan to balance its spending plans against resources so as to avoid a deficit occurring in any year. Accordingly, Members need to be reasonably satisfied that expenditure is being contained within budget and that the net savings targets for the current financial year will be achieved so as to ensure that income and expenditure balance.

Environmental Implications

- 7.3. This report does not have any direct environmental implications.

Resident Impact Assessment

- 7.4. A resident impact assessment (RIA) was carried out for the 2014-15 Budget Report approved by Full Council. This report notes the financial performance of the Council for the year to date but does not have any direct policy implications; therefore, it is not considered necessary to carry out a separate RIA for this report.

Background papers: None

Responsible Officer:

Mike Curtis
Corporate Director of Finance & Resources

Report Author:

Tony Watts
Head of Financial Planning

Signed by



Executive Member for Finance and
Performance

Date

Received by

Head of Democratic Services

Date

Appendix 1 - Revenue Budget Monitoring Month 9 2014-15

GENERAL FUND					
Department / Service Area	Original Budget	Current Budget	Forecast Outturn	Variance Month 9	Variance Month 8
	£'000	£'000	£'000	£'000	£'000
FINANCE AND RESOURCES					
Property	1,527	(571)	(361)	210	210
Financial Management	(2,564)	(2,649)	(2,895)	(246)	(246)
Corporate Director of Finance and Resources	25	0	(43)	(43)	(43)
Financial Operations and Customer Services	8,047	6,741	6,734	(7)	(7)
Digital Services and Transformation	(31)	17	103	86	86
Internal Audit	643	729	729	0	0
Total	7,647	4,267	4,267	0	0
CHIEF EXECUTIVE'S DEPARTMENT					
Chief Executive	(140)	(18)	(78)	(60)	(60)
Governance and Human Resources	462	1,598	1,571	(27)	(35)
Strategy and Community Partnerships	6,678	8,466	8,466	0	0
Total	7,000	10,046	9,959	(87)	(95)
CHILDREN'S SERVICES					
Learning and Schools	29,408	29,967	25,387	(4,580)	(4,925)
Partnerships and Support Services	9,984	11,866	11,666	(200)	(100)
Targeted and Specialist Children and Families	37,602	40,762	40,762	0	0
Total	76,994	82,595	77,815	(4,780)	(5,025)
ENVIRONMENT AND REGENERATION					
Directorate	0	(92)	(92)	0	0
Planning and Development	2,311	2,902	3,025	123	154
Public Protection	10,761	10,883	11,174	291	325
Public Realm	23,143	26,202	25,773	(429)	(428)
Total	36,215	39,895	39,880	(15)	51
HOUSING & ADULT SOCIAL SERVICES					
Temporary Accommodation (Homelessness Direct)	612	1,073	3,223	2,150	2,150
Housing Benefit	880	880	880	0	0
Housing Needs (Homelessness Indirect)	1,908	1,908	1,908	0	0
Housing Development and Strategy	248	248	248	0	0
Housing Administration	1,993	2,340	2,340	0	0
Housing General Fund Total	5,641	6,449	8,599	2,150	2,150
Adult Social Care	31,314	31,447	31,669	222	222
Community Services	15,219	16,988	16,791	(197)	(197)
Strategy and Commissioning	31,563	33,471	33,221	(250)	(250)
Adult Social Services Total	78,096	81,906	81,681	(225)	(225)
HASS Total	83,737	88,355	90,280	1,925	1,925
PUBLIC HEALTH					
NHS Health Checks	358	391	362	(29)	(29)
Obesity and Physical Activity	863	863	874	11	11
Other Public Health	(21,069)	(21,260)	(21,242)	18	18
Sexual Health	8,546	8,231	8,310	79	79
Smoking & Tobacco	665	820	634	(186)	(186)
Substance Misuse	8,858	9,176	9,223	47	47
Children and Young People	1,779	1,779	1,656	(123)	(123)
	0	0	(183)	(183)	(183)
Less Projected Ring-Fenced Schools Related Underspend	0	0	4,170	4,170	4,170
Less Projected Ring-Fenced Public Health Underspend		0	183	183	183
GROSS DEPARTMENT TOTAL	211,593	225,158	226,371	1,213	1,026

Appendix 1 - Revenue Budget Monitoring Month 9 2014-15

Department / Service Area	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Variance Month 9 £'000	Variance Month 8 £'000
CORPORATE ITEMS					
Corporate and Democratic Core / Non Distributed Costs	16,626	16,675	16,675	0	0
Insurance Fund	(300)	(300)	(300)	0	0
Transfer to/(from) Reserves	6,727	831	831	0	0
Levies	22,273	22,273	22,473	200	200
Appropriations / Technical Accounting Entries	0	0	0	0	0
Provisions	0	0	0	0	0
Corporate Financing Account	(13,276)	(13,276)	(15,176)	(1,900)	(1,900)
Unringfenced Grants	(15,996)	(16,157)	(16,157)	0	0
Other Corporate Items	2,524	(1,401)	(2,424)	(1,023)	(1,023)
Core Government Funding / Council Tax	(234,117)	(234,117)	(234,117)	0	0
No Recourse to Public Funds	268	268	1,301	1,033	1,032
Corporate Items Total	(215,271)	(225,204)	(226,894)	(1,690)	(1,691)
TOTAL NET OF CORPORATE ITEMS	(3,678)	(46)	(523)	(477)	(665)
Demographic Contingencies	2,377	0	0	0	0
General Contingencies	1,300	0	0	0	0
GENERAL FUND TOTAL	0	(46)	(523)	(477)	(665)

Appendix 1 - Revenue Budget Monitoring Month 9 2014-15

HOUSING REVENUE ACCOUNT(HRA)						
Department / Service Area	Original Budget	Current Budget	Latest Actual	Forecast Outturn	Variance Month 9	Variance Month 8
	£'000	£'000	£'000	£'000	£'000	£'000
Dwelling Rents	(147,657)	(147,657)	(87,440)	(147,257)	400	400
Non Dwelling Rents	(1,708)	(1,708)	(1,447)	(1,908)	(200)	(200)
Heating Charges	(2,268)	(2,268)	(1,729)	(2,368)	(100)	(100)
Leaseholders Charges	(9,495)	(9,495)	(7,535)	(9,695)	(200)	(200)
Other Charges for Services and Facilities	(14,251)	(14,063)	(7,758)	(13,963)	100	100
HRA Subsidy Receivable	0	0	0	0	0	0
PFI 1 Credit	(6,140)	(6,140)	(4,605)	(6,140)	0	0
PFI 2 Credit	(16,715)	(16,714)	(12,536)	(16,714)	0	0
Interest Receivable	(390)	(390)		(390)	0	0
Reduced Provision For Bad Debt	0	0		0	0	0
Contribution from General Fund	(833)	(833)		(833)	0	0
Gross Income	(199,457)	(199,268)	(123,050)	(199,268)	0	0
Repairs & Maintenance	23,100	23,102	15,465	27,002	3,900	5,600
Revenue Contribution to Capital	10,594	10,594	0	14,844	4,250	4,250
General Management	44,657	44,996	33,969	45,664	668	668
PFI 1 Payments	10,921	10,921	33,988	10,921	0	0
PFI 2 Payments	28,355	28,355	0	28,355	0	0
Contribution to PFI Smoothing Fund	61	60	0	0	(60)	(60)
Special Services	16,184	15,655	9,791	15,032	(623)	(623)
Rents, Rates, Taxes and Other Charges	740	740	228	740	0	0
Capital Financing Costs	60,610	60,610	0	57,710	(2,900)	(2,900)
Bad Debt Provisions	750	750	0	750	0	0
HRA Contingency and Growth	3,485	3,485	0	0	(3,485)	(3,485)
Gross Expenditure	199,457	199,268	93,441	201,018	1,750	3,450
Drawdown from HRA Balances	0	0	0	(1,750)	(1,750)	(3,450)
Net (Surplus) / Deficit	0	0	(29,609)	0	0	0

Appendix 2 - Capital Programme Monitoring Month 9 2014-15

	Capital Budget 2014-15						Year To Date	
	Original Budget £	Slippage In £	Capital Virements £	Changes In Resources £	Slippage Out £	Current Budget £	Expenditure £	% Spend Against Budget
ADULT SOCIAL SERVICES								
AIDS AND ADAPTATIONS	2,770,000	308,327	75,000	(500,000)	-	2,653,327	234,309	8.8%
OTHER ADSS CAPITAL	705,000	160,738	(75,000)	-	(322,738)	468,000	1,229,387	262.7%
TOTAL ADULT SOCIAL SERVICES	3,475,000	469,065	-	(500,000)	(322,738)	3,121,327	1,463,696	46.9%
HOUSING								
MAJOR WORKS & IMPROVEMENTS	39,110,000	(1,480,820)	-	384,836	-	38,014,016	21,534,873	56.6%
NEW HOMES	23,979,000	2,460,280	-	(1,955,081)	(6,484,199)	18,000,000	8,908,802	49.5%
TOTAL HOUSING	63,089,000	979,460	-	(1,570,245)	(6,484,199)	56,014,016	30,443,675	54.4%
TOTAL HOUSING & ADULT SOCIAL SERVICES	66,564,000	1,448,525	-	(2,070,245)	(6,806,937)	59,135,343	31,907,371	54.0%
CHILDREN'S SERVICES								
SCHOOLS	5,655,913	1,632,558	63,888	4,448,358	(3,988,000)	7,812,717	4,846,842	62.0%
EARLY YEARS	1,120,900	188,284	-	600,000	(1,010,000)	899,184	554,308	61.6%
YOUTH CENTRES	-	143,666	-	-	-	143,666	180,643	125.7%
CHILDREN'S OTHER	-	80,441	(63,888)	-	-	16,553	11,457	
TOTAL CHILDREN'S SERVICES	6,776,813	2,044,949	-	5,048,358	(4,998,000)	8,872,120	5,593,250	63.0%
ENVIRONMENT & REGENERATION								
PLANNING & DEVELOPMENT								
ARCHWAY DEVELOPMENT	255,000	23,556	-	-	(120,000)	158,556	59,255	37.4%
SECTION 106	2,000,000	-	(2,000,000)	-	-	-	2,135	
TRANSPORT PLANNING	40,000	10,000	-	21,400	-	71,400	24,049	33.7%
TOTAL PLANNING AND DEVELOPMENT	2,295,000	33,556	(2,000,000)	21,400	(120,000)	229,956	85,439	37.2%
PUBLIC PROTECTION								
CEMETERIES	-	-	-	19,545	-	19,545	19,545	100.0%
DISABLED FACILITIES	601,000	20,348	378,652	15,601	-	1,015,601	591,173	58.2%
EMPTY PROPERTIES	-	-	258,130	-	(100,000)	158,130	12,615	8.0%
LIBRARIES	100,000	2,623	-	(70,201)	-	32,422	7,505	23.1%
PRIVATE SECTOR HOUSING	1,300,000	52,986	(636,782)	-	(100,000)	616,204	231,768	37.6%
TOTAL PUBLIC PROTECTION	2,001,000	75,957	-	(35,055)	(200,000)	1,841,902	862,606	46.8%
PUBLIC REALM								
BOILER REPLACEMENT PROGRAMME	867,050	163,697	150,000	-	-	1,180,747	844,573	71.5%
COMBINED HEAT AND POWER	900,000	341,989	-	(205,764)	(600,000)	436,225	147,800	33.9%
FLEET MANAGEMENT	8,000,000	(967,318)	-	-	(2,500,000)	4,532,682	2,646,817	58.4%
GREENSPACE	883,000	274,412	574,038	98,914	(806,731)	1,023,633	435,597	42.6%
HIGHWAYS	1,400,000	362,706	769,264	(9,669)	-	2,522,301	687,437	27.3%
HOME ENERGY EFFICIENCY	-	115,583	-	-	-	115,583	53,389	46.2%
IRONMONGER ROW BATHS	-	434,003	-	-	-	434,003	155,094	35.7%
LEISURE	5,250,000	17,882	1,270,313	1,854,878	(4,477,882)	3,915,191	2,249,850	57.5%
OTHER ENERGY EFFICIENCY	2,500,000	-	(150,000)	-	(2,202,736)	147,264	-	0.0%
TRAFFIC AND ENGINEERING	3,180,000	393,123	(613,615)	2,031,132	(105,593)	4,885,047	1,432,061	29.3%
TOTAL PUBLIC REALM	22,980,050	1,136,077	2,000,000	3,769,491	(10,692,942)	19,192,676	8,652,618	45.1%
TOTAL ENVIRONMENT & REGENERATION	27,276,050	1,245,590	-	3,755,836	(11,012,942)	21,264,534	9,600,663	45.1%
FINANCE & PROPERTY								
FINANCE	-	96,128	-	-	-	96,128	-	0.0%
ICT	1,500,000	1,578,154	-	1,000,000	-	4,078,154	3,411,474	83.7%
TOTAL FINANCE	1,500,000	1,674,282	-	1,000,000	-	4,174,282	3,411,474	81.7%
TOTAL FINANCE AND PROPERTY	1,500,000	1,674,282	-	1,000,000	-	4,174,282	3,411,474	81.7%
CORPORATE								
CORPORATE PROJECTS	-	540,330	-	-	-	540,330	271,667	50.3%
TOTAL CORPORATE	-	540,330	-	-	-	540,330	271,667	50.3%
TOTAL CAPITAL PROGRAMME	102,116,863	6,953,676	-	7,733,949	(22,817,879)	93,986,609	50,784,425	54.0%



Finance and Resources
7 Newington Barrow Way, Finsbury Park, London N7 7EP

Report of: Assistant Director (Service Finance) on behalf of the Procurement Board

Meeting of:	Date	Agenda item	Ward(s)
Policy and Performance Scrutiny Committee	2 March 2015		

Delete as appropriate		Non-exempt
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SUBJECT: Procurement Processes – Update report to the Policy and Performance Scrutiny Committee (March 2015)

1. Synopsis

- 1.1 The Policy and Performance Scrutiny Committee undertook a review of the Council's procurement process from June 2013. The results of the scrutiny were presented to the Council's Executive on 12 May 2014 and a subsequent response from the Executive was given at its meeting of 18 September 2014.
- 1.2 This report updates the Policy and Performance Scrutiny Committee on the Executive decisions made on 18 September 2014, the work of the Council's procurement function and matters presented before the Council's Procurement Board.

2. Recommendations

- 2.1 To note the actions agreed by the Executive on 18 September 2014 and the progress in implementing them.
- 2.2 To note the recent work of the Procurement Board and the other allied matters as set out in this report.

3. Background/Response to Recommendations

- 3.1 The Policy and Performance Committee Scrutiny Committee commenced a review of

procurement processes and key areas of Council spend in June from 2013. The recommendations from that scrutiny concerned procurement processes and the use of agency staff. This report concerns procurement processes only. The use of agency staff has been covered in separate reports from the Council's Human Resources division. The recommendations of the Committee were largely accepted by the Executive, in some cases with the wording or timings adjusted as appropriate.

This report is divided into two parts: Part A and Part B. Part A will set out and address each of the Actions decided upon by the Executive with a summary of the progress made on implementing them in the last six months. Part B will be the first bi-annual report from the Procurement Board to the Policy and Performance Scrutiny Committee, flowing from the Executive's decision to enable the committee to maintain an overview of the work of the Procurement Board and the Council's contract spend.

PART A: Actions agreed by the Executive and progress so far

- 3.2 **Action 1: Assist the voluntary and community sector to respond positively to opportunities to bid for Council contracts by highlighting the added economic, environmental and social benefits they deliver to the local area in accordance with the Public Services (Social Value) Act 2012. This will help the sector, which depends upon grant funding for 90% of its income, to replace some of the losses that will be caused by further government spending restrictions in 2015.**

In agreeing this Action, the Executive recognised and expressed its support for the valuable role played by the Voluntary and Community Sector in the borough. It noted that the Voluntary and Community Sector Committee of the Executive considered a report on 31 July 2014 setting out work already undertaken to implement the recommendations of the previous Community Review Committee scrutiny into supporting the voluntary and community sector through procurement.

Through its continued support for and development of the VCS Procurement Action Plan, devised with the voluntary and community sector, the Council has recently:

- Published a forward plan of procurement opportunities over the tender threshold a year in advance on the council website in October 2014;
- Used the Council's Third Sector Strategic Forum (TSSF) to encourage commissioners to plan ahead and promote procurement opportunities below the tender threshold;
- Arranged provider engagement exercises on substance misuse and market test exercises for oral health promotion to establish market capability, capacity and inform the procurement route;
- Publicised training opportunities on the website on a monthly basis on the business opportunities pages with the most recent update in December 2014;
- Challenged proposed procurements for short durations as part of good practice to ensure they allow for providers to undertake long term planning.

The Islington Voluntary Sector Compact also contains a number of commitments designed to support the voluntary and community sector in bidding for council contracts.

- 3.3 **Action 2: Evaluation criteria should, where possible, require tenderers to explain how they will improve the social, economic and environmental well-being of the Borough.**

The Executive restated its commitment to improving the economic, social and environmental well-being of the borough. Consideration of social, economic and environmental well-being forms part of the requirements of Social Value, which have now been adopted into every tender process. A recent example of use of social value criteria would be the Housing Repairs contracts that support the in-house service. These criteria required providers to respond with their:

“Proposed approach to demonstrate social value in delivery of the contract to improve the economic, social and environmental well-being considering:

- Economic considerations for example the contribution to developing skills and tackling employment and worklessness among local people, including excluded communities;
- Social considerations, for example achieving community based actions, equalities, diversity, inclusion and cohesion. Consider local relationships, partnerships and people from hard to reach groups; and
- Environmental considerations, for example the service could be delivered to reduce its environmental impact.”

Council officers have also developed mechanisms for considering social value as part of the procurement process, devised guidance to aid commissioning client officers in departments in regards to social value and introduced a social value champion onto the Council’s Procurement Board. Members of the Strategic Procurement team have also attended expert training on matters pertaining to social value.

3.4 Action 3: Undertake a radical overhaul of the current quality assurance system to ensure work carried out by contractors is to the highest standards of quality and consistency, especially in relation to housing contracts and repairs, to ensure tenants and leaseholders obtain best value for money.

The Executive noted ongoing work to improve the quality of work provided by suppliers. The newly in-sourced housing repairs service demonstrates the commitment to improving the quality of services provided to tenants and leaseholders. The new in-house service has introduced a completely new quality assurance process to ensure work is of the highest standard and value for money. Quality assurance has been raised at each Housing-orientated monthly performance panel meeting.

The Audit Committee are additionally considering the Council’s quality assurance function and the role of its clerks of works as part of its work programme. The housing repairs service has implemented a continual development process to ensure that the work in terms of quality, service and process are improving. For the first time, all work completed over £500 is post-inspected by the Council’s in-house clerk of works team with the aim to ensure the continued satisfaction of the Council’s tenants and leaseholders. An initial target of 10% of works under £500 to have post-inspection is being met, with work commenced to increase this to 50% of all orders between £199-£500 and 10% of orders under £199.

3.5 Action 4: Ensure that all contractors are complying with the requirements of the Council in relation to the payment of the London Living Wage to all staff.

The Council is committed to paying its staff and contractors the London Living Wage and its contracts overall are currently just above 98% compliant with the London Living Wage. The remaining 2% are all in residential adult social care. The Council has made significant progress in introducing London Living Wage into a number of contracts in areas which have previously been more challenging. For example: information, signposting and brokerage service for older people; housing repairs services including areas such as voids, working with asbestos, drainage, roofing, electrical etc.; accommodation based support service for people with learning disabilities in Mildmay; aids and adaptations for disabled residents including installation, repairs and servicing. Recent significant successes in introducing the London Living Wage include block arrangements for home services for older people at St Anne's nursing home in the borough and achieving London Living Wage in domiciliary care services, including ongoing activity to improve worker terms and conditions.

Processes are well established for securing the London Living Wage and feature articles have been sent to all in-house staff through the IC Bulletin. The Council has been commended for its work in the area, including in the media. Islington is now frequently being asked to support other London boroughs and local authorities nationally with their introduction of the Living Wage .

3.6 Action 5: To ensure the Strategy, Equality and Performance Unit improves the guidance within the procurement procedures relating to equalities.

The Executive noted the Council's procurement function already has well developed policies which support the Public Sector Equality Duty (PSED) to eliminate unlawful discrimination, foster good relations between persons who do and do not share a relevant protected characteristic and actively advance equality. The Procurement Strategy and Procurement Service plan emphasise the importance of equality matters, as does the Council's Standing Orders within the Constitution – the Procurement Rules. The Council is in the process of consulting on the new Procurement Strategy 2015/20, scheduled to be presented to the Executive later in the financial year, which will continue to highlight the Council's PSED duty.

The procurement cycle addresses the council's equality duty throughout the procurement process through a range of guidance, pro-forma and templates including the business case and procurement challenge process, the resident impact assessment, consultation and specification development guidance, identifying evaluation criteria at selection and award stages and assessing the criteria, and contract award and management. The Council has guidance which focusses on equality considerations as part of their core including Social Value, Fair Procurement and Equalities in Procurement Guidance.

The Executive asked the Strategy, Equality, and Performance Unit to examine all of the equalities related guidance issued by Procurement and advise on any improvements that can be made. The Assistant Chief Executive for Strategy and Partnerships has allocated the activity to senior managers in her team. Work has begun devising the programme to ensure that equalities related guidance issued by Procurement is cognisant of good practice and relevant duties. A meeting to agree the scheduling and control of the programme of work occurred on 17 December 2014. Since then, the Joint Heads of Strategy of Strategy, Equality and Performance have worked with the Head of Strategic Procurement and relevant Procurement Category Lead to help embed equalities within the procurement process. This includes improvement in the guidance for commissioners on equalities with examples and method statement guidance for tenderers to include some equality info that outline what we want them to do. The relevant documentation is additionally under review to emphasise the requirements of Social Value and, where appropriate, the new Public Contract Regulations

2015.

3.7 Action 6: The Procurement Board to explore raising the threshold in the Procurement Rules that triggers the requirement for competitive tenders from £100,000 to £172,514 (the current financial threshold requiring advertisement in Europe) and report back to the Executive, setting out the benefits and risks.

The Procurement Board have commenced work on this action and will report back to the Executive setting out the benefits and any risks arising from making the proposed change. The Procurement Board have expressed broad agreement to the review of thresholds, providing reassurance can be given in regard to achieving value for money. The Procurement Board have considerable experience across the organisation and have considered changes to the Procurement Rules previously which were enacted in the last Constitutional update (July 2014).

The Council is undertaking an End-to-End Review of supply chain management (the identification and specifying of need 'commissioning', the process for obtaining providers 'procurement' and implementing the contract 'contract management') which has additionally initially highlighted the need for a higher tender threshold. The End-to-End Review is overseen by the Procurement Board, sponsored by the Chair of the Procurement Board and project managed by the Head of Strategic Procurement. The End-to-End draft report was presented to Procurement Board on 18 December 2014. Following proper consideration, the subsequent paper was presented to the Corporate Management Board on 5 February 2015. Further reports will be presented to Members and, if agreed, Constitutional change enacted.

The Parliamentary Select Committee and Cabinet Office has heard evidence that application packs for tenders (known as Pre-Qualification Questionnaires or PQQs) should be removed from low value tender arrangements, which is in keeping with a raising of the tender threshold by the Council.

Decisions around procurement changes will also be influenced by the new Public Contract Regulations 2015, which are in their final iterations and the Head of Strategic Procurement has responded on behalf of the Council to the various consultations. The new Public Contract Regulations will include with the EU procurement reform, amendments in UK procurement law to try to make it easier for small and medium sized enterprises (SMEs) to participate in public procurement, following Lord Young's report, 'Growing Your Business' (May 2013). Changes as a result of the new Public Contracts Regulations 2015 matters will occur as part of the annual Constitutional update or at another point of the year depending upon when they come into effect.

3.8 Action 7:

- **Continue to offer six 'meet the supplier' workshops each year and continue to actively encourage local suppliers to register with the Council so that they can be personally notified of all opportunities for work.**
- **Continue to provide training workshops to local suppliers to assist them with all aspects of bidding for work for the Council.**

The Executive recognised the work undertaken over several years to help suppliers win business with Islington and the wider public sector. There have been specific 'Meet the Buyer' sessions arranged for housing contracts and design contracts.

The Council has offered a monthly Supplier Registration Day which is advertised on the Council's website, where the Strategic Procurement Team assists potential providers to register on the London Tenders Portal.

The Council has also delivered each of the following training courses for providers during the 2014/15 financial year:

- How to be successful at PQQ stage (half day) x 3 sessions
- Understanding Terms and Conditions Workshop (half day) x 3 sessions
- Effective Tender Writing Workshop (full day) x 3 sessions
- Consortia Bidding Workshop (full day) x 3 sessions
- Effective Bid Pricing Workshop (full day) x 3 sessions

The Council is committed to continue delivering opportunities for supplier registration and receive training in the new financial year. The Council has commenced work to re-commission the workshops by devising new specifications for financial year 2015/16.

3.9 **Action 8. Ensure that tight control over the use of consultants is maintained by requiring a business case for all prospective appointments.**

The Executive recognised the Council has for several years been operating a rigorous process to understand and control the use of consultants, and endorses the need for that process to continue to be adhered to across the Council.

The Procurement Rules within the Constitution set out the process for engaging an external consultant, which apply whether they are an external individual or organisation:

“Engagement of consultants requires the completion of a business case in line with the online guidelines provided by the Strategic Procurement Team. The business case should be completed by the client commissioning officer. The client commissioning officer is the person in the Council responsible for identifying and specifying the need(s) for the contract. Initial approval of the Business Case is required from the client commissioning officer's Corporate Director or Assistant Chief Executive (or their nominated representative). A panel consisting of the Strategic Procurement Team, Finance and an independent team will assess the business case. The client commissioning officer will then be informed whether or not they can procure their consultant or whether more information is needed for a decision to be reached.”

All requests to engage a consultant go through the department initially before being externally reviewed and challenged. The Head of Strategic Procurement (or his nominated representative) has and does reject a number of requests for consultants where the business case is determined to be inadequate and/or in liaison with the Head of Human Resources, direct recruitment of an employee is preferable or the more appropriate. Requests for consultants are then reviewed by Finance and an independent manager. The business case panel has, can and does reject proposals which in its professional opinion are not achieving value for money. Alternatively, the business case panel does suggest improvements to the consultancy business case in question which have included shortening commissions, amending selection and/or award criteria, including elements of social value, altering proposed specification contents, enhancing the understanding of the need and requiring improved contract monitoring.

As reported to the Executive in September 2014 by the Director of Property Services, the spend on external consultants has reduced from approximately £8m in 2010 to approximately £1m in 2013. Strategic Procurement is now working with the recently in-sourced services to ensure they fully understand the need to manage, control and minimise external consultancy spend.

PART B: Bi-annual report to the Policy and Performance Scrutiny Committee to enable that Committee to maintain an overview of the work of the Procurement Board and contract spend.

3.10 Action: The Procurement Board shall provide a bi-annual report to the Policy and Performance Scrutiny Committee for information to enable the committee to maintain an overview of the work of the Procurement Board and of contract spend.

As set out in the Council's Constitution, the Council has a Procurement Board which brings together relevant officers and the Executive Member with responsibility for procurement to oversee procurement processes and contract spend. In regards to contract spend, the Procurement Board reviewed during 2013/14 spend from 2012/13. This identified that departments were inconsistently adhering to the Procurement Rules. This left the Council exposed to legal challenge, compliance issues, concern that the Council's wider objectives may not have been being met and value for money was not always achieved. The Strategic Procurement team were tasked with continuing to review spend to present to the Procurement Board and liaising with departments to improve their compliance.

3.11 Spend Overview

During this financial year (2014/15), the Procurement Board have been reviewing spend from 2013/14. The board has had three presentations thus far: Purchase Card spend, spend with contractors receiving between £250,000-£1,000,000 in 2013/14 and providers receiving spend in excess of £1,000,000 during the 2013/14. In 2013/13 the Council has 7,000 suppliers and a total spend of £528,709,543. This was a reduction from 8,500 suppliers but an increase in spend from £511,918,319 in the previous financial year.

The spend includes all non-payroll transaction therefore also includes spend that cannot be influenced e.g. levies, transfer payments and fees the Council must pay, such as those to the Greater London Authority (GLA) and pension fund contributions. Spend also includes direct payments to residents and grants, thus is not all contractual procurement spend. The true procurement spend is in the region of about 3/5ths of the total spend.

3.12 Spend over £1,000,000

The total spend of providers who received over a £1,000,000 each was £368,418,159. This figure includes £177,924,181 of spend which cannot be influenced e.g. the levies, transfer payments and fees (as mentioned above).

Contract spend was £188,822,794 of that total. There is now no provider receiving over £1,000,000 where the contractual arrangements are not contained in a formalised agreement.

3.13 Spend between £250,000 and £1,000,000

The total spend of providers who received between £250,000 and £1,000,000 each was £76,492,460. This figure includes £5,386,099 of spend which cannot be influenced e.g. levies, transfer payments and fees (as mentioned above).

Contract spend was £68,849,926 of that total. In this spend range not all arrangements with

providers were in a formalised agreement. However, the main area of concern was temporary accommodation which is in the process of being re-procured. The balance which was not in a formalised agreement was £2,256,434, which is a combination of housing and non-housing repairs.

Work is in progress with the housing function to regularise its spend, bring it into contract and ensure value for money for our tenants and leaseholders. The balance of non-housing repairs spend shall be regularised thereafter.

3.14 Spend below £250,000

Spend between £100,000 and £250,000 was Presented at the Procurement Board in January 2015. This range included £9,083,045 of spend which cannot be influenced e.g. levies, transfer payments and fees (as mentioned above). Contract spend in this range was £28,678,412. £665,198 worth of spend in this range requires further action and work has commenced to regularise this area. The spend requiring further regularisation relates to three property-related contractors.

3.15 Purchase Cards

Purchase cards are an established essential means of spend for almost all departments, allowing significant control of receipted business expenditure (not expenses), recognised in the Council's Procurement Rules. Purchase cards provide a means of income through rebates back to the Council on an annual basis. They rarely attract a fee for use from providers and often suit smaller providers better than other means of payment. They are convenient to use and lower cost to use than invoicing, cheques and petty cash, as well as less risky than carrying cash. Purchase cards are widely accepted by retailers and allow increased telephone and internet buying, thus support e-gov initiatives.

The Council can control who can spend on Purchase cards, what they can purchase, how much they can spend in a transaction or in a month and where they can spend. We can block supplier categories e.g. 'automotive' which would present an individual purchasing a car should they have a high enough limit. Many suppliers now even have automatic VAT line item details making it easier to reclaim VAT. Meanwhile, card holders can have the ability to check their transactions daily with the bank through cards-online. The Council has instant free credit when spending money on a purchase card from the bank, assisting organisational cash flow.

Line managers check receipts on a monthly basis and budget holders remain responsible for spend made within their areas. Purchase card spend to date has been further checked by directors and authorised persons by means of a monthly report. Fraudulent activity equated to a very small amount last financial year (approximately £300) and the audit of purchase card spend in 2013/14 identified only minor areas of improvement. Strategic Procurement has reviewed purchase card expenditure and presented categorised purchase card suppliers spend to the Procurement Board. Spend on purchase cards equates to approximately 0.192% of overall Council spend and comes from existing departmental ring-fenced budgets and may facilitate use of some corporate contract arrangements.

3.16 Transparency Code for Local Government 2014

The new code requires the Council to publish all arrangements which exceed £5,000 in their aggregate whole life value and any individual invoice which exceeds £500. The Council has made a Constitutional change to now start to record arrangements over £5,000 in the corporate contracts database register. Work to prepare for the new code has been extremely labour intensive for officers, distracting officers from regular duties to analyse the 64,000 lines of data and try to seek further information never previously required to be maintained from the 7,000+ suppliers. The code also requires the publication of every purchase card transaction. The

Procurement Board has reviewed the requirements of the new code and the work necessary to meet its requirements. They have also supported communications which have come out in various forums and the need to not circumvent procurement and/or transparency requirements.

3.17 Procurement Strategy 2015/20

The Procurement Board were presented with the draft Procurement Strategy 2015/20 for initial view and consideration. The Procurement Board allocated a senior manager from each main service area to consider the contents of the Procurement Strategy in detail. An effective procurement strategy is fundamental to achieving organisational success for the Council and is instrumental in the delivery of the Council's Corporate Plan, Priorities and Objectives. The Procurement Strategy shapes the overall spend, savings, value for money, consistency/robustness of approach for external spend, encourages long term planning, contributes to the achievement of corporate objectives, promotes responsible procurement and social value, sets the approach for partners and transparency and sets out the framework in which the Council's external spend will operate. It is often considered to be as important as the organisational strategy and goals and should set the higher level objectives. The Procurement Strategy itself is always supported with operational target and goals by with Service Plans to ensure it is delivered.

Islington has been noted in the draft End-to-End report for having a Procurement Strategy which "is aligned with Council policy and supports the National Procurement Strategy." The report notes the draft as being an area of best practice. The officer level review by senior managers has now been concluded and the draft strategy is planned to be considered by the Executive. The Procurement Strategy will be adopted in early 2015 and run from 2015 to 2020.

3.18 Legal and policy changes

The Procurement Board considered the changes to Blacklisting requirements at an operational level. This included a summary of advice from external counsel, considering issues in respect of groups of companies and at which stages of the procurement process Blacklisting may be considered. This helped with the implementation of the policy by officers.

Policy changes that have been made include revising documents to ensure that there is greater clarity in the information presented to the Executive in procurement strategy reports. The Procurement Board has challenged commissioners to improve or expand information in respect of pre-tender considerations and make improvements to business cases and breakdowns of need. There has also been involvement in social value reviews from the Business, Employment, Skills and Training team representative on the Board reflecting a desire to improve approaches and challenges in achieving best value in considering Social Value.

There has been documentation prepared on the role and the function of Procurement Board and this went out to Corporate Directors from the Executive Member to emphasise the role of the Board in improving efficiency, policies and in setting priorities. In addition to this there has been work on procuring the End-to-End review of commissioning, procurement and contract management and considering how the outcomes of the review would be implemented in practice.

The Procurement Board oversee the required work of the Council in regards to the Community Right to Challenge. The Council has a set window for consideration of applications under Community Right to Challenge which runs from 1 September to 31 October each year. No challenges were received within the window.

3.19 Procurement Challenges

The Procurement Board has a clear Constitutional responsibility to “challenge the approach and strategy of commissioning officers across the Council for the purposes of improving efficiency”. The process of reviewing and challenging a commission to be procured is very time consuming and needs a very significant amount of input to effectively consider the decision, identify improvements and give reassurance that value for money will be achieved. There is a considerable level of reading and investigation to successfully challenge for each service reviewed.

The Procurement Board has considered 19 challenges in the last six months for Key Decision value contracts. The investment of time and the skill mix of the Board is an exemplifier of best practice and time-investment for the Council. The Procurement Board has challenged planned commissioning approaches for example:

- CCTV - collaboration externally with other boroughs, value, London Living Wage, trainees and apprenticeships, award criteria, cost analysis, response times, cross-borough surveillance, liaison with partners such as TfL, collaboration internally with leisure and equipment lifespan. This resulted in several specification amendments and amended award criteria.
- Occupational Health - the value, inconsistency in approach, working with schools, service department satisfaction, interdependency with other council measures, when the service should be applied, internal services delivering the function and low levels of environmental impact. This resulted in the use of broader social value criteria and a greater focus on mental health.
- Pay by Phone – working with other boroughs, convenience of the service, technological changes, clarity on quality breakdown, the digital divide within the borough, concession arrangements, funding models to deliver, scrutiny proposed, London Living Wage and the numbers to be employed. This resulted in clearer criteria and a reviewed model flexible for changing demands.
- Universal Child Health Service including the Health Visiting Service and School Nursing – the risks of extending the current service to procure a better offering, the link with schools and end service users, the competition in the market place and preparing providers to bid, costs saving which may be achieved and pathways to quality and efficiency in clinical care, social value achievements working with the hospitals and local employment. This led to the Council deciding to accept the risks around extensions, linking like services together, having a greater interface with partners and addressing social provision in the services delivered.
- Sexual and Reproductive Health (SRH) and Genitourinary Medicine (GUM) – devising a strategy for pulling together London boroughs to work in collaboration, remodelling of staffing to allow for reduced clinical staff to save money, delivery within timescales, rolling contracts, the financial and operational issues of inherited services, dispersing gang violence and improved co-ordination. This has led to Islington leading a cross borough collaboration of nineteen boroughs with service users at the forefront of service design, whilst having cost controls measures in place.
- Temporary Accommodation and Non-Recourse to Public Funds Accommodation – explored changing demands, supply shortfalls, open markets, LHA caps, times service users are in temporary accommodation, measures to reduce costs, aspirations for housing people in borough, cost/quality rations, benefits caps, impact assessments on service users, long term sustainability. This resulted in clearer and greater emphasis on minimum standard on temporary accommodation, a greater emphasis on price at those standards and continued expansion of sharing information with other boroughs for service improvements.
- Substance Misuse Services – clarity on complex needs and clinical models of delivery, market testing, too complex criteria making it harder for bidders, engagement with

partners such as GPs, property issues and risks and shared objectives. This has resulted in considering more innovative ways to enact the procurement such as Competitive Dialogue, simplified criteria and a more scheduled approach to the procurement programme.

- Extra Care – reviewed approaches to long-term services planning, quality of sheltered accommodation, demographic shifts and waiting lists, the need to market test and allow for individual tenancies, securing supply, statutory requirements and differing approaches across London. This had led to a long-term agreement being proposed, an understanding of the importance of early market engagement, including elements around statutory changes and proposals to secure provision for Islington residents with flexibility within the units.
- Domestic boiler installations and responsive repairs – challenged the number of providers, the staffing implications, bringing more of the service in-house, volume of work, long term strategy and collaboration, cost: quality ratio, use of apprentices, management of the contract and work allocation. The result of this action was that there would be more providers in the new strategy, closer monitoring of performance and how work is awarded and increased apprentice requirements.
- Mental health crisis prevention service – explored reducing from a gold-plated service, the removal of poorly used elements of the service to save money, extending hours of the successful elements of the service, London Living Wage, contract duration, assessment of service users, use of different premises and integrated approaches to mental health pathways. The result was a need to review the approach, increased discussions with existing providers and consideration of how you can ensure qualitative fundamentals are delivered to service users.
- Supported accommodation – challenged the mixed use of ownership of accommodation, the levels of service provision, the lot design, the risks of de-registering facilities, move-on arrangements for service users and limited markets. The result of the challenge process was to consider accommodation use across all service facilities, factoring in the need for potential property acquisition and broad agreement for the procurement strategy and not providing uplifts for the service.
- Child healthy lifestyles – challenged the commissioner in terms of the concept of obesity, joint arrangements with other boroughs, the trends, impact on service users from obesity, the location of the service provision, the budget allocated, making the service attractive for service users and the market. The challenge resulted in payment by results being included within the specification, defined measures of success, greater links of diet and exercise, a stressing of the need to deliver in both boroughs jointly commissioning the services and clear relationships with partners such as GPs.
- Oral health promotion – reviewed the links between poverty, ill health and inequality; the long term associated conditions such as mental health matters, the effect on quality of life, commitment to savings and market size/nature. The challenge process more clearly defined how the savings would be realised, how best use could be made of the market available and the links between Camden and Islington in service and design.

4. Implications

4.1 Financial implications:

This is an information report only on work undertaken and thus has no additional financial implications.

4.2 Legal Implications:

This is an information report only on work undertaken and thus has no specific legal implications.

4.3 Environmental Implications

This is an information report only on work undertaken and thus has no additional environmental implications.

4.4 Resident Impact Assessment (incorporating the Equalities Impact Assessment):

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

Neither the initial screening for a Resident Impact Assessment (RIA) nor a full RIA has been completed, as this is an information report only on work undertaken and thus has no additional resident and/or equalities implications.

5. Conclusion and reasons for recommendations

- 5.1 This report updates the Policy and Performance Scrutiny Committee on the work undertaken by officers and the Executive response to the review of procurement processes and key areas of Council spend.

Appendices

- None.

Background papers:

- None

Final report clearance:

Signed by:

Director, Service Finance

Date

Received by:

Head of Democratic Services

Date

Report Authors:	Steve Key, Assistant Director (Service Finance)	Peter James Horlock, Head of Strategic Procurement
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Policy and Performance Scrutiny Review

INCOME GENERATION EXECUTIVE SUMMARY

REPORT OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

London Borough of Islington
March 2015

EXECUTIVE SUMMARY

Income Generation Scrutiny Review

Aim

Evidence

The review ran from **July 2014** until **March 2015** and evidence was received from a variety of sources:

1. **Presentations from witnesses** – Jonathan Flowers – Capita, Andrew Grant – Aylesbury District Council
2. **Presentations from council officers** – Kevin O’Leary, Bram Kainth, Martin Holland, James Gilchrist – Environment and Regeneration, Steve Key – Finance and Property Services, David Salenius, Matt West – Housing and Adult Social Services
3. Documentary evidence – Staff Mutuels, Council Tax and Student Exemptions/Discounts, Vanguard and systems thinking, Photovoltaic and solar panel deployment options on Council roofs, Staff Briefing ideas

Recommendations

Current Income Generation Proposals

1.1 The Committee supports the following projects identified by the newly established Commercial Board:

- Advertising (advertising boards, fleet vehicles and green space locations)
- Commercial rent (refurbished property in Old Street)
- Wireless Radio Network
- Commercial Waste Service
- Film
- Energy Consultancy
- Planning – Duty Planning service

1.2 The Committee noted that there are many dimensions to the generation of income and that the example of increasing advertising income and that the example of increasing advertising income whether this be on street or using our green spaces or encouraging more commercial activity in the Borough brought with it dilemmas for the Council. It is therefore recommended that some guiding principles be adopted to allow the Council to maximise income in these areas but not at the expense of general amenity

1.3 The Director of Finance and Property Services will prepare detailed costing for the savings proposals for consideration to the Executive

1.4 That it be noted that this scrutiny has already recommended an amendment to the Budget proposals for 2015/16 in relation to income generation from photovoltaic solar panels, which has been agreed by Executive and which was included in the Budget proposals agreed by Council on 27 February 2015

2. Future Income Generation opportunities

2.1 The Committee considered a number of potential areas where further income growth may be possible. The Committee suggests that the Executive consider a risk based approach to considering these options based on the challenges in terms of delivery weighed up against the potential income opportunity. This should be considered through the Commercial Board and/or Islington Company Ltd. (iCO) if this is the optimal route.

2.2 The Committee identified a number of thematic areas for further investigation, subject to assessment of an acceptable business case – these include:

- Selling of a range of existing services as set out in the Executive summary e.g. caretaking, grounds maintenance, building maintenance services to schools, pest control and Telecare. (This is not an exhaustive list and the Committee request that officers undertake wide ranging review of all opportunities) and that there may be opportunities to package a range of services to make them more competitive
- Investigate whether Local Housing Management Services could be offered to RSL's
- Receiving and securing courier deliveries and allowing access to utility companies for residents for a fee
- Working with other Councils
- Encouraging commercial events in the Borough e.g. markets, ice rinks etc.
- Wider use of sponsorship and advertising
- Sharing of services with other boroughs/organisations
- Alternative models e.g. the consideration of Co-operatives or Mutuals
- Extension of heat and power schemes and consideration of additional heat and power schemes throughout the borough
- Further use of remote working and 'hot-desking' for staff to free up office accommodation and to consider whether additional savings can be made in this regard
- Introducing the concept of Local Development Orders to shorten the planning process
- Review all services that have or come back 'in house' to ascertain whether there are any additional income generation opportunities that can be pursued
- Call out services/other services that could be offered to leaseholders
- Out of hours service to landlords – this could be marketed through the 'in house' lettings agency
- The selling of services provided by the 'in house' repairs team to Partners, RSL's and private residents and, if the scaffolding scrutiny review, currently being undertaken by the Housing Scrutiny Committee recommends an 'in house' scaffolding team, assess whether there is a business case for marketing this service. It should be noted that there will be 'peaks and troughs' in demand for work, which will necessitate some use of agency staff, however we feel that in the longer term this could be managed effectively, both in resource and financial terms, when the 'in house' employment agency is established

The Committee request that the Executive consider the other issues raised above and consider a plan to implement those ideas that offer the best return

3. Becoming more commercial

3.1 The Committee was pleased to hear of the creation of the Commercial Board and progress made so far on commercialism and income maximisation. The Committee believes that the following, set out below, will enhance the progress made to date

- Invest in staff training to develop commercial awareness and skills within the organisation
- Complete a skills/expertise audit across the Council to determine what other services could compete in the market place
- Develop a means of incentivising staff to generate commercial ideas for the Council, for example, through a competition
- Develop clear policy and guidelines for the use of parks and public spaces for events, such as ice rinks and farmers/Christmas markets
- Develop a financial accounting process that assesses the business case for trading a particular service and subsequently that reports profit and loss for services participating in commercial activity
- Develop a performance framework, governed by the Commercial Board to measure progress of the Council becoming more commercial
- Effectively publicise and market the services that the Council offers in order to maximise income generation opportunities
- Utilise the trading company and recognise what other services could be placed in the trading company to enable greater flexibility for services to generate profit

3.2 The Committee recommend that all Directorates set an income generation target in percentage terms in relation to their budget and progress be assessed regularly to ensure they are meeting these targets, and if not, the reasons therefore

4. Considerations

4.1 The Committee request the Executive to endorse that –

- Commercial activity should not come at the expense of local businesses or the London Living Wage
- A progress report is submitted to the Policy and Performance Scrutiny Committee for the consideration of the Committee in 12 months

Main Findings

The Government spending review period from 2010/2014 has seen the biggest ever post-war cut in Local Government funding and the one year spending round announced for 2015/16 will see further significant reductions to unprotected Government departments, such as Communities and Local Government.

In order to protect front line services and mitigate the impact on residents of these funding restrictions imposed by Central Government, the Committee undertook a scrutiny into measures that the Council could take to generate and maximise income, bearing in mind the restraints that the Council faces in adopting a more commercial approach.

The Committee felt that it was imperative to focus on income generation proposals that could both 'feed into' the 2015/16 budget process and also to focus on medium/longer term proposals for future budget cycles and our recommendations reflect this approach.

The Committee would firstly like to congratulate the Executive on the creation of the Commercial Board. This officer led Board will help develop and promote commercial trading throughout the Council and make recommendations for the preferred route for trading activity. The Committee also heard about the creation of the Islington Trading Company iCo. We were pleased to note that political accountability that will exist with the Executive Members for Finance and Performance and Environment and Transport being Members of the Board of Directors of iCO.

In addition, the Committee support the initiatives identified by the newly created Commercial Board to date, which include increased income generation from advertising and sponsorship of council vehicles and events, the exploration of commercial opportunities for the LBI wireless network and seeking growth in commercial rent from property owned on Old Street, as well as growth by exploiting Islington as a location for film production.

The Committee feel that there is also the potential to increase income substantially by expanding the Commercial Waste service to businesses in the borough. Additional proposals are to provide consultancy services in relation to energy advice and other technical and engineering opportunities, primarily in the Environment and Regeneration Directorate to start with

As stated earlier, the Committee are aware of the restraints on the Council in introducing a more commercial approach, which include a lack of resources, meaning that Council managers may tend to focus on core service delivery, rather than maximising income. However we are convinced that from skills audits carried out to date, the Council does have 'in house' staff with the ability to adopt commercial practices and we feel this approach should be encouraged, and further skills audits carried out.

The Committee are of the view therefore that there should be investment in staff training, in order to develop commercial awareness and skills within the organisation and develop expertise across the Council to determine what other services could compete in the market place. There should also be a means of identifying staff to generate commercial ideas for the Council, for example by incentivising them through a competition with a prize for the best idea. The Committee received a number of initial suggestions from staff that had been identified and we propose that these should be looked at in terms of feasibility by the Commercial Board.

In addition, there needs to be a robust business case made to trade services and a clear accounting process that reports profit and loss for the services participating in commercial activity and a performance framework, governed by the Commercial Board, to measure progress of the Council in

becoming more commercial. iCo our new Trading company can also be utilised as appropriate . However we feel that commercial activity should not come at the expense of local businesses or compromise the payment of the London Living Wage to staff.

The Committee also received evidence from Aylesbury DC in relation to savings that they had made in dealing with planning applications. The Committee heard that Aylesbury DC had introduced a shorter turnaround of the planning process, which had reduced the process from an average of 8 weeks to 2 weeks and had resulted in savings to the Council. This was achieved by allowing applicants and their agents to self-determine against an agreed set of policies and guidelines. The Committee felt that this was an area worthy of further investigation.

In addition we were informed that Aylesbury DC had introduced a charge for removal of garden waste for residents, however the Committee noted that Islington would be developing a communal recycling scheme or encouraging residents to take garden waste to the recycling centre and we are of the view that charging should only be instituted as the last mechanism in any revised service offer..

The Committee reviewed the possibility of increasing fees and charges to maximise income, however in the current financial climate and to limit the impact on residents and businesses the Committee felt that these should at present only be increased in line with inflation.

The Committee also considered evidence from CAPITA concerning the selling off of land from the commercial property portfolio, in a similar manner to that adopted by the London Borough of Barnet. The Committee did not feel however that the selling off of housing land would be in accordance with the Council's political priorities, but where there were office space premises or space that could be rented out or sold off this could be looked at.

The possibility of whether the Council could also generate further income by rationalising additional surplus office accommodation and using 'hot-desking' and remote/digital working to free up office space was also looked at. Whilst recognising that the Council has made great strides in this area in recent years, the Committee were of the view that this should be investigated further by the Commercial Board, in order to ascertain whether any further savings could be made.

The Committee also focused on maximising income from the provision of solar panels on housing estates schools, in order that this that could generate income. The Committee considered evidence in relation to an opportunity to install photovoltaic solar panels on Council roofs and noted that the cost of solar panels had fallen significantly in the United Kingdom over the last few years and could now represent a feasible investment. The Committee had also received evidence from Councillor O'Sullivan in relation to the work that his Task and Finish group had undertaken in this area.

The Committee were aware that the Environment and Regeneration Scrutiny Committee were looking at the provision of solar panels and that the Committee are of the view that their recommendations should be fully considered by the Executive when the findings of the scrutiny are available.

The Committee are of the view that the Executive should include a capital bid in the budget, plus associated revenue costs, to take advantage of this and include any additional income in the Budget 2015/16 proposals to reflect this. However we recommend that investment is limited to properties with an energy performance rating of D or higher, which attract the mid-rate tariff. (Note this recommendation was submitted to the Executive on 12 February 2015 in order to be included in the 2015/16 Budget).

The Committee also consider that the selling of energy from schemes such as the Bunhill Heat and Power scheme should be extended if possible and there should be consideration given to whether any further similar schemes could be introduced in the borough or to consider the setting up of Energy co-operatives again the Committee noted that the ER Scrutiny Committee was actively considering these matters.

Consideration was also given to the provision of events and sponsorship at open spaces in the borough and we heard that events had often had not been able to be held in the past due to objections from residents. However, we feel that the Council's open spaces, particularly Finsbury Square and Highbury Fields presented opportunities to generate income for the Council to the benefit of all residents of the borough. The Committee does recognise however that residents, particularly those around Highbury Fields had concerns over the suitability of some events and therefore the Committee recommend that suitable guidelines and protocols are put in place for consultation with residents to allay concerns that they may have.

The Committee heard evidence from Officers from the Public Realm Division where investigations are in hand to potentially install a number of smaller scale digital billboards across the borough where there is high footfall. The sites identified include Old Street, Archway and Highbury Corner, but this is subject to receiving permission from planning and if agreed this could generate considerable income – this does however come with challenges in terms of our street scene and planning policies. We do urge the Executive to consider these matters carefully.

Additionally, Islington has a fleet of 252 vehicles – another source of income if advertising panels were secured to the vehicles

There are also opportunities around the festive period for generating income and we recommend that the provision of a Festive market and sponsorship of festive lights be looked at. In addition, there would be opportunities to develop Farmers markets throughout the borough during the remainder of the year. An ice rink at Finsbury Square over the festive season which would generate high income. We consider that initially, in our view, these schemes should be run by a commercial events operator in order to minimise financial risk to the Council and, if it was successful, consideration could be given to the Council running similar events in future years.

We also considered evidence in relation to the Telecare service. We consider that it may be possible to increase charges to clients for 'out of hours services' and also possibly generate income by tendering this service for other boroughs Telecare services or providing a shared service with another organisation, such as Age UK. We noted that the Council are at present in the mid-range of charges to service users compared to other organisations and therefore did not feel it would be justified in raising charges to users at the current time.

A further source of income could be generated by Greenspace undertaking work for other Councils and RSL's and by offering services to local residents. The implications of the Council paying the London Living Wage, whereas many of its competitors did not, may result in some services not being competitive, but the Committee felt that this was an area worth pursuing in the medium/long term.

The Committee also received evidence from the Director of Housing and Adult Social Services that the services of caretaking staff and the repairs service could be offered to RSL's and schools. Whilst this would obviously need negotiation with staff and Trade Unions this could also be an area to be considered in the medium/long term.

The Committee were also of the view that caretakers may be able to undertake additional duties that could be developed to market to RSL's, other partner organisations and residents. These could include linking up with services such as the Telecare service, undertaking preventative maintenance

work, carrying out minor works on voids etc. In addition, there could be a look at packaging services together in order to make them more competitive and attractive to RSL's, Partners etc.

The repairs service is another area where there may be opportunities to generate income with the forthcoming creation of the Joinery shop which will enable joinery services to be offered to RSL's, Partners and local residents at very competitive prices based on a schedule of rates. The Committee were also pleased to note that there will be apprenticeships created and opportunities for training for the long term unemployed.

The Committee noted that the Housing Scrutiny Committee are currently looking at this area in more detail and consider that the Executive should take consideration of any recommendations made.

It was felt that call out services and other services could be marketed to leaseholders and with the creation of the 'in house' lettings agency there was an opportunity to offer this to landlords, in addition to an out of hours landlord service. We are of the view that whatever services are marketed there needs to be a robust business case established to ascertain whether income can be generated at a profit and other organisations/residents are willing to pay for.

The Committee recognise that any marketing of services may create 'peaks and troughs' in workload. The Committee are however of the view that following the creation of the 'in house' employment agency the facilitation of resources to manage these 'peaks and troughs' in workload could be effectively managed.

The Committee also noted that there may be potential for income generation for residents who, sue to working hours or appointments, miss courier company deliveries. The Committee believed an opportunity existed to have their parcels held at local Libraries or other Council buildings for collection and this could be investigated. There may also be opportunities for the Council to allow utility companies access to residents properties if they were at work to perform work, take meter readings or annual gas safety checks, if residents paid fees for these services.

One of the largest areas of potential income generation that has been proposed is the selling of services of the CCTV network and wi-fi facility that the Council has. The opportunity here is that the organisation could allow its existing infrastructure to be used by a third party for commercial purposes. Typically this would involve providing network services to businesses and general consumers with the Council receiving a share of the profits. This could generate significant income opportunities and the Commercial Board should monitor this area of work.

The borough has always been a popular location for filming and has brought in valuable income for the Council. Islington because of its architecture and location has frequently been used for film and television and we feel that there is scope to increase this given that there are suitable guidelines in place for residents. A partnership film service function exists across Islington, Camden and Lambeth facilitated by Film Fixer (partner organisation). The joint film service was developed to provide a one stop shop for film productions, improving the process for filming across each borough. Camden Council have been very successful in maximising financial opportunities from films (£486,180), offering competitively priced products and a proactive service that responds quickly to the needs of film productions working in the borough.

The Committee also heard evidence of the joint venture taking place between CAPITA and London Borough of Barnet in relation to offering additional services from the Council's Pest Control team. Capita had put in initial investment to provide equipment and vehicles for Pest Control services that the Council did not currently provide. The Committee feel that this is an area worthy of further investigation together with other potential services provided by Council where additional things could be offered that may be appropriate.

Conclusions

The Committee are aware of the increasing financial reductions imposed on the Council by reduced central Government funding and the likelihood that these funding restrictions will continue for some year to come.

The scrutiny sought, as far as possible, to mitigate the impact on front line services to residents by recommending measures for income generation and maximisation of income and we have sought to recommend measures that can or are already built in to the 2015/16 budget process or are worthy of investigation for future years.

The Committee welcome the creation of the Commercial Board and the iCo Trading Company as a first step to adopting a more commercial approach and feel it is necessary to use and develop the skills of our staff to develop commercial skills to the benefit of the Council.

The Committee hope that the Executive will adopt its recommendations and continue, through the Commercial Board, to develop opportunities for income generation for the Council whilst at the same time ensuring the LLW is paid to all staff and that the Council are not in direct competition with local businesses.

MEMBERSHIP OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE – 2014/15

COUNCILLORS

Councillors:

Councillor Troy Gallagher (Chair)
Councillor Asima Shaikh (Vice-Chair) – Until January 2015
Councillor Gary Doolan
Councillor Michael O’Sullivan
Councillor Martin Klute
Councillor Kaya Makarau-Schwartz
Councillor Osh Gantly
Councillor Una O’Halloran
Councillor Olly Parker
Councillor Caroline Russell
Councillor James Court
Councillor Satnam Gill
Councillor Aysegul Erdogan –replaced by Councillor Jenny Kay (October 2014)

Substitutes:

Councillor Alice Perry
Councillor Alex Diner
Councillor Gary Heather
Councillor Raphael Andrews
Councillor Paul Smith
Councillor Clare Jeapes
Councillor Jilani Chowdhury
Councillor Richard Greening
Councillor Robert Khan
Councillor Nick Wayne
Councillor Flora Williamson
Councillor Mouna Hamitouche MBE

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

Officer Support:

Peter Moore – Democratic Services

Lead officer/s – Kevin O’Leary, Craig Smith

APPENDICES – APPENDIX A – SCRUTINY INITIATION DOCUMENT

SCRUTINY REVIEW INITIATION DOCUMENT (SID)	
Review:	Outline SID to be developed for Commercialism and Income Maximisation after consultation with regional and national bodies, for example; LGA, CIPFA, NLGN.
Scrutiny Review Committee:	
Director leading the Review:	Kevin O’Leary – Corporate Director of Environment and Regeneration
Lead Officer:	Craig Smith, Transformation Officer (Transformation and Efficiency Team)
Overall aim:	To review the commercialisation and income maximisation of council services, with the aim of maximising income opportunities.
Objectives of the review:	<ol style="list-style-type: none"> 1. To define what commercialism and income maximisation means within local authorities. 2. To identify further specific income generation opportunities for 2014-2018 which will generate an annual income of £xxx. 3. To understand identified opportunities for further commercialisation and income maximisation, and map out a four year business plan. 4. To consider and review alternative cost saving measures which will save the Council money in order to protect frontline services from the efficiency savings that LBI has been instructed by Central Government to make over the next 4 years. 5. To understand and alleviate the current limitations and barriers to further commercialisation and income maximisation. 6. To examine existing models of commercialism within other Local Authorities that have successfully generated income, understanding; policy, culture and operational practice. 7. To consider alternative models of commercialism and income maximisation such as a ‘workers cooperative.’ 8. To identify what culture and practice could be adopted by Islington Council from the private sector that would enable greater commercialisation and income maximisation by council services. 9. To identify and mitigate for the gap in skills and commercial acumen within the council. 10. To understand and determine how the LBI trading company will be used as a vehicle towards commercialism and income maximisation. 11. To determine the political, legal and financial risks and implications of pursuing specific commercial and income maximising activity for the council and to offer appropriate mitigation strategies. 12. To develop a short, medium and long term strategy for commercialisation and income maximisation in line with the council’s overall financial objectives.
How is the review to be carried out:	(Use separate sheets as necessary for 1-4 below)
Scope of the Review	
To review the commercialisation and income maximisation within Islington Council and examine alternative	

models delivered in other local authorities.

Types of evidence will be assessed by the review: (add additional categories as needed)

1. Documentary submissions:
 - a) Commercial Board Discussion Paper
 - b) LB Hammersmith and Fulham – Commercialisation: a great alternative to cutting costs.
 - c) The London Borough of Camden – Generating income from 4G internet.
 - d) Scrutiny and Income generation presentation by Steve Key.
2. It is proposed that witness evidence potentially be taken from:

To be identified

3. Visits

To be identified

Additional Information:

Programme

Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	
2. Timetable	
3. Interim Report	
4. Final Report	

Report of: Assistant Director Governance and Human Resources

Meeting of	Date	Agenda Item	Ward(s)
Policy and Performance Scrutiny Committee	02 March 2015	G1	All

Delete as appropriate	Exempt	Non-exempt
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**SUBJECT: MONITORING OF RECOMMENDATIONS OF REVIEW COMMITTEES
 TIMETABLE FOR TOPICS, POLICY AND PERFORMANCE
 COMMITTEE'S WORK PROGRAMME, KEY DECISIONS**

1. Synopsis

To inform the Policy and Performance Scrutiny Committee of the timetable of the Review Committees scrutiny topics for the remainder of the municipal year, the timetable for monitoring the recommendations of the Review Committees, the current situation on the Policy and Performance Scrutiny Committee's work programme, and Key Decisions.

2. Recommendation

That the Policy and Performance Scrutiny Committee note the timetable and the arrangements for monitoring the recommendations of the Review Committees, the current work programme, and the key decisions.

3. Background

Attached to this report are the details of the work programme and timetable for the Review Committees for the remainder of the municipal year, the arrangements for monitoring the recommendations of review committees, key decisions details, and the Policy and Performance Scrutiny Committee's work programme.

PTO

4. Implications

4.1 Environment Implications

None specific at this stage

4.2 Legal Implications

Not applicable

4.3 Financial Implications

None specific at this stage

4.4 Equality Impact Assessment

None specific at this stage

Final Report Clearance

Signed by

Assistant Director Governance and Human
Resources

Date

Received by

Head of Democratic Services

Date

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FORWARD PLAN OF KEY DECISIONS



ISLINGTON

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 12 MARCH 2015 AND BEYOND

Page 39

**Lesley Seary
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Published on 2 February 2015

FORWARD PLAN OF KEY DECISIONS

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

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 2 FEBRUARY 2015 AND BEYOND

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

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

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

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

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

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

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'.	Corporate Director/Head of Service Executive Member (including e-mail address)
1.	Procurement strategy for specialist substance misuse services	All Wards	Executive	12 February 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Julie Billett julie.billett@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
2.	Procurement strategy for Public Protection Anti-Social Behaviour Patrol Services	All Wards	Executive	12 February 2015	None	Open	Kevin O'Leary kevin.oleary@islington.gov.uk Councillor Paul Convery, Executive Member for Community Safety paul.convery@islington.gov.uk
3.	Procurement strategy for mental health supported accommodation	All Wards	Executive	12 February 2015	None	Open	Kath McClinton kath.mcclinton@islingtonccg.nhs.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
4.	Pre-tender consideration - Substance misuse housing support services	All Wards	Executive	12 February 2015	None	Open	Jess McGregor Jess.mcgregor@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
5.	Procurement strategy for housing repairs - scaffolding (North and South)	All Wards	Executive	12 February 2015	None	Part exempt An appendix may refer to information relating to the financial or business affairs of contractors.	Simon Kwong Simon.kwong@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
6.	Procurement strategy for domestic boiler installation programme with responsive repairs and servicing	All Wards	Executive	12 February 2015	None	Open	Simon Kwong Simon.kwong@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
7.	Procurement strategy for Mental Health Crisis Prevention Service	All Wards	Executive	12 February 2015	None	Open	Kath McClinton kath.mcclinton@islingtonccg.nhs.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
Page 43	8. Building new council homes: proposed application for a Compulsory Purchase Order in respect of 3 5 Rowstock Gardens, Camden Estate, N7 0BG and 8,9 and 10 Turnpike House, Kings Square Estate, EC1V 7PB		Executive	12 February 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
	Oral Health procurement strategy	All Wards	Executive	12 February 2015	None	Open	Jason Strelitz Jason.Strelitz@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
	10. Taxi and Attendant Services procurement strategy	All Wards	Executive	12 February 2015	None	Open	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment and Transport claudia.webbe@islington.gov.uk

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12.	School admission arrangements 2016-17	All	Executive	12 March 2015	None	Open	Eleanor Schooling eleanor.schooling@islington.gov.uk Councillor Joe Caluori, Executive Member for Children Families joe.caluori@islington.gov.uk
13.	Contract for the development of Moreland Primary School and Children's Centre	Bunhill	Executive	12 February 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Eleanor Schooling eleanor.schooling@islington.gov.uk Councillor Joe Caluori, Executive Member for Children Families joe.caluori@islington.gov.uk
13.	Adult lifestyle/Health improvement programme - procurement strategy	All Wards	Executive	12 March 2015	None	Open	Julie Billett julie.billett@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

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15.	Charging for care and support in accordance with the Care Act 2014	All Wards	Executive	12 March 2015	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
16.	Housing responses to welfare changes	All Wards	Executive	12 March 2015	None	Open	Doug Goldring Doug.goldring@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
16.	Review of Local Development Scheme	All Wards	Executive	12 March 2015	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk

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17.	Finsbury Park Framework Supplementary Planning Document adoption	Finsbury Park	Executive	12 March 2015	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
18.	Designation of areas for additional licensing of Houses in Multiple Occupation	All	Executive	12 March 2015	None	Open	Jan Hart Jan.hart@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
19.	Adoption of Supplementary Planning Document - Preventing Wasted Housing Supply	All Wards	Executive	12 March 2015	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
21.	Pay by phone contract award	All Wards	Executive	12 March 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment and Transport claudia.webbe@islington.gov.uk

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22.	Air quality strategy monitoring and amendments	All Wards	Executive	12 March 2015	None	Open	Jan Hart jan.hart@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment and Transport claudia.webbe@islington.gov.uk
24.	Housing improvements: contract award approvals	All Wards	Executive	12 March 2015	None	Part exempt An appendix may refer to information relating to the financial or business affairs of contractors.	Simon Kwong Simon.kwong@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
25.	Contract award for lift repairs and maintenance	All Wards	Corporate Director of Housing and Adult Social Services	16 March 2015	None	Open	Simon Kwong Simon.kwong@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
26.	Award of Bunhill Phase 2 contract	Bunhill	Corporate Director Environment and Regeneration	3 April 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment claudia.webbe@islington.gov.uk

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27.	Housing improvements: contract award approvals	All Wards	Executive	21 May 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong Simon.kwong@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
28.	Temporary accommodation procurement	All Wards	Executive	21 May 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
29.	Procurement strategy for contractor support for the Islington Repairs Service	All Wards	Executive	21 May 2015	None	Open	Simon Kwong Simon.kwong@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
30.	Contract award for the construction of 70 new homes and associated improvements for the Dover Court Estate, N1 3HN	Canonbury	Executive	21 May 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk

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31.	Contract award for the construction of four new homes at Blenheim Court, N19 4JL	St George's	Executive	21 May 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
32.	Contract award for the construction of 23 new homes and re-provision of the Goodinge Community Centre, N7 9GQ	Holloway	Executive	21 May 2015	None	Part exempt An appendix may refer to information relating to the financial or business affairs of contractors.	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
33.	Procurement strategy for Islington Carers' Hub	All Wards	Executive	21 May 2015	None	Open	Jess McGregor Jess.mcgregor@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

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33.	Pre-tender consideration – Generic housing related Floating Support Services	All Wards	Executive	21 May 2015	None	Open	Jess McGregor Jess.mcgregor@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
34. Page 50	Pre-tender consideration - single homeless housing support services	All Wards	Executive	21 May 2015	None	Open	Jess McGregor Jess.mcgregor@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
33.	Crime and Disorder and Parking on street CCTV supply, installation and maintenance contract award	All	Executive	21 May 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment and Transport claudia.webbe@islington.gov.uk

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Page 51	34. Approval of draft North London Waste Plan for consultation and revised Memorandum of Understanding	All Wards	Executive	21 May 2015	North London Waste Plan Sustainability Appraisal North London Waste Plan Habitats Regulation Assessment	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
36	Waste Management Recycling Action Plan 2015/16	All Wards	Executive	21 May 2015	None	Open	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment and Transport claudia.webbe@islington.gov.uk

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34.	Vaults and Mausolea procurement strategy	All Wards	Executive	21 May 2015	None	Open	Jan Hart jan.hart@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment and Transport claudia.webbe@islington.gov.uk
36. Page 52	Re-commissioning of Healthwatch Islington	All	Executive	21 May 2015	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
37.	Strategy for the procurement of a joint Camden and Islington Child Obesity prevention and treatment service	All Wards	Executive	21 May 2015	None	Open	Julie Billett julie.billett@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

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38.	Housing improvements: contract award approvals	All Wards	Executive	18 June 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong Simon.kwong@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
39.	Pre-tender consideration – Learning Disabilities housing support service	All Wards	Executive	18 June 2015	None	Open	Jess McGregor Jess.mcgregor@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
39.	Contract award for mental health advocacy services	All Wards	Executive	16 July 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Kath McClinton kath.mcclinton@islingtonccg.nhs.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

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40.	Housing improvements: contract award approvals	All Wards	Executive	16 July 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong Simon.kwong@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk
41.	Pre-tender consideration – Mental Health Housing Support Services	All Wards	Executive	16 July 2015	None	Open	Jess McGregor Jess.mcgregor@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
41.	Contract award for the construction of 27 new homes and a community centre on the site of Charles Simmons House, WC1X 0HP	Clerkenwell	Executive	September 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor James Murray, Executive Member for Housing Development james.murray@islington.gov.uk

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42.	Contract award for mental health supported accommodation	All Wards	Executive	January 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Kath McClinton kath.mcclinton@islingtonccg.nhs.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk
43.	Contract award for a Mental Health Crisis Prevention Service	All Wards	Executive	January 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Kath McClinton kath.mcclinton@islingtonccg.nhs.uk Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing janet.burgess@islington.gov.uk

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Membership of the Executive 2014/2015:

Councillors:

Richard Watts
 Janet Burgess MBE
 Joe Caluori
 Paul Convery
 Andy Hull
 James Murray
 Asima Shaikh
 Claudia Webbe

Portfolio

Leader
 Health and Wellbeing
 Children and Families
 Community Safety
 Finance and Performance
 Housing and Development
 Economic and Community Development
 Environment and Transport

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OUTSTANDING SCRUTINY REVIEWS – UPDATED JULY 2014

SCRUTINY REVIEW	SCRUTINY COMMITTEE	DATE FINAL REVIEW REPORT SUBMITTED TO EXECUTIVE	PERIOD EXECUTIVE MEMBER RESPONSE TO REC'S DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE?	12 MONTH REPORT DUE TO ORIGINAL SCRUTINY COMMITTEE	LEAD OFFICER
2012/13:						
GP Appointment Systems	Health Scrutiny	JB 2 Dec & Exec 15 Jan	Jan 2014 – Mar 2014	TBA	TBC	Julie Billett
Air Quality	Regeneration & Employment Review	21 May 2013	June 2013 – Sept 2013	4 Dec 2013 JB 14 Jan 2014 Exec	Dec 2014	Savva Mina Paul Clift
Planning Committee Structure	Regeneration & Employment Review	7 Jan 2014 JB 6 Feb 2014 Exec	March - May 2014	1 April 2014 JB 12 May 2014 Exec	Dec 2014	Karen Sullivan
2013/14:						
Business Start Up	Regeneration and Employment Review	3 April 2014 Exec	May 2014 - July 2014	17 July 2014 JB ✓ 18 Sept 2014 Exec	March 2015	Pete Courtie
Procurement	Policy and Performance Scrutiny	1 April 2014 JB 12 May 2014 Exec	May 2014 - July 2014	17 July 2014 JB ✓ 18 Sept 2014 Exec	May 2015	Andy Nutter
Blacklisting	Policy and Performance Scrutiny	16 Dec 2013 Leadership 14 Jan 2014 Exec	Jan 2014 -April 2014	6 March 2014 Exec	May 2015	Andy Nutter
Private Rented sector	Communities Review	6 March 2014 Exec	N/A	6 March 2014 Exec	May 2015	Jan Hart & Maxine Holdsworth

NEW SCRUTINY REVIEWS 2014/15:

SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
Income Generation	Policy and Performance	To be confirmed				
Best Team	Policy and Performance	JB 23 June 2015 Exec 16 July 2015				
Estate Services Management	Housing	JB 23 June 2015 Exec 16 July 2015				
Scarfolding / Work Platforms	Housing	JB 23 June 2015 Exec 16 July 2015				
Bringing services back in-house (start Jan 2015)	Housing	TBC				
Impact of Early Interventions in preventing escalation to statutory services	Children's	TBC (Final report back to committee July 2015).				
Impact of special educational needs changes on children and families	Children's	TBC (Final report back to committee July 2015).				
Community Energy	Environment and Regeneration	JB 23 June 2015 Exec 16 July 2015				

NEW SCRUTINY REVIEWS 2014/15 Cont/d...:

Fuel Poverty	Environment and Regeneration	JB 23 June 2015 Exec 16 July 2015				
Communal Heating (presentation only)	Environment and Regeneration	JB 21 April 2015 Exec 21 May 2015			November 2014	
Active Travel (possible topic to start February 2015)	Environment and Regeneration	TBC				
Recycling (possible topic to start February 2015)	Environment and Regeneration	TBC				
Review of 20mph limit (may be report back or mini-review)	Environment and Regeneration	TBC			Report back – December 2014	
Patient Feedback mini scrutiny	Health	TBC				

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POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2014/15

24 FEBRUARY 2015

1. VCS Annual Report
2. Welfare Reforms update
3. Reports of Review Chairs – Environment and Regeneration, Children’s Services and Housing Scrutiny Committees

02 MARCH 2015

1. Scrutiny Review – BEST team – Presentation and SID
2. Quarter 3 Performance report
3. Report of Procurement Board/Progress report on Scrutiny Review on Procurement
4. Financial Update
5. Executive Summary – Scrutiny Review – Income Generation
6. Report of Review Chairs – Health and Care
7. Call ins (if any)
8. Monitoring report

11 MAY 2015

1. Scrutiny Review – BEST team– Witness evidence
2. Revenue Outturn report 2014/15
3. Progress Report back on Blacklisting scrutiny review
4. Termination Payments
5. Call ins (if any)
6. Monitoring report

01 JUNE 2015

1. Scrutiny Review – BEST team– Draft recommendations
2. Scrutiny Topics 2015/16
3. Welfare reform update
4. Use of Agency staff
5. Membership, Term of Reference etc.
6. Call ins (if any)
7. Monitoring report

