



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

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## AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

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Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held in on, **17 September 2015 at 7.30 pm.**

PLEASE NOTE THERE WILL BE A PRE MEETING FOR MEMBERS OF THE COMMITTEE AT 7.00P.M. ON THE EVENING OF THE MEETING.

**John Lynch**

**Head of Democratic Services**

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Despatched : 09 September 2015

### Membership

#### **Councillors:**

Councillor Troy Gallagher (Chair)	Councillor Martin Klute
Councillor Una O'Halloran (Vice-Chair)	Councillor Michael O'Sullivan
Councillor Kaya Comer-Schwartz	Councillor Dave Poyser
Councillor James Court	Councillor Caroline Russell
Councillor Gary Doolan	Councillor Raphael Andrews
Councillor Rakhia Ismail	Councillor Jilani Chowdhury
Councillor Jenny Kay	

#### **Substitutes:**

Councillor Alice Perry	Councillor Alex Diner
Councillor Clare Jeapes	Councillor Alice Donovan
Councillor Nick Wayne	Councillor Satnam Gill
Councillor Flora Williamson	Councillor Nurullah Turan
Councillor Mouna Hamitouche	Councillor Robert Khan
MBE	Councillor Paul Smith
Councillor Theresa Debono	Quorum 4 Councillors

**A. FORMAL MATTERS** **Page**

1. Apologies for Absence
2. Declaration of Substitute Members
3. Declarations of Interest

**Declarations of interest**

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

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

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

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

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

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

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

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

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

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

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

This applies to all members present at the meeting.

4. To approve minutes of previous meeting 1 - 8

5. Matters Arising from the minutes

6. PUBLIC QUESTIONS

7. Chair's Report

**B. ITEMS FOR CALL IN - IF ANY** **Page**

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<b>G.</b>	<b>URGENT NON EXEMPT MATTERS</b>	
	<u><a href="#">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.</a></u>	
<b>H.</b>	<b>EXCLUSION OF PUBLIC AND PRESS</b>	
	<u><a href="#">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.</a></u>	
<b>I.</b>	<b>CONFIDENTIAL ITEMS FOR CALL IN - IF ANY</b>	<b>Page</b>
<b>J.</b>	<b>EXEMPT ITEMS</b>	
	<u><a href="#">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.</a></u>	
<b>K.</b>	<b>OTHER BUSINESS</b>	<b>Page</b>

The next meeting of the Policy and Performance Scrutiny Committee will be on 5 October 2015. Please note all committee agendas, reports and minutes are available on the council's website:

[www.democracy.islington.gov.uk](http://www.democracy.islington.gov.uk)

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# Public Document Pack Agenda Item 4

London Borough of Islington

## Policy and Performance Scrutiny Committee - 29 June 2015

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at on 29 June 2015 at 7.30 pm.

**Present:**           **Councillors:**           Gallagher (Chair), O'Halloran (Vice-Chair), Court,  
Doolan, Ismail, Kay, O'Sullivan, Russell and Andrews  
**Also Present:**       **Councillors:**           Watts, Hull, Convery and Webbe

### Councillor Troy Gallagher in the Chair

- 128**        **APOLOGIES FOR ABSENCE (Item 1)**  
Councillors Comer Schwartz, Klute, Chowdhury and Poyser for absence and Russell for lateness
- 129**        **DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**  
None
- 130**        **DECLARATIONS OF INTEREST (Item 3)**
- 131**        **TO APPROVE MINUTES OF PREVIOUS MEETING (Item 4)**  
**RESOLVED:**  
That, subject to the following amendments-  
Minute 125 – Use of Agency staff - the addition of the following resolutions-  
That Councillor Ismail be circulated with details of the % of BME staff employed by the Council by grade  
That Councillor Doolan be sent a copy of the current temporary to permanent policy the minutes of the meeting of the Committee held on 1 June be confirmed and the Chair be authorised to sign them
- 132**        **MATTERS ARISING FROM THE MINUTES (Item 5)**  
None
- 133**        **PUBLIC QUESTIONS (Item 6)**  
The Chair outlined the procedure for dealing with Public questions and filming and recording of meetings
- 134**        **CHAIR'S REPORT (Item 7)**  
**Pre meetings of the Committee**  
  
The Chair stated that from September there would be pre-meetings of the Committee for Members at 7.00p.m. on the evening of the meeting

### Order of Agenda

The Chair stated that the order of the agenda would be amended to take the Leaders presentation and the items from the Executive Member Finance and Performance early in the agenda

**135**      **PRESENTATION FROM LEADER ON EXECUTIVE PRIORITIES FOR 2015/16 - VERBAL (Item 8)**

The Leader of the Council, Councillor Richard Watts was present for this item and a copy of the Corporate Plan was laid round.

During the presentation the following main points were made –

- The Corporate Plan sets out the vision for the Council and its priorities and was considered at Council the previous week
- The Council faced an extremely challenging future with the expected spending restrictions on Local Government funding and that with further reductions in other areas of public spending there would be a severe impact on communities
- The consequences of cutting social care and health budgets would impact on an already overburdened health system
- There is serious concern over the increase in youth violence and this is a complex and fast moving situation. There is a looser affiliation of gang membership than in the past and the Council were drawing up a Crime Strategy for consideration at the next Executive meeting with more of a focus on intervention and the Council exercising more community leadership
- There were challenges ahead in terms of proposed Government legislation on social housing and consideration would need to be given to this
- Social care of adults and children accounted for more than 50% of the Council/s budget and Government funding reductions will impact on this
- A Member enquired as to whether procedures were in place to ensure that to deal with mental health challenges for young people and whether this is linked to domestic violence
- Reference was made as to whether the Council had any plans to enter into partnerships with other Councils and it was stated that there were no plans to enter into any partnership of the type East London Councils were looking at and all authorities had different geographies and different issues. However where it made sense this could be looked at and the Council were in partnerships already with a number of other organisations and any devolution proposals would be considered
- It was stated that it was important that Council managers worked together and were prepared for substantial budget reductions and that silos were broken down
- The Leader stated that he was hopeful that the housing borrowing cap would be removed and that he would wish to see GP commissioning carried out in Islington and that a revised property tax system could be provided for London

**RESOLVED:**

That the presentation be noted and that Councillor Andrews be provided with the information relating to mental health, as referred to above

The Chair thanked the Leader for attending

**136**      **NEW SCRUTINY TOPIC - TAX AVOIDANCE - PRESENTATION AND SID - VERBAL (Item 9)**

Steve Key, Service Director, Finance and Property Services Department and Debra Norman, Assistant Chief Executive (Governance and HR) were present for discussion of this item.

During consideration of the report the following main points were made –

- The current Council contractors that we deal with should be looked at in the scrutiny and this should include Commensura and Care UK
- Objective 1 – add the words after the word ‘companies’ – that L.B.Islington deals with or has business links to providing a service to the Council
- Objective 3 – delete the words ‘appropriate tax’ and insert the words ‘ avoid UK tax’

**RESOLVED:**

That, subject to the above amendments the SID be submitted to the next meeting for approval

The Chair thanked Steve Key for attending

**137**

**WELFARE REFORMS UPDATE (Item 10)**

Councillor Andy Hull, Executive Member Finance and Performance and the Director of Financial Operations and Customer Services, Ian Adams, were present for discussion of this item.

During consideration of the report the following main points were made –

- The recent announcement by the Chancellor of a further £12 billion of welfare savings would have further impacts on Islington residents
- Further Government changes will reduce the benefit cap from £26,000 to £23,000
- It was noted that reductions to the benefit cap would impact on 575 families in the borough and over 1000 children
- The Council were assisting families in providing advice to enable them to maximise benefits and remain in their home if they wished to do so
- There would be a new Youth allowance introduced for 18-21 year olds with stronger work related conditionality
- Automatic entitlement to housing for 18-21 year olds is also being removed
- The majority of tenants have opted to remain in their properties and pay the bedroom tax and there had to date been no evictions, however there were rent arrears of £200,000 and Partners had rent arrears of £93,000
- Discretionary Housing payments had reduced the number of evictions to date, however this has reduced and may only be able to assist a smaller number in the future
- The Universal Credit Delivery Pilot trial has been extended in Islington for another 3 months and Universal Credit in Islington would be rolled out more slowly with single claimants of JSA starting in September and couples and families in 2016/17
- Specific work was being carried out at Bemerton and New River Green estates and it was stated that there needed to be discussions as to communicate with tenants/hard to reach groups and that discussions should take place with Councillor Ismail in this regard
- Councillor Hull stated that the high cost of housing needed to be recognised and there were regional variations and that these should be recognised when setting the cap
- The view was expressed that rent levels should be looked at on a ward basis as the rents in areas around the City were likely to be higher than in other wards. The Director Financial Operations and Customer Services stated that this could be taken ‘on board’ following the Chancellor’ Emergency Budget statement and information provided to Members

**RESOLVED:**

- (a) That the Director of Financial Operations and Customer Services have discussions with Councillor Ismail on how better to engage tenants/hard to reach groups on the Bemerton/New River estates

- (b) That information be circulated to Members, following the Chancellor's Emergency budget, on respective rent levels in wards in the borough
- (c) That the report be noted

The Chair thanked Councillor Hull and Ian Adams for attending

**138**

**QUARTER 4 PERFORMANCE REPORT (Item 11)**

Councillor Andy Hull, Executive Member for Finance and Performance was present for discussion of this item, together with Lela Kogbara, Assistant Chief Executive Strategy and Partnerships.

During consideration of the report the following main points were made –

- Councillor Hull stated that the main changes for the suite of indicators were detailed in paragraph 4.5 of the report
- In addition a set of Equality Objectives were being considered and submitted to the next meeting of the Executive
- The main cause of concern are the community safety indicators, particularly with regard to youth violence and theft from the person. A crime strategy is being presented to the next meeting of the Executive and it was proposed, inter alia, that a youth integration team be established. It was added that because gangs were less of a problem previously in Islington than in other London Boroughs, the Police resources were stretched and they were now being assisted by other officers from the Metropolitan Police
- The reductions in Safer Neighbourhood Policing had it was felt led to an increase crime and resulted in less local intelligence being gathered
- In relation to Adult Social Care there were difficulties with the targets on enablement
- There had been a positive recruitment campaign for foster carers
- There had been an improvement on the employment statistics
- In Environment and Regeneration there was not now funding available for boiler replacement works and different energy saving measures were being looked at
- In Public Health smoking cessation targets were not being met and Councillor Hull stated that he would discuss with officers ways this could be improved
- Sickness absence levels were too high and discussions were taking place with occupational health in this regard. It was stated that future HR reports to the Committee should detail the 3 departments with the highest sickness levels and the reasons therefore
- There is also difficulty in meeting the housing under occupation and overcrowding targets
- A Member stated that signs needed to be erected in housing estate playgrounds to discourage people from smoking there and Councillor Hull stated that he would discuss this with the Executive Member Environment and Transport and Executive Member Housing
- In response to a question it was stated that measures were being taken to ensure there were 50 apprentices per annum and restructure the scheme so that it gives clearer expectations and consideration was being given as to the best time of the year to recruit
- In response to a question as to whether there were 'taster apprenticeship' sessions held it was stated that this was not currently a standard practice, although some events were held
- In response to a question it was stated that consideration may be given to insulation and boiler replacement if funding became available in the future
- A Member referred to paragraph 7.6 of the report and that she would like a response as to the crimes not committed by gangs, what type of detached youth work is in



place, the apparent disproportionality amongst BME suspects and the impact and effectiveness of CCTV on crime. The Executive Member Community Safety stated that he would respond on these issues

- It was stated that there is often a time lag between the PI's and the reality and the PI's tended to focus on areas that the Council has control of however a number of issues required an integrated response
- Discussion took place on paragraph 8.4 of the report and the ACE Strategy and Partnerships stated that she would provide specific details to Members
- A Member stated that although employment statistics had improved there needed to be details of how long people stayed in work, and there should be a measure of how the Council's actions had made a difference. In addition, there should be a measurement on the effectiveness of school careers advice
- A Member enquired as to the gender and race of the residents obtaining employment through the Council and it was stated that this could be provided
- A Member stated that although apprenticeships were obtained there needed to be details as to whether these developed into sustainable jobs after a year or whether these apprenticeships did not lead to eventual full time employment. Discussion took place as to the possibility of obtaining this information and that this information should be provided to Members when available and a report be submitted to the next meeting
- In response to a question the Executive Member for Environment and Transport and that the recycling target of 34.5% is a challenging one, however the Council is still committed, despite the difficulties faced in an inner London Borough to a recycling rate of 50%

**RESOLVED:**

- (a) That Councillor Hull discuss with the Executive Member Environment and Transport and Executive Member Housing the possibility of erecting no smoking signs as referred to above
- (b) That regular reports be submitted in future to the Committee on the sickness levels in departments and the reasons therefore and Councillor Doolan be sent this information in the interim
- (c) That the Executive Member Community Safety be requested to inform Councillor Ismail of the crimes not committed by gangs, what type of detached youth work is in place, the apparent disproportionality amongst BME suspects and the impact and effectiveness of CCTV on crime
- (d) That the ACE Strategy and Partnerships be requested to inform Councillor Kay of the details requested in relation to paragraph 8.4 of the report, as referred to above
- (e) That the ACE Strategy and Partnerships be requested to circulate details of the gender and ethnicity of residents being employed with Council assistance
- (f) That information be circulated to Members as to how many apprenticeships had resulted in full time sustainable employment, as referred to above and a report be submitted thereon to the next meeting

**139**

**APPROVAL OF SCRUTINY TOPICS 2015/16 - VERBAL (Item 12)**

**RESOLVED:**

That the following scrutiny topics be agreed for 2015/16  
Policy and Performance Scrutiny Committee – Tax Avoidance, Crime  
Children's Services Scrutiny Committee – Alternative Provision  
Housing Scrutiny Committee – Capital Works, Responsive Repairs  
Environment and Regeneration Committee – Smart Cities and one off sessions on  
Quietways consultation process, Recycling, CCTV on estates, Community Infrastructure  
levy

Health and Care Scrutiny Committee – Health implications of Damp Properties – one off session on Hospital Discharges and Provision of GP premises

**140 REGRAIDING OF CHIEF OFFICER POSTS (Item 13)**

Councillor Andy Hull, Executive Member Finance and Performance was present for this item together with Debra Norman, the Assistant Chief Executive (Governance and HR).

Additional information was laid round for Members.

During consideration of the report the following main points were made –

- A Member enquired whether the date in the third column of the laid round information was the date when the evaluation was completed or the date when the new grading was applied. The ACE indicated that she would respond to Councillor Doolan thereon
- A Member expressed the view that copies of the evaluations carried out should be made available to Members and the ACE indicated that this could be provided to Members who were interested
- A Member enquired as to the regradings of the Head of Repairs and Maintenance and Head of Tenancy and Estates and the operative dates and the ACE stated that she would respond with more detailed reasons for these variations to Councillor Doolan. Councillor Doolan expressed the view that the transfer of Kiers to the Council added additional duties to the Head of Repairs and Maintenance but enquired the reasons for the re-evaluation of the Head of Tenancy and Estates
- In response to a question as to whether any market supplements had been consolidated into Chief Officer posts it was stated that there was only one Chief Officer who received a market supplement and this was the Corporate Director Children's Services. This had been agreed some years previously, The ACE Governance and Human Resources stated that she was unsure if this was a consolidated payment but would check
- A Member enquired whether a clause could be inserted into Housing Chief Officer contracts restricting them from joining private contractors/partners for a certain period of time if they left the Council. The ACE stated that she would investigate this and inform Members
- In response to a question as to the cost of evaluations of grades of posts by Hay consultancy, it was stated that Chief Officer evaluations had always been carried out by Hay (other than the Public Health one referred to in the report evaluated by another authority). as it was independent and this was the cost charged. The ACE stated that she would provide information on the last occasion that Chief Officer grades were reviewed by the Personnel Sub Committee
- In response to a question it was stated that the ACE would supply Members with dates of Chief Officers near retirement age
- Reference was made as to whether there was information kept in relation to new recruits showed if they had been recruited from private/public sector organisations and their previous salaries. The ACE stated that this information was not kept centrally but would be on the individual application forms submitted where they were retained

**RESOLVED:**

That the ACE Governance and HR respond to the above points and Councillor Doolan be requested to submit the questions in writing with any additional information that is required

The Chair thanked Debra Norman for attending

**141** **MONITORING REPORT (Item )**

**RESOLVED:**

That the report be noted

The meeting ended at 10.00p.m.

**CHAIR**

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<b>SCRUTINY REVIEW INITIATION DOCUMENT (SID)</b>
Review: Tax Avoidance
Scrutiny Review Committee:
Director leading the Review: Steve Key, Assistant Director - Service Finance and Procurement
Lead Officer:
Overall aim:  To only contract with companies and bodies that do not avoid paying UK Tax.
Objectives of the review:  <ol style="list-style-type: none"><li>1. To understand how companies avoid paying UK tax including parent companies and subsidiaries.</li><li>2. To understand our existing legislative requirements around procurement and contract management.</li><li>3. To investigate how we can identify businesses that we contract with who avoid paying UK tax.</li><li>4. To review and update our procurement processes, within the law, to exclude those businesses that do not pay appropriate tax.</li><li>5. To review and update, as necessary, our appointment process for consultants and agency staff.</li><li>6. To explore whether we can use other powers we have (e.g. licencing) to influence companies to pay their appropriate tax.</li></ol>
How is the review to be carried out: (Use separate sheets as necessary for 1-4 below)  Scope of the Review  To review the current situation within Islington and examine how others deal with this issue  Types of evidence will be assessed by the review: (add additional categories as needed)  <ol style="list-style-type: none"><li>1. Documentary submissions:  <ol style="list-style-type: none"><li>a. HMRC information</li><li>b. Tax advisers information</li><li>c. Public Contract regulations 2015</li></ol></li><li>2. It is proposed that witness evidence be taken from: <ol style="list-style-type: none"><li>a. Representative from Procurement</li><li>b. Representative from HR</li><li>c. PWC or another tax expert</li></ol></li></ol>

- d. HMRC
- e. Large companies that we contract with who have been accused of tax avoidance

3. Visits

- a. To be identified

Additional Information:

Programme

Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	29/6/15
2. Timetable	
3. Interim Report	7/12/15
4. Final Report	21/1/15



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

Meeting of:	Date	Agenda item	Ward(s)
Policy and Performance Scrutiny Committee	17 September 2015		All

Delete as appropriate		Non-exempt
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**SUBJECT: Tax Avoidance and Tax Evasion (17 September 2015)**

## 1. Synopsis

- 1.1 This report is to outline to the Policy and Performance Scrutiny Committee (the 'Committee') the situation in regard to tax avoidance and tax evasion in regards to its third party contractual arrangements.
- 1.2 The report informs the Committee on the national situation and procurement process.

## 2. Recommendations

- 2.1 To note the work completed nationally in regard to tax avoidance and tax evasion as set out in this report.
- 2.2 To note the extent the Council may act in its contractual relationships.

## 3. Background

- 3.1 Tax is a mandatory contribution levied by government to government revenue on workers' income, business profits, or added to the cost of a particular goods or services. Levying of tax is the principal mechanism by which the government pays for the services and facilities that it

provides for the nation and all taxpayers must pay their fair contribution. The majority of tax is collected and administered by the government office HMRC including demand for interest and penalties when incorrect levels of tax are paid.

### 3.2 Tax avoidance and tax evasion are not interchangeable terms:

- **Tax avoidance** is taking steps to minimise your tax liabilities and is legal (if against the spirit of the law), provided there is no objection from HMRC and you have been open about your action. It is often considered to be taking measures for a tax advantage. On a small personal scale this is ensuring that the correct tax code may be used, money is transferred to an Individual Savings Account (or ISA), artificial unnecessary transactions by business etc. On a large scale this could be paying a tax expert to find legal loopholes in the system.
- **Tax evasion** is taking deliberate steps to falsify, mislead or defraud the payment of tax. Tax evasion is illegal and may lead to individuals being subject to ten years imprisonment. Examples of this have included hiding money offshore, significant physical or virtual (online) trading and not declaring the income, failing to file a tax return, actively filing a false tax return i.e. not including your full income, hiding taxable assets.

- 3.3 The media has covered a number of examples of tax avoidance schemes, such as Gary Barlow, Lord Fink and Ed Milliband all receiving negative press, some of which have been accepted by HMRC and some have not. In 2014/15 the BBC reported that tax avoidance costs the taxpayer £4bn a year and tax evasion £5.1bn. In context this is approximately 25% of the £35bn tax gap lost annually to the Treasury every year.
- 3.4 HMRC provides guidance on the General Anti-Abuse Rule ('the GAAR') into reasonableness in regard to tax avoidance as required under the Finance Act 2013. The GAAR has made it clear that a taxpayer may decide to operate as a sole trader or through a limited company whose shares s/he owns or work as an employee. All are perfectly legal means of payment of appropriate taxation either by making payments on profits of the organisations by way of a dividend or immediate payment from the employee salary.
- 3.5 The history of the GAAR was that government asked Graham Aaronson QC to lead a study into whether there should be a general anti-avoidance rule for the UK. A working group was established which published its report 21 November 2011, which recommended a focused anti abuse rule to tax avoidance. The government accepted the report in the 2012 budget and this resulted in this matter being covered within the Finance Act 2013.
- 3.6 In September 2012, the government tasked HM Revenues and Customs (HMRC) and the Cabinet Office whether procurement could be used as a means promoting good conduct in regards to taxation. The idea was to withdraw opportunities for initially central government contracts from the minority of providers who seek either evade tax or utilise aggressive tax avoidance schemes. This move led to the Disclosure of Tax Avoidance Schemes (DOTAS) and a Procurement Policy Note: Measures to Promote Tax Compliance Action Note 06/13 25 July 2013. The policy note mandated central government to ask questions in the procurement process on tax compliance and setting out how to handle the matter.
- 3.7 Under the now-repealed Public Contracts Regulations 2006 a contracting authority was always able to disqualify providers if they had not met their taxation obligations in UK law. In preparation for the new regulations, the issue of taxation compliance became an increasingly interested area. This led to significant clarity being introduced within the Public Contracts



Regulations 2015 in Regulation 57.

- 3.8 Subsequently, a national standardised Pre-Qualification Questionnaire (PQQ) or application pack has been introduced in above EU threshold contracts (currently the goods or services threshold is those contracts which aggregate above £172,514) “to ensure a simpler and more consistent approach to selection across the whole public sector authorities and will remove some of the bureaucracy and barriers which make it difficult for businesses, in particular smaller firms, to access public sector contracts.”<sup>1</sup> The PQQ outlines the Council’s ability to exclude organisation from fraudulent evasion of taxes, offences in connection with taxation and non-payment of tax and/or social security contributions.
- 3.9 The Council has limited powers to exercise discretion on matters of taxation and must adhere to the Public Contracts Regulations 2015. It can have a responsibility to promote tax adherence, but limited ability to verify to take action against inappropriate tax adherence as this would be a matter reserved for the proper authorities e.g. HMRC, police and the courts. The Council are not in a position to impose unreasonable or disproportionate taxations inspections beyond the scope of the PQQ.
- 3.10 Tax avoidance is by its nature a legal act. Suspicions of tax avoidance would not be sufficient grounds to terminate a Council contract, nor exclude an organisation from a procurement process. Tax evasion would need to be proven for the Council to act. Monies due from matters of tax evasion generally rest with HMRC and thus, while the Council has a duty to report on suspicions of this nature, has no direct financial advantage from it.

## **4. Implications**

### **4.1 Financial implications:**

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

### **4.2 Legal Implications:**

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

### **4.3 Environmental Implications**

This is an information report only 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.

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<sup>1</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/417963/4279-15\\_GN\\_PQQ\\_Lord\\_Young\\_Guidance.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417963/4279-15_GN_PQQ_Lord_Young_Guidance.pdf)

## 5. Conclusion and reasons for recommendations

- 5.1 This report summarises the work completed nationally in regard to tax avoidance and tax evasion for the Policy and Performance Scrutiny Committee.
- 5.2 This report additionally provides a brief digest of the extent the Council may act in its contractual relationships.

### Appendices/Background papers

- None.

Final report clearance:

#### Signed by:

Director, Service Finance

Date

#### Received by:

Head of Democratic Services

Date

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

Meeting of	Date	Agenda Item	Ward(s)
<b>Policy &amp; Performance Scrutiny Committee</b>	<b>17 September 2015</b>		<b>All</b>

Delete as appropriate	Exempt	Non-exempt
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## 1. Council Performance 2015/16: Quarter 1 Update

- 1.1 Each year the Council agrees a set of performance indicators and targets which, collectively, help us to monitor progress in delivering our corporate priorities and working towards our goal of making Islington a fairer place for all residents.
- 1.2 This report looks at performance over the first three months of 2015-16 (i.e. 1 April to 30 June 2015). All figures quoted are cumulative to the end of June 2015, unless otherwise stated.

## 2. Recommendations

- 2.1 To note progress against key performance indicators for Quarter 1 2015-16, set out in sections 5 to 11 and summarised at Appendix A.
- 2.2 To note the updates to 2014-15 Quarter 4 performance data listed in section 4.

## 3. Background

- 3.1 The Council routinely monitors a wide range of performance measures to ensure that the services it delivers are effective, respond to the needs of residents, and offer good quality and value for money. As part of this process, we report regularly on a suite of key performance indicators which collectively provide an indication of progress against the priorities which contribute towards making Islington a fairer place. The Policy and Performance Scrutiny Committee (PPS) has responsibility for monitoring overall performance against Council priorities.
- 3.2 In June 2015, the proposed list of performance indicators for 2015-16 was presented to PPS together with the Quarter 4 2014-15 report. This report provides the first opportunity for PPS to assess progress against the revised performance measures. NB: There are a small number of indicators which are reported on an annual basis so we will not be able to report in-year figures. However, we will aim to provide

information where possible on what is being done to ensure we achieve these targets.

#### **4. Updates to Quarter 4 (2014-15) performance report**

##### Outstanding data

- 4.1 In the Q4 report there were a number of indicators still awaiting end of year figures:
- Year 11s moving into sustained education (provisional figure to be confirmed)
  - Stop and Search of young black people
  - Recycling rate (provisional figure to be confirmed)
  - MMR vaccinations
  - Smoking cessation
  - Drug and Alcohol treatment programmes
- 4.2 Final figures for all of these datasets, other than for Stop and Search, are provided in the relevant sections of this report. End of year figures for Stop and Search are not available but as of September 2014 the target had been met and indeed exceeded.

##### Corrections

- 4.3 'Number of households accepted as homeless' was incorrectly stated as not meeting the target because the actual end of year figure of 396 was lower than the target of 500. However, as the aim was to reduce the number of homeless households (so lower is better) the Council comfortably met and exceeded its end of year target.
- 4.4 There was a discrepancy in the Quarter 4 report around the number of young people supported into employment. The table stated 237 whilst the text had 194. The correct figure was 237 against a target of 250 (still missing the target but to a lesser extent).

## 5. Adult Social Services

Objective	PI No.	Indicator	Frequency	Actual Q1 Apr-Jun	Expected profile Q1	Target 2015-16	On/Off target (compared to profile)	Same period last year	Better than last year?
<i>Support older and disabled adults to live independently</i>	1	Percentage of people who have been discharged from hospital into enablement services that are at home or in a community setting 91 days after their discharge to these services	Q	86.1%	93%	93%	<b>Off</b>	85.4%	Yes
	2	Percentage of service users receiving services in the community through Direct Payments	M	30.3%	N/A	40%	<b>Off</b>	28.8%	Yes
<i>Support those who are no longer able to live independently</i>	3	Number of new permanent admissions to residential and nursing care	M	34	26	105	<b>Off</b>	27	No
<i>Support carers</i>	4	Percentage of carers who say that they have some or all of their needs met	Annual (July)	7.3 (Survey 2015)	N/A	7.6 (Survey 2016)	<b>On</b>	7.1	Yes
<i>Tackle social isolation faced by older and disabled people (E)</i>	5	a) Percentage of service users from specific groups (tbc following further analysis of the annual service user survey) who say they have adequate social contact <b>(E)</b>	Annual (July)	N/A	N/A	TBC	<b>N/A</b>	N/A New indicator	N/A New indicator

Frequency (of data reporting): M = monthly; Q = quarterly; T = Termly; A = Annual

**(E)** = Equalities target

### Supporting independent living

- 5.1 We want to quickly support people to regain independence after an illness, deterioration in their condition or stay in hospital. Our enablement services do this. This indicator gives a rough measure of whether we are effectively helping to keep people living at home in the community after enablement. The target is set automatically by NHS England as part of the Better Care Fund. Islington always had a very high outturn (around 90% in 2013/14) and the high target of 93% was profiled against this.
- 5.2 We have reorganised services to provide enablement for people with much more complex needs than previously. We were previously supporting people who could be as effectively supported by a lighter touch service provided by the voluntary sector. This does mean, however, that it is more difficult to retain a very high performance against this target. This is because more people in the complex needs group are likely to be readmitted to hospital due to medical complications, or to have to move into a nursing home, or to die. All of these factors would count against this indicator.
- 5.3 Islington successfully supports a high proportion of people with direct payments, which means that they receive a cash payment and can choose how they arrange their care to meet agreed outcomes. We aim to increase the proportion of people getting support this way to 40% of all people supported. This is an ambitious target.

New ways of providing direct payments such as prepaid cards are proving successful. Progress has been made in Q1, and a project is being launched to streamline the way direct payments are organised. A profiled target for quarters 2, 3 and 4 will be provided in the next report.

#### Admissions into residential or nursing care

- 5.4 We want to reduce the number of older people moving into residential or nursing home care. Whilst a home setting is appropriate for some people with very complex needs, we want to support more people to live in their own home wherever possible. The target is set automatically by NHS England as part of the Better Care Fund.
- 5.5 Good progress was made in 2014/15 to reduce admissions and support people in different ways, such as extra-care sheltered housing. There has been a slight increase in the number of older adults (aged 65+) who have been permanently admitted to residential and nursing homes, compared to the same time last year. This is due to significantly increased pressures through hospitals. More people with very complex needs, including advanced dementia, are being discharged and can only be supported in nursing home care. We do not think that the target of 105 will be met for 2015/16, as pressures are likely to increase over the winter months. However, we are working actively to keep the number as low as possible – all requests for nursing homes are subject to careful scrutiny, and are only agreed when there are no other viable alternatives.

#### Supporting carers

- 5.6 Carers reported quality of life is a new indicator for 2015/16 and is a measure based on responses to the annual Adult Social Care Survey. It is a composite measure using responses to survey questions covering the eight domains identified in the Adult Social Care Outcomes Framework (ASCOF): control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation. Carers have reported an increase in their quality of life since 2014/15. This helps us to broadly measure the impact of our investment in carers' services. Islington is committed to supporting carers, who provide the bulk of care for adults with health and care needs.

## 6. Children's Services

Objective	PI No.	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
<i>Improve access to and uptake of good quality Early Years provision</i>	6	Number of 2 year old places taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after	T Nov & Mar	634 (Snapshot Summer Census)	N/A	840	<b>N/A</b>	N/A New indicator	N/A New indicator
	7	Percentage of families with under-5's registered at a Children's Centre	T Jul, Nov & March	88% (14/15)	N/A Termly	97%	<b>N/A</b>	91%	Similar
	8	Number of active childminders	Q	192	192	195	<b>On</b>	192	Similar
	9	Percentage of childminders with good or better inspection outcomes in their most recent Ofsted inspection	Q	86.8%	86.8%	90%	<b>On</b>	70.6%	Yes
<i>Support families facing multiple challenges and disadvantage</i>	10	Percentage of families in Stronger Families programme with successful outcomes as measured by payment by results	tdc by DCLG	100% (At end of Phase 1)	N/A (next claim end Sept)	25% (Phase 2)	<b>N/A</b>	N/A claim dates vary	N/A
<i>Safeguard vulnerable children</i>	11	Number of new mainstream foster carers recruited in Islington	M	1	4	15	<b>Off</b>	2	Similar
	12	Number of children missing from care	M	14	10	10	<b>Off</b>	N/A New indicator	N/A New indicator
<i>Ensure all pupils receive a good education in our schools</i>	13	Percentage of primary school children who are persistently absent (below 90% attendance) in prior term	T	10.5% (Spring term 14/15)	11%	11%	<b>On</b>	N/A New indicator	N/A New indicator
	14	Number of children in Alternative Provision	Q	106	130	130	<b>On</b>	N/A New indicator	N/A New indicator
	15	Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	A	57% (14/15 – snapshot from results day)	N/A (Prov. data available October)	At or above the Inner London average	<b>N/A</b>	59.9% (13/14)	No
<i>Ensure suitable pathways for all school leavers</i>	16	Percentage of Islington school leavers in Year 11 who move into sustained education or training	A	94.4% (April 15)	N/A (Annual indicator)	98%	<b>N/A</b>	N/A New indicator	N/A New indicator

### Early Years – quality of and access to provision

- 6.1 The Department for Education (DfE) has calculated Islington's take-up of funded early education for 2 year olds for summer term 2015 to be 53% of the eligible cohort, down by 2% from spring 2015. This places Islington 6<sup>th</sup> out of 11 statistical neighbours and 14<sup>th</sup> out of 33 for regional take-up in London, where the average take-up was 51%. The drop is thought to be seasonal with more eligible families wanting to start their 2 year olds in new provision in the autumn rather than the summer term. Numbers are, however, below Islington's own target.
- 6.2 The capital works now needed to develop new places are more extensive and all parts of the process now take longer. While there is a shortage of 2 year old places against the current DfE target of 1,101 (this figure changes termly according to DWP eligibility list) there are still some vacancies in group settings including schools and with childminders. A new bus-stop campaign to promote the offer has just been launched and the Family Information Service and children's centres are also responsible for encouraging take-up among eligible families.
- 6.3 Children's Centre reach is a key indicator in the children's centre Ofsted inspection with 65-79% required to achieve a "good" judgement and 97%+ to achieve 'outstanding'. The Islington target is challenging to ensure that nearly all families in the borough are aware of and receive information about the integrated services at children's centres. Reach for the 2014/15 was at 88%. Although this was marginally lower than the previous year, it was equal with the reach recorded in 2012/13 and above the reach levels in the two years prior to this (65% in 2010/11 and 74% in 2011/12).
- 6.4 The number of childminders is currently 192. There have been five new childminders registered in Quarter 1 of 2015/16, whilst one childminder resigned their registration and two had their registrations cancelled. The majority of childminders whose registrations have ended over the last year had inspections judgements below 'Good'. 10 childminders have been trained over the last quarter, but there can be a lengthy period between training and registration owing to a number of factors including the costs involved to become registered as a childminder (health check, DBS check, Ofsted fee, training fee, etc.). The recent increase in the government grant to childminders may help to address this in the next 12 months.
- 6.5 Percentage of childminders with 'good' or 'better' inspection outcomes in their most recent Ofsted inspection is now at 86.8%. This represents a significant increase of over 15 percentage points compared to the same time last year. In part due to the large increase in the number of inspections of Islington childminders that Ofsted undertook, nevertheless this figure indicates the step change in quality of Islington childminders, whose inspection judgements are above the national average of 84.4%.

### Support families facing multiple challenges and disadvantage

- 6.6 We achieved our target of 'turning around' 100% of families known to the Stronger Families programme. This means that 815 Islington families have improved outcomes in relation to offending and anti-social behaviour, school attendance, or employment. We have achieved this by improving mainstream services including Families First and Islington Intensive Intervention Service (IFIT). Our independent early help evaluation has confirmed that our services are reaching 12% of the population and that the outcomes are positive for those families in greatest need.



### Safeguarding vulnerable children

- 6.7 We have now had five new foster care households recommended by the Fostering panel. Staff are out in the community over the summer at weekends, spreading the message that we need more foster carers. We have also improved our social networking including Facebook to attract a wider audience. We are planning a September campaign to attract carers for unaccompanied asylum seeking teenagers, followed by a Consortium campaign to attract specialist carers for challenging teenagers.
- 6.8 The figures for children missing from care in each month have been 19, 15 and 14 for April, May and June 2015. This increase, compared to the end of 2014/15, is largely due to improved reporting of children missing from care as a result of the increased awareness of the risks faced by children that go missing. We are aware of the need for rigorous recording of missing episodes in order that we can make sure that we are responding to each child that goes missing from care and are working with them to reduce the risk of them going missing again. Accurate recording of missing episodes also allows us to identify and analyse any significant patterns of missing episodes. Missing episodes are very often linked to risks of child sexual exploitation and gang/criminal activity and we have a number of initiatives in place to reduce risks of CSE and gang activity for our young people.

### Supporting vulnerable pupils

- 6.9 The DfE has set out a new challenge for school attendance by further raising the level at which a child is deemed persistently absent. From September 2015 persistent absence (PA) data will include all pupils whose attendance is 90% or less. PA will be assessed on a cumulative basis so a pupil can come in and out of the category but in real terms, a child or young person who misses 19 or more days over a full academic year will be classed as persistently absent. (Pupils taking unauthorised leave of absence early in the year could be categorised as persistently absent well into half term five but have perfect attendance from their return date onwards.) The DfE will publish PA rates at both 15% and 10% for the current academic year, enabling schools to begin to monitor and track data into the academic year 2015/16.
- 6.10 We are supporting school to prepare by making sure that consistent messages are sent to parents on the detrimental effect that absence has on their child's educational progress and attainment. Over a five year period, a child whose attendance is at 90% will miss a half of a school year. We are also sharing the message that to improve and maintain good attendance successfully, a whole school approach is vital. Where attendance data is scrutinised, patterns identified and a clear structure is in place to plan ahead and support families, schools will be well prepared to address the challenge ahead.
- 6.11 We are aware that the best place for the majority of students is to remain in mainstream school, and aim to do everything possible to minimise the number of referrals for Alternative Provision. A detailed plan is also in place to improve outcomes for all young people who do attend Alternative Provision. Actions include:
- A Service Specification between Islington schools and Islington Council - to identify clearly the roles and responsibilities of each
  - Revised arrangements for referral by school to Alternative Provision
  - Non-attendance at Alternative Provision challenged more rigorously through legal action

- Regular half termly meetings with providers that focus on ensuring individual students are challenged and stretched
- New students who are referred to AP will be assessed to make sure that both they and their families have the right level of support from Early Help / Targeted services

6.12 One of the intended outcomes of the improvement plan is to reduce the number of students referred to alternative provision from mainstream schools by 30% by January 2017.

#### Attainment at Key Stage 4

6.13 Provisional figures show 57% of pupils achieved the benchmark of 5 or more A\*-C grades including English and Maths in 2014/15. However, this figure is extremely likely to change over the coming months. No comparator data will be available until DfE publishes provisional results for local authorities in October, and revised results will then be published in late January 2016. There have been further changes to the types of qualifications that count in this measure between 2013/14 and 2014/15, which will affect comparisons made between the results in each year.

6.14 Underlying these headline figures, the proportion of pupils achieving at least two good grades in science subjects has risen five percentage points on last year to 55%. There was also another strong performance from pupils achieving the English Baccalaureate qualification, which remained steady at 26%.

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

6.15 At risk groups, in particular those learners who completed year 11 in Alternative Provision, are disproportionately represented in the group of young people who subsequently became NEET within the first two terms of post 16 learning. Additional resource is being identified to enhance capacity to support these learners more effectively in order to retain them in learning. Further analysis will also be completed to better understand where these young people progressed to post 16 in order to identify and address any patterns.

## 7. Crime & community safety

Objective	PI No.	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
<i>Reduce youth crime and reoffending</i>	17	Number of Islington residents under 25 who receive a substantive outcome (i.e. charge, caution etc) after committing a violent offence	Q	135	87	346	<b>Off</b>	N/A New indicator	N/A New indicator
	18	Number of first time entrants into Youth Justice System	Q	14	21	85	<b>On</b>	21	Yes
	19	Number of repeat young offenders (under 18s)	Q	14	13	26	<b>Off</b>	N/A	N/A
<i>Ensure an effective response for victims of crime and anti-social behaviour</i>	20	Percentage of housing ASB cases that result in appropriate enforcement action	Q	50.7%	32%	32%	<b>On</b>	N/A New indicator	N/A New indicator
	21	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	37%	33%	33%	<b>Off</b>	N/A New indicator	N/A New indicator
	22	Percentage of vulnerable people supported to Community Risk MARAC panel whose cases were successfully resolved	Q	29%	20%	80%	<b>On</b>	N/A New indicator	N/A New indicator
<i>Tackle hate crime through increased reporting and detection (E)</i>	23	<i>Homophobic Offences</i> a) Number reported to police	Q	22	22	91	<b>On</b>	27	<b>No</b>
		b) Number detected by police (sanction detections)	Q	4	9	37	<b>Off</b>	5	<b>No</b>
	24	<i>Racist Offences</i> a) Number reported to police	Q	153	134	534	<b>On</b>	121	<b>Yes</b>
		b) Number detected by police	Q	62	61	242	<b>On</b>	48	<b>Yes</b>
	25	<i>Disability Hate Offences</i> a) Number reported to police	Q	4	4	15	<b>On</b>	2	<b>Yes</b>
		b) Number detected by police	Q	0	1	5	<b>Off</b>	0	<b>No</b>
26	<i>Faith Hate Offences</i> a) Number reported to police	Q	16	16	65	<b>On</b>	3	<b>Yes</b>	
	b) Number detected by police	Q	5	5	20	<b>On</b>	0	Yes	

### Reduce youth crime and reoffending

- 7.1 Most areas of violent crime, particularly relating to young people, have seen an increase over the last quarter. The vast majority has been connected to three gangs operating on the borough (Cally, EC and Red Pitch) and the rivalries they currently have. Clerkenwell and Bunhill wards have been identified as two of the worst wards in London for crime, and as a result the Metropolitan Police Service (MPS) has deployed significant resource into them under Operations Omega and Attrition over the last few months. The focus has been on EC nominals who are believed to be responsible for a significant proportion of the snatches, violence and theft of motor vehicles in the area. As a result of Op Attrition, the top 50 identified nominals have been targeted and arrested on 229 occasions, amassing 216 charges and disposals between them (April–July), leading to an increase in custody rates for young people. This in turn has resulted in positive reductions in snatch offences with a 56.5% reduction since the peak in May.
- 7.2 Although Islington's First Time Entrants to the criminal justice system (FTE) figures have fallen significantly in recent years, they haven't fallen as rapidly as elsewhere in London. Work is being undertaken with the police to explore Restorative Justice options which have proved effective elsewhere (e.g. Community Restorative Resolution), particularly in the way that Looked After Children are dealt with and may be entering the Youth Justice system unnecessarily. We are also working with the Crown Prosecution Service and Magistrates at Highbury Corner Youth Court to consider diverting young people committing minor offences (where payback to the community is more appropriate) rather than up-tariffing the sentencing of young people.
- 7.3 Youth re-offending rates remain stubbornly high, but the London Safeguarding Children Board has set up a steering group to focus upon the proliferation of motoring offences, and a sub-group with terms of reference has been convened to deliver a partnership response to reduce the occurrence and focus interventions for these crimes.
- 7.4 Arrangements are in place to co-locate police officers within the Youth Offending Service shortly. The wider YOS partnership will be focussed on improved collaborative working with the police to assist risk management work for those who continue to commit violent offences. The role of the police is pivotal in improving liaison with victims of crime, as well as providing timely intelligence in monitoring the cohort of repeat offenders. Finally, the establishment of the new Integrated Gangs Team (IGT) is a key commitment in the Islington Youth Crime Strategy 2015 and is part of a comprehensive response to the recent rise in youth crime in Islington, especially youth violence. The team will involve the police, youth offending and probation services, and the existing 18 – 24 Gangs Transitions Service who will be co-located to provide a joined-up and intelligence-led response to gangs in Islington.

### Effective response to ASB

- 7.5 Good progress has been made in a number of key areas to address issues associated with ASB, including launching a new MAGPI approach, the start of a new Risk Panel Co-ordinator to improve the management of information and co-ordination of Community Risk MARAC cases and the recruitment of a forensic mental health psychologist to assist with issues around mental health.
- 7.6 A new MAGPI steering group meets monthly to identify and target resources at priority 'Places' of concern linked to crime and ASB. (MAGPIs are Multi Agency Geographical Panels in Islington). Current priority locations are Margery Street, Seven Sisters Road, Yonge Park, Mayville Road, and Caledonian Road. A key part

to the multi-agency work is to improve communication with residents, businesses and community groups and securing their involvement in problem-solving to achieve lasting outcomes.

- 7.7 A key element in identifying and tackling ASB is making use of the data from calls to our ASB hotline and the police line. Reducing repeat callers is a priority as these may indicate a potential ASB issue or victim. During Q1 there were 54 people who called the police or council 10 times or more in a rolling six-month period. Reducing this number is a challenge as there continues to be a small number of persistent callers about neighbour disputes and often linked to mental health issues which present a challenge to the partners involved. However, there has been a reduction in the number of calls made by the repeat caller cases discussed at the Community Risk MARAC (Multi Agency Risk Assessment Conference).
- 7.8 The Community Risk MARAC is a monthly multi-agency risk assessment conference where agencies make referrals of vulnerable victims of anti-social behaviour. In Quarter 1 there were 16 referrals (an average of four a month) which exceeds the number of referrals made for the same quarter last financial year and exceeds the MOPAC target for number of referrals. A new Risk Panel Co-ordinator for the Community Risk MARAC is now in place and focusing on improving existing information storage and sharing processes.

#### Tackle Hate Crime

- 7.9 The focus at this stage is to improve outcomes for people who report hate crime to the police or to council services. The first step will be to encourage increased reporting as part of National Hate Crime Awareness week (10-17 October 2015). In the council, our work to improve outcomes for people who report hate crime includes hate crime training for council staff who respond to reports of anti-social behaviour. The majority of these staff will have been trained by the end of September 2015.
- 7.10 Our police colleagues have improved their procedures around investigating hate crime, and this is evident in the improved figures for this quarter for racist and faith hate offences sanction detections. Police colleagues are now working on improving procedures for frontline officers to help them identify hate crime more effectively, particularly disability hate crime.
- 7.11 The sanction detection rate for disability hate crime has been low for some time; increasing this is a key focus for local police. The sanction detection rate for homophobic hate crime has also been disappointing this quarter, but we expect at least one and potentially three of the unsolved crimes to result in a sanction detection in the near future. The remaining 15 reported homophobic crimes include 2 that were found not to be crimes, 10 where unfortunately there is no identified suspect, and 3 open investigations.

## 8. Employment

Objective	PI No.	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
<i>Support Islington residents into employment</i>	27	a) Total number of people supported into paid work through council activity <i>with sub-targets for:</i>	Q	225	275	<b>1,100</b>	<b>Off</b>	198	Yes
		b) Numbers placed into <i>sustained</i> employment (i.e. at least 26 weeks)	Q	No target for Q1	N/A	<b>550</b>	N/A	N/A New indicator	N/A New indicator
		c) Islington <i>parents</i> of children aged 0-15	Q	99	94	<b>375</b>	<b>On</b>	80	Yes
		d) <i>Young people</i> aged 18-25	Q	55	50	<b>250</b>	<b>On</b>	47 (16-24)	Yes
		e) <i>Disabled people / those with long term health conditions (E)</i>	Q	14	7	<b>80</b>	<b>On</b>	N/A New indicator	N/A New indicator
<i>Increase proportion of disabled people in employment (E)</i>	28	Percentage gap between employment rate for residents with long term health conditions and overall Islington employment rate <b>(E)</b>	A	N/A Annual	N/A	<b>15.2%</b>	<b>N/A</b>	N/A Annual	N/A Annual
	29	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit <b>(E)</b>	Q	12,910 (Feb 15)	N/A	<b>12,550</b>	N/A	N/A New indicator	N/A New indicator
<i>Lead by example in promoting apprenticeships</i>	30	Number of council apprenticeships	Q	4	14	<b>55</b>	<b>Off</b>	8	No

### *Support Islington residents facing additional barriers into employment*

- 8.1 The number of people supported into paid work by Council services in Q1 was 225, below the ambitious target we set ourselves but an increase on the same period last year. Sub targets for supporting specific groups (parents, young people and disabled / long term health condition) into work are all on track. We've changed the age definition for young people to reflect the requirement for young people to stay in learning until they are 18 and to tally with the measure used by DWP. However, a comparison with last years' measure (aged 16-64) is still helpful and indicates improvement.
- 8.2 The council's new iWork employment service has played a key role in these employment outcomes. In Q1 the team reported 154 job outcomes. The service provides personalised coaching and mentoring, the approach recommended by the Islington Employment Commission, and which had already been proven to be

effective by Islington Working for Parents. An additional 71 outcomes were achieved by other council services.

- 8.3 All services are now being asked to track progress of those they have placed into work from April onwards, to establish whether they are still in work at 13 weeks, 26 weeks and 52 weeks. We've set a target for 550 (50%) of those we place into work to remain in work for at least 26 weeks (or six months) which is the standard generally used in employment support programmes. Data from iWork indicates that, of the 154 they placed into work in Q1, 46 started work in April and have therefore passed the 13 week point. And of these, 21 (46%) are still in work. We are awaiting data from the other services. As time progresses we will be able to report on those who sustain work for 26 weeks and one year.

*Increasing the proportion of disabled people in employment*

- 8.4 Going forward, the focus of the Council's employment support will increasingly shift towards supporting those with complex needs - the long term unemployed and those with a disability or with a long term health condition. The Council and other key employment services have agreed an equalities objective to significantly reduce the number of ESA claimants over the next 4 years and improve the employment rate for disabled people. Services will be testing new approaches and developing new partnerships to deliver appropriate and tailored support. A number of new initiatives will be rolled out over the next few months including a pilot funded by Jobcentre Plus which will provide employment support within GP surgeries to link positive health outcomes with employment, and a cross borough ESF funded programme, Working Capital, which will launch in October and target those on ESA who are returning from the Work Programme.
- 8.5 Reducing the numbers of Islington residents claiming 'sickness' benefits will be a challenge as numbers have remained consistently high over the past decade at over 12,000, and latest figures from DWP indicate a further increase from 12,820 in November 2014 to 12,910 in February 2015. However, as the data is 6 months in arrears and as new initiatives are just starting, it will be some time before we see whether the combined efforts of the partners on the Employment Services Board to reduce ESA are having an impact.

*Promoting apprenticeships*

- 8.6 There have been 4 council apprentices who have started their contract in Q1, which is below the Q1 target and lower than the same period last year. However we had a number of apprentices undergoing pre-employment checks which delayed many of the starts. Although currently under target, there are 12 apprentices due to start in July 2015. A further 9 are awaiting completion of their pre-employment checks.

## 9. Environment & Regeneration

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
<i>Effective disposal of waste and recycling</i>	31	Percentage of household waste recycled and composted	M	33%	34.5%	34.5%	<b>Off</b>	32.5%	<b>Yes</b>
	32	Number of missed waste collections - domestic and commercial (per calendar month)	M	469	475	475	<b>On</b>	349	<b>No</b>
<i>Deal promptly with planning applications</i>	33	a) Percentage of planning applications determined within the target (majors)	M	90.9%	75%	75%	<b>On</b>	100%	<b>No</b>
		b) Percentage of planning applications determined within the target (minors)	M	88.9%	75%	75%	<b>On</b>	85.5%	<b>Yes</b>
		c) Percentage of planning applications determined within the target (others)	M	89.4%	85%	85%	<b>On</b>	86.9%	<b>Yes</b>
<i>Promote and increase use of libraries and leisure centres</i>	34	Number of leisure visits	Q	585,942	N/A To be set Jul 15	2,103,383	<b>N/A</b>	N/A	N/A
	35	Number of library visits	Q	253,870	268,363	1,073,452	<b>Off</b>	275,847	<b>No</b>
<i>Tackle fuel poverty</i>	36	Residents' energy cost savings (annualised)	Q	£47,843	£27,850	£228,000	<b>On</b>	£16,440	<b>Yes</b>

### Ensure a clean and safe environment

- 9.1 The final confirmed 2014/15 recycling rate was 32.8%, a fraction above the 32.7% achieved in 13/14 and just under the 33.5% North London Waste Authority target. This is the highest annual Islington figure to date and the early projection for Quarter 1 2015-16 remains at a comparable level.
- 9.2 Similarly, the final confirmed 14/15 residual (non-recycled) waste per household figure is our lowest ever figure of just 388.4kg, very likely the lowest across London.
- 9.3 Monthly missed waste collections remain consistently better than target, although June did see a slight spike at 469, mainly due to vehicle breakdowns with split-body vehicles. The 15/16 monthly average now stands at 387. The average total number of collections each month is 2.08 million, so the current average level of reported misses remains about 0.02%, or around one in every five thousand collections.

### Deal promptly and effectively with planning applications

- 9.4 Planning applications performance in Q1 remained strong across all categories. 90.9% of Majors were determined within the 13 weeks target time, while 88.9% of Minors and 89.4% of Others were determined within their 8 week target time. The latest London benchmarking data (Q4 14/15), where our performance was not quite



as strong, indicates a median Islington position for Majors, strong second quartile for Minors and top quartile for Others.

Promote and increase use of public facilities

- 9.5 Total Leisure Centre visitor numbers remain strong, standing at just under 586,000 for Q1 against the annual target of just over 2.103 million, itself a 2% uplift on the total 14/15 visitor numbers. Profiled targets for Quarters 2-4 will be available in July. NB: the method for measuring visits to leisure centres used by the new contractor (GLL) varies from that used by the previous contractor (Aquaterra), so we are unable to do a like for like comparison with last year.
- 9.6 As across London, Libraries visits continue a declining trend, down 8.7% comparing Q1 15/16 with Q1 14/15. 'Active borrowers' (those that have taken at least one item out in the last 12 months) now stands at 31,576 or 14.6% of the local population, the raw number down a comparable 8.6% on the same quarter last year. Islington Museum visits and Local History Centre enquiries remain strong and improving at around 2,000 every month.

Resident's energy cost savings

- 9.7 The new annualised energy cost savings for residents achieved in Q1 was just under £48,000 compared to the £28,000 target. This measure aggregates the estimated savings on residents' energy bills achieved across Warm Home Discount, Energy Doctor in the Home and Debt Relief. Although each category is in advance of target, the predominant contributory factors for this quarter were the number of Energy Doctor visits.

## 10. Finance, Customer Services and HR

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
<i>Optimise income collection</i>	37	Percentage of council tax collected in year	M	27.6%	27.2%	96.5%	<b>On</b>	27.3%	<b>Yes</b>
	38	Number of council tax payments collected by direct debit	M	57,588	N/A	58,000	<b>N/A</b>	55,547	<b>Yes</b>
	39	Percentage of business rates collected in year	M	35.4%	30.8%	99%	<b>On</b>	31.8%	<b>Yes</b>
<i>Improve customer access and experience through appropriate channels</i>	40	Number of visits in person at Customer Contact Centre	M	50,384	51,000	190,000	<b>On</b>	N/A New indicator	N/A New indicator
	41	Number of telephone calls through Contact Islington call centre	M	125,003	126,000	490,000	<b>On</b>	N/A New indicator	N/A New indicator
	42	Number of My e-Account transactions	M	31,684	31,500	150,000	<b>On</b>	26,177	<b>Yes</b>
	43	Proportion of all parking visitors vouchers sold as paperless (virtual) e-vouchers	M	No data*	N/A	25%	N/A	N/A New indicator	N/A New indicator
	44	Percentage of calls into Contact Islington handled appropriately	M	97.5	97%	97%	<b>On</b>	N/A New indicator	N/A New indicator
<i>Fair and effective management of council workforce</i>	45	Average number of days lost per year through sickness absence per employee	Q	6.80	6	6	<b>Off</b>	6.69	<b>No</b>
	46	Percentage of workforce who are agency staff	Q	14.8%	14%	10%	<b>Off</b>	N/A New indicator	N/A New indicator
<i>Increased representation of BME / disabled staff at senior level (E)</i>	47	a) Percentage of BME staff within the top 5% of earners <b>(E)</b>	Q	20.6%	20.6%	20.6%	<b>On</b>	N/A New indicator	N/A New indicator
		b) Percentage of disabled staff within the top 5% of earners <b>(E)</b>	Q	4.7%	4.8%	4.8%	<b>Off</b>	N/A New indicator	N/A New indicator

\*data not available due to a challenge on the Pay by Phone contract award.

### Income collection

10.1 Although we are early in the financial year, Council Tax and Business Rates (NNDR) collection are currently on track despite higher targets this year. This additional income is contributing £1m towards our 15/16 budget savings.

10.2 Our “attack the arrears” project has now started, and since the commencement of the pilot in February 2015 additional collection through it now exceeds £200,000. The success of the pilot has led to us recruiting additional fixed term staff to more actively look to recover backdated debts. The GLA consider this a worthwhile project as some of the debts will be owed to them and have therefore agreed to contribute 24% of the project costs.

#### Customer services

10.3 The targets for this year reflect our ‘channel shift’ ambitions, with a reduction in calls and face to face interactions and a commitment to increase online transactions.

10.4 Q1 figures show that we are broadly on target, however it should be noted that online transactions should accelerate in the second half of the year as more transactions are available online, and customers are supported to move online where possible. Voice recognition is also now under development, which will form an important strand of our future customer offer.

10.5 The underpinning IT development to enable channel shift is underway but there have been technical difficulties and any further delays could potentially impact on Q2 and beyond.

#### Sickness:

10.6 The average days lost per employee, in a rolling 12 months up to the end of June, across the council was 6.8. This compares favourably with the latest London Council’s average of 7.6 days.

10.7 In the council, there is a wide variation in the number of average sick days lost by directorate. Public Health (0.9 days) and the Chief Executive’s directorate (4.7 days) have significantly lower figures than the other directorates: Children’s Services (6.2 days); Finance & Resources (6.9 days); Environment & Regeneration (7.3 days); and Housing and Adult Social Services (7.3 days).

10.8 Across the council, there are differences across directorates for the reasons for sick leave. In Public Health, 54.4% of sickness is due to infections and 27.8% to digestion issues. Whereas in directorates where there are more manual workers (eg Environment & Regeneration and Housing and Adult Social Services) some of the highest sickness is caused by musculo-skeletal (17.5% and 17.6% respectively), back and neck problems (15.6% and 10.4%). Stress/Depression/Anxiety and Mental Health issues are affecting 13.2% of employees across the council (although this is 0% for Public Health), with the Finance & Resources directorate having that as the main sickness reason. The main cause of sickness in the Chief Executive’s directorate is heart/blood pressure/circulation problems with 24.7% of sick days lost to this (but as this is a small directorate, figures can be skewed by a few individuals having long-standing problems). (Full sickness breakdown can be found in appendix B).

## 11. Housing

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
<i>Increase supply of and access to suitable affordable homes</i>	48	Number of affordable new council and housing association homes built	Q	43	87	346	<b>Off</b>	15	Yes
	49	Percentage of severely overcrowded households that have been assisted to relieve their overcrowding	Q	3.8%	8.3%	33%	<b>Off</b>	16.9%	No
	50	Number of under-occupied households that have downsized	Q	42	50	200	<b>Off</b>	43	No
<i>Ensure effective management of council housing stock</i>	51	Percentage of LBI repairs fixed first time	M	85.1%	80%	80%	<b>On</b>	No data	N/A
	52	Major works open over three months as a % of Partners' total completed major works repairs	M	2.0%	0%	0%	<b>Off</b>	N/A New Indicator	N/A New Indicator
	53	a) Rent arrears as a proportion of the rent roll - LBI	M	1.7%	2%	2%	<b>On</b>	1.8%	Yes
b) Rent arrears as a proportion of the rent roll - Partners		M	2.3%	2%	2%	<b>Off</b>	2.4%	Yes	
<i>Reduce homelessness</i>	54	Number of households accepted as homeless	M	100	113	450	<b>On</b>	73	No
	55	Number of households in nightly-booked temporary accommodation	M	471	432	357	<b>Off</b>	529	Yes

### *Increase supply of / access to affordable housing*

10.9 The expected outturn for the four year period ending 31 March 2015 is 1,793 affordable new homes built. There are a further 218 units currently on site and expected to complete before 31 December 2015 which, if completed on time, should contribute significantly towards meeting the end of year target for 2015-16. The performance per quarter may vary due to the new-build completions being spread unevenly across the 4 year target period.

10.10 To date, 3.8% of severely overcrowded households have been assisted with their overcrowding, which is below target. We started the year with less overcrowded households so we have fewer households to assist. There has been a significant drop in larger sized properties becoming available this year and overcrowded households generally require properties in excess of four bedrooms.

10.11 The number of under-occupied households that have downsized is less than in the previous year. The reason is largely due to the fact that under-occupying households who were willing to move following the introduction of the 'Bedroom Tax' have now moved to smaller properties. More recently, our focus has turned to those under-occupying households who are unwilling to move, but who have been affected by the changes to their welfare benefits and are now in arrears. Despite offering assistance and incentives, this has not been as successful as hoped. We are therefore going to refocus on older people who are under-occupying which in the past has been successful. This group respond well to assistance, and we are looking to see how we can make it more attractive e.g. with more decorating assistance.

Effective management of council housing stock

10.12 The percentage of LBI repairs fixed first time currently stands at 85.1% against a target of 80%, an improvement on last year, although we cannot provide a direct comparison as the measure used last year was slightly different ('right first time').

10.13 The percentage of major works open over three months for Partners is a new measure to monitor the performance of Partners for Improvement, who manage around 6,500 tenanted homes and leasehold properties on behalf of the Council, and currently stands at 2%. This represents 39 jobs. Performance on major works has improved since last year.

10.14 Rent collection for directly managed services remains on target despite the impact of welfare reforms. To date this financial year, 100.3% of rents due have been collected. Currently, 6,008 households (29.8% of tenants) have some level of arrears on their rent account. Our current performance as a percentage of the rent roll is 1.7% against a target of 2.0%, and performance is strong when benchmarked against other areas.

10.15 PFI managed properties are contractually required to collect 97% of rent due on their first contract and 96% on their second contract. If they do not achieve these targets, they are subject to financial penalties. To date, both contracts have collected 99.9% of rent due, so are performing well within the terms of their contracts. Performance on current debt as a proportion of the rent roll is 2.3%. This measure is not a contractual performance measure.

Reduce homelessness

10.16 We have accepted 98 households as homeless in the period April – June 2015, significantly fewer than anticipated. Based on these levels, we would expect approximately 411 households by the year-end, better than the target of 450.

10.17 Nightly booked figures have reduced from 529 in June 2014 to 472 in June 2015. Therefore the Temporary Accommodation figure is reducing, although more slowly than anticipated. In Islington, as across London, we are experiencing a significant drop in void properties.

## 11. Public Health

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	End of Year Target 2015-16	On/Off target	Same period last year	Better than last year?
Effective protection against MMR	56	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	92.5% (Q4)	95% (Q4)	95.0%	<b>Off</b> (2014/15)	96.2% (Q4 2013/14)	<b>No</b>
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	89.5% (Q4)	95% (Q4)	95.0%	<b>Off</b> (2014/15)	94% (Q4 2013/14)	<b>No</b>
Reduce prevalence of smoking	57	a) Number of smokers accessing stop smoking services	Q	Data due Sep 15	740 (Q1 15/16)	2,960	TBC Sep 15	N/A New Indicator	N/A New Indicator
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	Data due Sep 15	54% (Q1 15/16)	54%	TBC Sep 15	N/A New Indicator	N/A New Indicator
Early detection of health risks	58	a) Percentage of eligible population (35-74) who have been offered an NHS Health Check	Q	9.1%	8.5%	20.0%	<b>On</b>	9.5%	No
		b) Percentage of those invited who take up the offer of an NHS Health Check	Q	46.1%	66%	66.0%	<b>Off</b>	51.4%	No
Tackle mental health issues	59	a) Number of people entering treatment with the IAPT service (Improving Access to Psychological Therapies) for depression or anxiety	Q	1406	1164	4,655	<b>On</b>	1099	Yes
		b) Percentage of those entering IAPT treatment who recover	Q	46.9%	50%	50%	<b>Off</b>	N/A New Indicator	N/A New Indicator
Effective treatment for substance misuse	60	Percentage of drug users in drug treatment during the year, who successfully complete treatment and do not re-present within 6 months of treatment exit	Q	6% (Q4)	15% (Annual 2014/15 target)	15.0%	<b>N/A</b>	N/A	N/A
	61	Percentage of alcohol users who successfully complete the treatment plan	Q	34.9% (Q4)	<b>40%</b>	40%	<b>N/A</b>	33%	N/A

**Please note** that due to the lag in receiving data, Quarter 1 2015/16 data is only available for PI 58 (NHS Health Checks) and PI 59 (IAPT service - Improving Access to Psychological Therapies). Quarter 1 2015/16 data for the smoking indicators is expected mid September 2015. Data for substance misuse and childhood immunisations is for Q4 2014/15.

### Effective protection against MMR

- 11.1 Although vaccinations are delivered through GPs and other settings, the council has overall responsibility for public health in Islington so ensuring adequate protection of the population against MMR falls within our remit. The proposed target for 15/16 is the World Health Organisation (WHO) target. In Islington uptake of MMR1 is below the WHO target of 95% in Q4 2014/15 and it is lower than the last year's figure for the same quarter (Q4 2013/14; 96%). However, the uptake is still higher than the London average (87%) and one of the highest uptake rates in London.
- 11.2 Similarly, uptake of MMR2 is still below the WHO target of 95% in Q4 2014/15 and is lower than the last year's figure for the same quarter (Q4 2013/14; 94%). However, the uptake is still higher compared to both London (80%) and England (89%), and it is one of the highest uptake rates in London. The final end of year figures for 2014/15 for immunisations will be available in September 2015.

### Reduce prevalence of smoking

- 11.3 In 2014/15 the number of people who successfully stopped smoking (as measured at the four week quit point) was 1,271 which was significantly lower than the 2014/15 annual target of 2,000. We are continuing to see a reduced number of smokers engaging through General Practice. Smoking indicators and targets for 2015/16 have been changed to monitor both the number of smokers accessing the service and the success rate of those accessing the service. In 2014/15, 2,762 smokers accessed the service with 46% of those accessing the service stopping smoking (measured at four weeks after quit date).

### Effective detection of health risks

- 11.4 This is a 5 year rolling programme inviting 20% of the eligible population (35-74 years without previously diagnosed diabetes, chronic heart disease or chronic kidney disease) each year (so 100% over the five years). Offers to attend an NHS Health Check exceeded the target by nearly 80% this quarter. Health Checks are locally commissioned services (LCS) but the commissioning year for Health Checks is the financial year (April to March) rather than the calendar year. This was the final quarter of the locally commissioned services (LCS) year (Q2 2014/15 - Q1 2015/16), and high numbers of offers were expected. There were 10,199 offers made to 22% of the eligible population from throughout the LCS year (Q2 2014/15 - Q1 2015/16). We are online to hit the annual target. Quarterly targets have been adjusted to reflect seasonal variation.
- 11.5 Due to the high number of offers made in this quarter, the uptake rate appears low. We expect many of these offers made in Q1 to convert to Checks delivered in future quarters, which will improve the uptake rate in the future.

### Tackle mental health issues

- 11.6 There has been a significant increase year on year in the number of people entering treatment with the IAPT service (Integrated Access to Psychological Therapies) with the number entering treatment in Q1 above target. The percentage of those entering IAPT treatment who recover is slightly below target.

### Effective treatment programmes to tackle substance abuse

- 11.7 Due to the changes in the national definitions of drug users in treatment and recent NDTMS closure, there is no comparable data for time periods before Q4 2014/15. Whilst the national reporting system (National Drug Treatment Monitoring System) is now back online, Islington is still awaiting confirmation from the central public health team on the final position for 2014/15 as the Trust has asked for their figures to be revised.

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Final Report Clearance

Signed by .....9/9/15.....



.....  
Date

Received by .....  
Date



**Successes**

Priority	Achievements
Adult social care	Annual survey of carers shows a small increase in percentage of carers who feel some or all of their needs have been met
Children's services	The proportion of childminders judged good or better has increased significantly over the last year. We achieved our target of 'turning around' 100% of families known to the Stronger Families programme.
Community safety	Reduction in most crime types seen from May 2015 onwards due to the influx of police resource. Partnership agreement to the new Youth Crime Strategy and Integrated Gangs Team
Employment	Increase in numbers placed into work by council services compared to last year, and quarterly targets for young people, parents and disabled into work all exceeded
Environment and regeneration	Targets for prompt determination of all three categories of planning applications, and for saving residents money on energy bills were all exceeded
Finance, customer services and HR	Collection rates for council tax and business rates on track, as are measures around channel shift (from phone / face to face to online / self serve)
Housing	Improvement in the council's repairs service with more repairs fixed first time, and progress in reducing the numbers of families placed into nightly booked temporary accommodation
Public Health	Immunisation rates for MMR in 2014-15 were above London average (though slightly below target for 14/15). Numbers invited for an NHS Health Check and numbers accessing support for mental health issues (through IAPT) are both on target

**Risks and challenges**

Priority	Risks and challenges
Adult social care	Unlikely to meet annual target for reducing numbers placed into residential care due to increased pressures on hospitals to release vulnerable people back into the community
Children's services	We are continuing working to ensure there are sufficient early education places for 2 year olds in the coming academic year, and are working with young people who go missing from care to reduce the risk of them going missing again.
Community safety	Retaining partnership support for all processes (IGT, Youth Crime Strategy, IOM, MAGPI, etc)
Employment	Numbers recruited to council apprenticeships remains below target, partly due to recruitment processes and checks
Environment and regeneration	Visits to libraries continue to decline, in line with the trend across London
Finance, customer services and HR	Staff sickness rates continue to be above target, as does the percentage of agency staff
Housing	Number of new affordable homes delivered is lower than anticipated. We continue to face challenges in encouraging under-occupied households to downsize and in finding larger homes for over-crowded households, with both measures off target
Public Health	Data lags and delays in access to latest data for a number of measures make it difficult to assess our performance. We failed to meet 14/15 targets for the success rates of our drug and alcohol treatment programmes, and the success rate for those accessing IAPT is below target

## Reasons for sickness absence April – June 2015 Appendix B

REASONS FOR SICKNESS ABSENCE April to June 2015							
	Chief Executive's	Children's Services	Environ & Regeneration	Finance & Resources	Housing & Adult Social Services	Public Health	Council Average
<b>Appointment</b>	0.0%	0.0%	0.2%	0.5%	0.0%	0.0%	0.1%
<b>Back &amp; Neck Problems</b>	4.0%	6.8%	15.6%	8.0%	10.4%	2.5%	10.5%
<b>Chest/respiratory</b>	3.3%	4.5%	6.7%	4.6%	4.7%	0.0%	5.1%
<b>Eye/ear/nose/mouth/sinus/dental</b>	2.8%	3.9%	4.2%	4.0%	3.8%	2.5%	3.9%
<b>Genito-urinary/menstrual</b>	4.6%	2.4%	1.4%	0.9%	1.6%	0.0%	1.7%
<b>Heart/Blood pressure/Circulation</b>	24.7%	1.9%	5.2%	1.1%	3.7%	0.0%	4.5%
<b>Infections</b>	14.2%	11.5%	13.1%	10.7%	9.5%	54.4%	11.3%
<b>Neurological/Headaches/Migranes</b>	2.1%	7.1%	1.7%	2.2%	1.9%	5.1%	2.8%
<b>Other</b>	4.5%	11.0%	8.4%	16.5%	13.4%	7.6%	11.6%
<b>Other Musculo-skeletal</b>	1.7%	16.0%	17.5%	13.8%	17.6%	0.0%	15.8%
<b>Pregnancy related</b>	8.9%	2.0%	0.3%	5.5%	1.7%	0.0%	2.4%
<b>Stomach/liver/kidney/digestion</b>	15.6%	11.6%	10.1%	7.6%	7.7%	27.8%	9.5%
<b>Stress/Depression/Anxiety/Mental Health</b>	10.3%	13.0%	10.0%	17.9%	14.9%	0.0%	13.4%
<b>Surgery/Medical Procedure</b>	3.1%	8.3%	5.6%	6.7%	9.0%	0.0%	7.2%



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

Meeting of:	Date	Agenda item	Ward(s)
Policy and Performance Scrutiny Committee	17 September 2015		All

Delete as appropriate		Non-exempt
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**SUBJECT: Procurement Processes – Update report to the Policy and Performance Scrutiny Committee (17 September 2015)**

## 1. Synopsis

- 1.1 This report is the bi-annual update to the Policy and Performance Scrutiny Committee (the ‘Committee’) to enable the Committee to maintain an overview of the work of the Procurement Board and the Council’s contract spend.
- 1.2 The report forms part of the implementation of the agreed decisions of the Executive on 18 September 2014 following a year-long review of the Council’s procurement process by the Committee. One previous such report was presented to the Committee in February 2015.

## 2. Recommendations

- 2.1 To note the recent work of the Procurement Board from January 2015 to June 2015 as set out in this report.
- 2.2 To note that with effect from the end of June 2015, Council agreed to re-name the Procurement Board the “Commissioning and Procurement Board” to better reflect the work undertaken, thus subsequent reports will be presented from the Commissioning and Procurement Board.

## 3. Background

- 3.1 The Committee undertook a year-long review of procurement processes and key areas of Council spend. The Executive in response decided that the Procurement Board should provide the Committee with a bi-annual report on its work. The report is to enable the Committee to maintain an overview of the work of the Procurement Board and contract spend. This report covers the work of the Procurement Board from January 2015 to June 2015.
- 3.2 This report is divided into two parts: Part A and Part B. Part A provides a summary of general updates on the matters agreed by the Executive. Part B provides the second bi-annual report from the Procurement Board to the Policy and Performance Scrutiny Committee detailing the specific procurement reviews that took place in the period in question.

### **PART A: Summary regarding matters agreed by the Executive**

#### **3.3 Action 1: Assisting the voluntary and community sector.**

Strategic Procurement have maintained their work to assist the voluntary and community sector through actions agreed in the VCS Procurement Action Plan, including:

- Maintained a regularly updated forward plan of procurement opportunities;
- Encouraged commissioners to plan ahead and promote below-threshold opportunities;
- Encouraged market engagement exercises to inform plans and procurement routes;
- Maintained supplier registration days at least averaging calendar-monthly;
- Commissioned and delivered training to support organisations;
- Challenged short term procurement planning and contracts.

#### **3.4 Action 2: Require bidders to explain how they will improve the social, economic and environmental well-being of the Borough.**

Social Value is fundamental to the work of the Procurement Board. Commissioners are challenged to ensure they have covered Social Value as part of their Procurement Strategy reports. The Procurement Board maintains the ethos of the guidance in place and has a champion for Social Value now as a permanent member of the Procurement Board. Additionally, Social Value criteria and/or questions are built into the bidding process as appropriate both within documentation and in selection and/or award criteria. The Third Sector Strategic Forum (TSSF) have also taken on Social Value as a main part of their board.

#### **3.5 Action 3: Make sure housing contracts are quality assured to ensure value for money.**

The Procurement Board have challenged a significant number of housing repairs related contract matters. Part of this challenge process has been around quality assurance to ensure value for money. Contract Management and Supplier Relationship Management is also about to receive a new roll-out of improved training, overseen by the Chair of the Procurement Board as Project Sponsor.

#### **3.6 Action 4: London Living Wage.**

London Living Wage is considered as a matter of course on all contractual matters, is included within the Council's Procurement Rules and is adopted wherever reasonably possible. The

work on London Living Wage is well published across the Council and Islington has received significant acclaim for its continued efforts in this regard.

**3.7 Action 5: Strategy, Equality and Performance Unit to improve guidance within the procurement procedures relating to equalities.**

The Strategy and Communications division have worked closely with Strategic Procurement to advise on potential improvements to documentation. Procedures looked at included specification guidance, business cases, the Tender Resource Pack for suppliers, the invitation to tender and the contract management guidance. We have adopted a new Procurement Strategy 2015/20 which has equalities at its core and equalities form a fundamental part of the Procurement Rules. We have recently published a new version of the Supplier Tips on Equality and Diversity on the Council's external website for suppliers.

**3.8 Action 6: The Procurement Board was tasked to explore raising the threshold in the Procurement Rules that triggers the requirement for competitive tenders to £172,514.**

The Procurement Board supported this decision and further commissioned an End-to-End Review of supply chain management which looked at the matter. This was recommended in order to reduce the burden on smaller providers and the processes they need to go through to win work from the Council. Informed by Strategic Procurement and Legal Services, the Procurement Board, Corporate Management Board, Joint Board and Executive Members all looked at the relevant risks involved. The raised threshold was then adopted at Full Council on 25 June 2015.

**3.9 Action 7: Continue to offer registration days and training workshops to local suppliers.**

The Council has offered an average of at least one 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. In addition, we have re-commissioned the training workshops to local providers. The main provider for this is local themselves and feedback has been outstanding from attendees from the sessions delivered to date.

**3.10 Action 8. Maintain tight control over the use of consultants.**

The Council has 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. Engagement of a consultant requires completion of a business case with the support of the Corporate Director and/or Assistant Chief Executive, along with approval of the consultancy business case panel. Use is regularly challenged and use of consultancy is subject to an independent audit occurring later this financial year. The Head of Strategic Procurement (or his representative) will also advise where it is more appropriate to directly employ a member of staff.

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

**3.11 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 "the Board" (recently re-named the Commissioning and Procurement Board at Full Council on 25 June 2015) which brings together relevant officers and the Executive Member with responsibility for procurement to oversee procurement processes and contract spend.

**3.12 The End-to-End Review of Supply Chain Management**

The Board have maintained an overview of the review. They have ensured the contents of the review are appropriately challenged for accuracy. The Board have ensured information is presented to the Corporate Management Board (CMB) for decision.

**3.13 Procurement Strategy and report standardisation**

The Board have maintained oversight of significant reports produced for decision making. For example, they have standardised the report for challenge by the Board and then Joint Board, ready for public decision at Executive. The Board have assumed responsibility for ensuring the template contains the requisite information for a balanced decision to be taken. Similar consideration was also given to the quotations value for money report.

**3.14 Spend Overview**

During the financial year 2014/15, the Board have been reviewing spend from 2013/14. In 2013/14 the Council had 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 and 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.

3.15 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 three fifths of the total spend. During the period of this report, spend between £100,000 and £250,000 was reviewed and included only three property-related areas not in formalised contractual arrangements. Members of the Committee have already been informed that this range has a contract spend of £28,678,412, with £9,083,045 of spend which cannot be influenced e.g. levies, transfer payments and fees.

3.16 The Board has also considered the spend overview for all of 2014/15, which overall was up £4m. 99% of Council spend was determined to be fully compliant. There was a big increase in the number of direct payments to individuals. Spend was considered to be overall properly monitored and regulated. Work to identify category management opportunities and potential savings was underway.

**3.17 Legal and policy changes**

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. The Board worked on finalising the Procurement Strategy which was agreed by the Executive on 18 June 2015. The Council was commended on its Procurement Strategy being "aligned with Council policy and supporting the

National Procurement Strategy.”

Consultancy business cases – the Board considered the re-refresh of panel members for the consultancy business case panel and how it operates.

Bribery Act – the Board considered the need for Conflict of Interest declarations and how these should be stored. This has subsequently been added to the remit of Strategic Procurement.

Joint Borough working – how this happened in practice and when this does or does not offer good value to the Council.

Embedding category management – the idea that multiple services within a Council or organisation may be buying the same thing. The spend analysis work has placed the Council in a good position to understand this and tackle examples through the Board.

Social Value – how this is part of the work of the Board. This has resulted in several amendments to documentation to i) identify what is being done more clearly and ii) expand on this work.

Understanding legal changes – the Public Contracts Regulations 2015 came in this year (replacing the previous 2006 Regulations). The Board considered the plan for implementation and training staff for how this would be enacted.

National Standard Pre-Qualification Questionnaire – The Board considered the implications of the standard PQQ and the elements which could be amended. The Board also considered the requirements for management of deviations and this resulted in an amendment to the Procurement Rules to comply with legislative changes.

New Procurement Rules were considered and how these brought about the changes from new legislation and the End-to-End review. The need to maintain transparency and value for money was fundamental to the re-drafting. Amendments following the audits on use of framework agreements were considered and brought into the report.

Transparency Code for Local Government 2015 – The Board have maintained oversight of the work being undertaken to meet the legal requirements of the code, including publication of all contractual spend over £5,000.

### 3.18 Procurement Challenges

The Board has maintained its 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. The Board has challenged planned commissioning approaches for example:

- Adult Lifestyle and Health Improvement Programme – collaboration with Islington and Camden. This was a suite of Public Health contracts considered by the Board including: Adult Weight Management, Smoking Cessation, Cancer Exercise, Exercise on Referral, Community Outreach Health-checks and Behavioural Change. The Board challenged the approach for the model and the outcomes for service users, including payment by results. Several changes were made to the specification to take on board the recommendations. Further challenges were brought around social value and the quality

levels chosen, which resulted in the model including elements in regards to building capabilities of staff. Concerns around the rise of e-cigarettes and potential health risks meant this would then be included within the smoking cessation elements. The board required the Adult Lifestyle and Health Improvement Programme to be explicitly visible in Islington and Camden.

- Islington Carers Hub – a service required as a result of the Care Act 2014. The Board in this case queried quality management and how robust contract management procedures were undertaken. This resulted in further assurance from not just contract monitoring statistics, but from service user feedback and surveys. Other changes included the suggestion for extension provision and better quantification of finances where these were linked to the NHS. The noted potential for overlap in the award criteria meant this was subsequently reviewed in order to allow greater responses to fewer questions, thus simplifying the process for providers.
- Vaults and Mausolea – a service which is provided through the Camden and Islington shared cemetery service. This is an income stream for the cemetery services in a specialist area of providers who can meet the Local Authorities Cemetery Order Regulations. The Board challenged whether stonemasons could provide the services, but this was clarified to not be part of memorial provision in that manner. The Board queried why there was no active marketing of the services which Islington can offer and it has been agreed this could be done sympathetically to those grieving, rather than assuming families would know what was available. Further challenge included the land chosen for vaults and mausolea, now confirmed to be land unsuitable for other purposes, ensuring that London Living Wage would apply and keeping cemeteries as inclusive as possible for all faiths.
- Supported Housing Services for Single Homeless Adults – the services were challenged for mechanisms to ensure pricing could be controlled. Benchmarking and quality provision have now become fundamental to the Procurement Strategy for this report. There has also been some work on ensuring that this more costly provision remains for emergencies only and people are moved on to more appropriate forms of long term provision.
- Housing Repairs Programme – the contracts which support the in-house delivery of the service. This was a programme of 11 contracts including: a job booking ICT system, gas materials, drainage work, specialist disabled adaptations e.g. lifts and hoists, disabled adaptation testing, asbestos works, general build works, specialist disabled adaptations, electrical repairs, general building materials and void property repairs and re-servicing. These services were challenged as to why they were being re-procured so quickly, which was in part because the business requirements were not fully known by the Council or providers. The Board challenged these to be staggered in order that the programme would have the required resources. The Board challenged these to ensure the contracts were flexible for the in-house services to slowly take on even more of the work directly. The Board challenged the ICT system and ensuring it was fit for purpose including visits to other neighbouring boroughs to see how others had managed in a similar environment. The commissioners faced challenges around ensuring full transparency from the Board, particularly in regard to award criteria. Challenges were made around ensuring the long-term vision for the services supported the category management approach for these services across the whole Council and not just for housing. The Board made a number of challenges on youth employment and apprenticeships and this has become fundamental to the service delivery, including a training facility manager. Many other specifics of the reports were challenged and acted



upon including for example: ensuring long term quality of data, financial controls, comparable costing, ensuring effective consultation with leaseholders, utilising a PQQ to select contractors for tendering and removal of areas of ambiguity.

- Communal Heating repair and maintenance – a new approach to a readily understood schedule of rates. The new model was challenged against the old, the benefits of the new model being a fixed price for work completed. Challenges were made around the noted increasing costs, measures to curb future costs increases, proper definition on section 20 consultation, focus on the preferred option and why, improvements around access, what can be legally enforced in regards to local labour. Further challenges were made around ensuring downtime of boilers was minimised which has resulted in boiler management systems being installed.
- Wireless concession – an income generating contract to allow a commercial income stream for the Council and improved social inclusion from technology e.g. some limited free access to the internet via Wifi. Challenges were made by the Board in regards to the market and potential health and safety risks. A market test was completed to ensure market provision and an independent health and safety assessment has been completed. The Board queried the value and level of investment and this was subsequently made clearer within the Executive report. Concerns were raised on the overlap with other wireless contracts in place and the approach to the market not being excessively complicated. Challenges were made to the options appraisal including the maintenance of the roof space, planning consents, security of the network, commercial opportunities and expansion of Council assets. Further challenges were also made in regard to the licensing required, benefits achieved and how income was re-invested, which were adopted as part of the final report for decision by the Executive.
- Cleaning and Janitorial Supplies – a collaborative contract with the majority of London boroughs, collectively working as the London Contracts and Supplies Group. The Board challenged the discounts being made as a London wide arrangement, how the new arrangement would be made seamless, the engagement with schools and London Living Wage being assured. The Board also followed up on the draft award criteria which were subsequently amended, animal testing being prevented and the environmental damage made. Thus a number of consequential amendments were made to the report to reflect the challenges made.
- Housing Consultancy Framework – a range of specialisms which are needed from time to time to assist with the in-house teams to build new housing as a Council priority. The Board challenged the opportunity for the specialisms to become available for all the Council and not specifically housing siloes. The Board challenged the novation of design team practice and this resulted in some consequential amendments. The Board challenged to ensure that LLW and apprenticeships formed part of the offering. The Procurement Strategy was also refined to ensure proper clarity between selection and award criteria. The use of consultancy for these services was challenged to ensure that use would be minimised.
- Supporting People Floating Support Services – followed a review in 2014/15 to consolidate six services into one. The Board challenged the capacity and how savings would be realised, the service groups affected, collaboration opportunities or learning and how market engagement would be achieved. The approach to allow consortiums and partnerships of providers was considered at length and how this would ensure a seamless service for users. A number of elements of terminology were tightened within the report presented to Executive to remove ambiguity on interpretation.

- St Luke's Design Team – a multidisciplinary team required to develop the area around Finsbury Leisure Centre and Bunhill. The design competition element was challenged to ensure that it was appropriately handled, the community was consulted and the Executive gave approval. The route to market was challenged which resulted in moving away from use of the Open Procedure. The management of confidentiality was challenged to ensure that it was appropriately robust and how this would be factored into the elements of the process. The number of providers to be invited to submit the costly bids to the market was challenged and subsequently reduced. The Board also challenged the commissioning team to ensure the consultation resulted in involvement and not just opinions.
- Heat Supply for Bunhill Phase 2 Heat and Power Network – a proposal to bring ambient heat from the canal into the power network. The Board challenged the approach and how they would ensure return on investment, in addition to environmental improvements. The approach through an energy supply company (ESCO) was reviewed and appropriate planning with the canal. The strength of the funding was considered and whether timescales were appropriate. The Board challenged whether there was in fact a market for the services and agreed the best way to establish this was through public advertisement. The Board challenged the use of jargon in the report and when this complex arrangement was presented publically it could be made more transparent.
- Adventure Playgrounds award criteria were challenged by the Board, including the reserved provider status. The approach to deliver savings was challenged and how the services would be costed. The age group which the service was available to was considered and whether this was broad enough and the registration of the services. The Board challenged the approach of the assessment mechanism and that social value could be brought out more in the criteria. Long term funding was challenged and whether, should Council budgets be hit further, there was potential for this to be factored into options for the Executive to consider in the future.
- Gas and Electricity – the Council has in house service to purchase these services for ourselves and a number of other contracting authorities. The Board challenged the appropriateness of the route to market and the possibilities for further collaboration. There was some clarity around who the Council purchased for and its potential to extend that provision within the confines of the regulated market place. The Board challenged to ensure that proper benchmarking was undertaken and the loss of some facilities no longer being purchased. The Board challenged to ensure that appropriate fluctuation was built in as options to the report and other financial matters such as mark-up and domestic energy pricing.
- Business Critical Software Support and Maintenance – this contains the main financial systems of the Council. Challenges were made concerning the work to consolidate this service to date and the savings achieved. The service is planning to use Competitive Dialogue to re-procure the services and discussion ensued on what this meant practically and how mobile working and web-integration could be delivered. The integration issues and potential for improved functionality will now be built into the contract specification. The contract was also discussed in terms of access from a range of sized provider and it was recommended to make a decision the service was done in lots. The Board also challenged the need to keep abreast of a rapidly changing technological environment and services which were more user-friendly and suitable for use across all boroughs. The work from this has been built into strategies for the future

of the Council's Digital Services.

- Sexual Health Promotion Services – services which have transferred to the local authority from the NHS. The Board challenged the commissioner to address client groups and links to other advisory services. The Board also considered the range of providers working in this field and whether smaller providers would be able to access this opportunity and how it could be scoped to ensure that they could. The Board challenged to ensure that sexual exploitation of young people was properly addressed and how social value could be brought out more and the close working with Camden.
- Refurbishment of 69-85 Old Street – a specialist redevelopment including the relocation of existing provision including a dental practice. The Board challenged to ensure that like-for-like services would still be provided in comparable premises. Further challenges included the increased distances for services users to access services, the lease arrangements and how much funding could definitely be realised from the programme of works. Quality was challenged and how this could be more specifically included before this went to Executive, as was the need to better address social value and Blacklisting.
- Cyclical Improvement Programme - back-up providers. A report was presented for challenge considering the implications of introducing back up providers for the existing services to meet service user needs. The Board challenged on the complexity of existing arrangements and the need to utilise external legal advice services. The difficulty in operating multiple works contract arrangements was considered and defaults and the period of times contractors should be given. Further challenges ensued in regards to clawing back monies when the contractors default and the risks of challenge in doing so.
- Advocacy (Care Act) – a lead provider working with smaller providers. The Board challenged the numbers of qualified and trained advocates available in the borough, the contract value and anticipated usages. The contract was the result of a new legal requirement, the need is not fully ascertain, but further work was completed to improve estimates and figure work for the Executive. Challenges were made on the use of a budget cap and the report was amended to make this element more specific. The Board challenged working with other boroughs and it was understood that there was a lack of wide interest from providers. The contract was amended to clarify the skill levels required and the commissioner was challenged to provide greater market engagement. The Board wanted to emphasise the importance of qualitative services and consideration was to be given to fixed-pricing. Lesson learnt were reviewed by the Board for potential development in this service area which included the importance of clarity to the market.
- Substance Misuse – Detox and Residential Rehab Services. The Board challenged the issues identified within the tri-borough and how our proposed dual-borough arrangement would improve this situation. The Board challenged the presentation of the report and keeping the report structured simply. The commissioner was also required to explain how the decreased usage would work and make this more explicit. The Board challenged how savings would be realised and this was explained in terms of who would be able to access the services. The use of some statistics was criticised for being complex and unnecessarily leading. The Board also challenged whether weighting had been agreed across boroughs and the right weights were being used. Some queries highlighted alternative borough provision, reduces the influence on service users and may save money. The Board concluded that there was a need to ensure outcomes for service users.

## 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 work undertaken in response to its review of procurement processes and key areas of Council spend.

### Appendices/Background papers

- None.

Final report clearance:

### Signed by:

Director, Service Finance

Date

### Received by:

Head of Democratic Services

Date

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## **Policy and Performance Scrutiny Review**

# **REPORT OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE EXECUTIVE SUMMARY- REVIEW OF BUSINESS EMPLOYMENT AND SUPPORT TEAM (BEST)**

London Borough of Islington  
**September 2015**

## **CHAIR'S FOREWORD**

In view of concerns expressed by some residents concerning the service offered by the BEST team and the fact that this would shortly be merged with the Islington Learning and Working service, the Committee decided to carry out a short scrutiny review to see how the new service could learn lessons from BEST and improve the offer to residents.

Whilst the Committee heard evidence that the BEST team had worked well in a number of ways, it also felt that there were a number of areas that could be improved upon. These are particularly in relation to offering training and support to applicants, publicising the services on offer and also publicising its achievements in finding sustainable work. This would help encourage residents to seek assistance and our recommendations relating to the youth employment agenda will also assist young people to enter and experience the world of work, through collaboration with businesses.

The Committee feel therefore that there is the need to engage with partners and businesses to develop these opportunities and to develop a strategy to be able to do this.

The Committee has also made a number of other recommendations that it feels will enhance the service to residents, encourage sustainable employment and a positive experience in the workplace and requests that these be adopted by the Executive.

## **BEST Team Scrutiny Review**

### **Aim**

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

### **Evidence**

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

1. **Presentations from witnesses** – Two witnesses who had been assisted by the BEST team
2. **Presentations from council officers** – Lela Kogbara – Assistant Chief Executive, Strategy and Partnerships, Nicky Freeling, Business Engagement and Employment Support Manager
3. **Presentations from local community based partners/Agencies which use the services of BEST to support their clients**– Ken Kanu, Help on Your Doorstep, Sheri Lawal – Choices

### **Main Findings**

The Committee commenced its review on 2 March, however on 1 April 2015 the BEST service was merged with Islington and Working, as part of the new Learning and Skills and Employment section within the Chief Executive's Department.

The Committee focused on identifying the gaps in the BEST service provision to unemployed residents, reviewing the plans in place to fill gaps, as part of implementing the recommendations of the Employment Commission, and to make recommendations that can be taken on board by the new Learning, Skills and Employment team.

The BEST team was established in January 2012 to operate a Single Employer Face, as recommended by the Islington Fairness Commission. It acted primarily as an employer facing service that sought to coordinate efforts to get more employers to recruit disadvantaged residents, as well as encouraging corporate social responsibility to support employability through activities, such as mentoring.

Following the recommendations of the Islington Employment Commission, a team has now been introduced to implement these recommendations and this team is drawn mostly from existing resources.

The Council has also 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. This 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.

The Committee, given the new structure, focused on what lessons could be learnt from the BEST team experiences and how they can be incorporated, in order to build on its' progress to ensure the new service is a success for residents and assists them into sustainable employment.

The Committee received evidence concerning the new service, named the i Work team, which is funded for the next 2 years, to work closely with Job Centre Plus and other partners to provide a strong targeted approach, with the objective of supporting long term unemployed and ESA claimants into employment.

The service includes 10 Islington Council coaches, incorporating job brokerage, which is tailored to meet client needs and aspirations. Brokerage is intended to link to growth sectors and be sector led. Supporting the Council delivery is a formal partnership of organisations, working across a series of community locations, to support ESA and long term unemployed claimants into employment. Through this partnership the i Work team will work closely with a cadre of partner coaches, operating as a team across Islington and developing models of best practice.

The i Work service is located within the Learning Skills and Employment service, which offers a wider range of specialist support, including adult learning, employer engagement, youth employment and apprenticeships.

The Committee received information on the performance of the BEST team and the candidates placed into paid positions by BEST over the period 2012-15.

The Committee noted that 16-24 year olds were consistently the largest age range amongst successful candidates and whilst the number of over 40's assisted by BEST into jobs is low, it has increased from 2012/13 and BEST have undertaken work in the past year to increase the number of residents aged 45+ that have secured paid employment. This has included partnership working with Adult Community Learning, in order to run a series of workshops, providing targeted employability to this group.

The employment situation of people with learning disabilities is particularly concerning. Only about 10% have paid work, despite the fact that many learning disabled people complete work focused college courses and this group do a great deal of unpaid work experience. In view of this, a pilot was set up in 2012, to show that people with a learning disability could be employed and play an active part in the local labour market and this had focused on 18-24 year olds, but did not exclude others, who were job ready. It was agreed that paid employment would not necessarily have to be full time, as even a small number of hours worked, can have a very positive impact for someone with a learning disability.

The project saw some successes and 26 residents over a two year period with learning disabilities entered paid work and a project to support parents and assist them in guiding learning disabled children into employment was launched in February 2014. Considerable work also took place to improve support systems for people with learning disabilities and a database is maintained which can identify residents with learning disabilities, aged 18-24, and the services that support them.

The BEST team, in 2014/15 also supported 81 parents of children, aged 0-15, into employment. Of these, 66 were lone parents, who had been out of work for more than 2 years. The average age of this cohort of parents is 36.

The Committee noted that there were 1.3 jobs for every resident in Islington and there is a need to persuade employers to give young people a chance. However, some employers kept raising the



qualifications for jobs and employers were also able to recruit skilled staff from an increasingly global market.

The Committee considered evidence that some groups had proved difficult to get into employment, such as those with mental health disorders, and that some residents were being excluded from employment, as they had BME names. It was noted that even within the Council there is a lack of advancement for BME staff to higher graded posts. Measures to address this are being taken by instituting an inspiring leadership programme for BME staff, which applied to all grades.

During the Committee's questioning of the witnesses that had been assisted by the BEST team, the Committee welcomed the evidence that these particular witnesses had felt that they had received excellent assistance from the team and overall their experience had been good. It was also noted that the new iWork team that has been established would be more client facing, whilst still dealing with employers, which had not previously taken place.

The Committee were pleased to note that the Council were now training and employing apprentices, so that they can, after a year, move onto business opportunities and links were being made with employers so that the apprentices were work ready and could be employed by businesses after this first year. In addition, discussions were taking place with Job Centre Plus, to see whether some of the functions of the JCP could be linked with the iWork team, with more of a focus on residents with a disability in the future.

The Committee were concerned that the employment being found is low skilled and low paid and we were informed that initially there had been a focus on low paid entry jobs, however where there are Section 106 monies available there is an opportunity to create more jobs across the salary range. In addition, the new job brokerage arrangements will be more suited to matching people with particular skills.

Members of the Committee did however note comments that the BEST team had in some instances been unable to offer job seekers the support that they needed to succeed in submitting successful applications and to sustain work. The Committee noted that there had been an issue of capacity in the BEST team to assist all the unemployed residents in the borough. This was because the BEST team were not client facing, and there was no other client facing service in operation, apart from the parent team who could only work with parents of children under 15.

The Committee welcomed the introduction of the new i Work team, which will provide a service for those who need it most, adults unemployed for 6 months or more, people in receipt of Employment Support Allowance (ESA), and of the new youth employment team, which will support young people who want to go into apprenticeships or other form of workplace learning.

The Committee also considered evidence from Choices, a counselling and advisory support service, who had worked with the BEST team and also with the Job Centre, mostly with claimants on ESA, who were not work ready. Choices were of the view that there needed to be more part time work available to assist these clients. Choices also stated that they held sessions for young people in mock interview situations and filmed them, in order that they can improve their performance at interviews.

The Committee were of the view that the Council should support a work experience programme for residents to gain skills and confidence, with a view to developing these residents ability to move into paid sustainable employment. This scheme should be known as the 'GET SET FOR WORK' scheme and focus on training and a positive experience in the workplace.

As the scheme develops, this should be promoted with local businesses to encourage similar work experience schemes with other large employers, and in particular to strongly encourage council

contractors, as well as VCS organisations, that are in receipt of Council funding, to offer such opportunities.

The Committee also received evidence from Help on Your Doorstep which is an organisation that assists over 1500 residents per year, and employment has been its' main focus. The Committee heard evidence that Help on Your Doorstep works across Islington and is an outreach service that links in with the voluntary and public sector. It is a door knocking service that seeks to engage residents and offers assistance with housing, financial advice, employment issues, welfare rights etc. and signposts them to appropriate services, and residents could also call one of its 5 community based offices.

The BEST team were Help on Your Doorstep's main referral partner for employment support however Help on Your Doorstep did not keep precise details of those clients obtaining employment. There had been challenges to this process and the BEST service had acted as a brokerage for pre-screening and assessment however those assisted did not often receive feedback. Where feedback from employers was provided it was not always sufficient to support clients to improve their interview performance. The Committee noted that it is felt that there is a need for good quality feedback to be given to applicants, in order to boost their confidence when applying for jobs, whether they were successful or not.

The Committee welcomed the work carried out by organisations, such as Help on Your Doorstep, in contacting 'hard to reach' residents. In order to ensure that the new offer reaches those who need it, the proposed new case loading service established should work closely with partners, such as Help on Your Doorstep, ward partnerships and the Voluntary and Community services (VCS) hubs across the borough and should set up a network of employment practitioners and key strategic partners. This will ensure good practice is shared and that there is equal access to services for residents, wherever they live. The Committee are of the view that the VCS hubs should be encouraged to involve and support similar groups in their areas, forming employment clusters. There should also be the creation of focus groups, in order to ensure residents are able to feedback about the services offered so that, if necessary, improvements can be made.

In addition, Councillors could act as 'mystery shoppers' and champions of employment services, assessing the services at the point of entry, and this would enable the quality of the service offered to be monitored and its effectiveness assessed. Take up of services can be monitored and data shared with key partners in order to ensure that rigorous evaluation and analysis of services and their impact takes place.

The Committee were of the view that not all apprenticeships, both from external organisations and within the Council itself, were satisfactory and led to sustainable employment. One of our recommendations particularly addresses this, including provision for a 2 year offer to 16 year olds wishing to engage in work based learning, up until the school participation age.

The Committee also considered that the Council apprenticeships on offer should also provide a way into sustainable employment and the new youth employment team should work with local employers to promote the same principles.

The Committee consider that the team should also target local employers to offer part time opportunities. This should include Saturday work, which is recognised as a means by which young people can gain experience of the work place, and should especially target groups of young people most at risk of becoming NEET or engaging in illegal earnings.

The Committee were also of the view that, given the large number of construction projects taking place in the borough, there should be opportunities for apprenticeships and work placements to be made available, especially for women, given the shortage of female workers in the construction industry.

In addition, the Committee was of the view that there should be a strong communications strategy established, in conjunction with the Council's communications team and ward partnerships, to ensure that good case studies of residents finding work and being assisted are disseminated widely, in order to influence job seekers and to encourage employers to follow good practice.

## **Conclusion**

The Committee have made a number of recommendations, set out below, that is felt will improve the offer to residents to enable them to enter into employment and also made recommendations that will assist in making young people more ready for work.

This offer will need the assistance of other partners and organisations to deliver it successfully and there is a need to ensure that the availability of this service is publicised effectively.

## Recommendations

### 1. Young People

The Committee are of the view that not all apprenticeships work well and progress to further employment. This is the case in some of the external apprenticeships sourced by BEST and some of the internal apprenticeships organised within the Council.

The Committee therefore recommend-

1. That the Council's apprenticeship programme is revised to ensure that it offers a set of excellent opportunities to Islington young people. The offer should include some 2 year offers to 16 year olds wishing to leave school at the end of year 11 and to engage in work based learning up until the school participation age of 18
2. That all Council apprenticeship opportunities should be designed to offer a real pathway into sustainable employment i.e. with meaningful job roles, strong line management and also opportunities to gain a wide breadth of experience
3. That the new youth employment team, within the learning, skills and employment service, will also work with local employers to promote the same principles, using the Council's programme as a model of good practice
4. That, in order to gain experience of work, the team should develop a campaign targeting local employers to engage with the youth employment agenda, through offering part time employment opportunities for young people from the age of 14 upwards. 'Saturday' jobs are a recognised way that young people gained the work ethic, received earnings and learnt the 'soft skills' that employers say are lacking in young people. This campaign should also target groups of young people most at risk of becoming NEET or engaging in illegal earnings

### 2. Adults

The Committee heard evidence that adults often failed to access the jobs brokered by BEST because they were not sufficiently job ready, or lack relevant work experience.

The Committee therefore recommend that –

1. A work experience programme be developed for residents to gain skills and confidence, supported by the Council, with a view to developing these residents ability to move into sustained employment. This Council programme should be known as 'GET SET FOR WORK' and focus on training and a positive experience in the work place
2. As the Council's own programme develops, Council officers should promote the scheme with local businesses to encourage similar work experience schemes with other large employers
3. Council contractors should also be strongly encouraged to offer these opportunities, together with local VCS organisations, in receipt of Council funding

### **3. Personalised support**

**The Committee, in view of the evidence that they considered, did not feel that the BEST service was best able to offer job seekers the support they needed to succeed in applications and to get into sustainable work.**

**The Committee therefore support that the new service, the i Work team, which has been established should offer a case loading service to those who most need it, adults unemployed for six months or more, people in receipt of ESA, and that the youth employment team will support young people who want to go into apprenticeships, or other forms of work based learning**

**The Committee recommend that -**

- 1. It be ensured that this offer reaches those who need it, and the service should work closely with partners across the borough, particularly with Help on Your Doorstep, ward partnerships and the VCS hubs, and should establish a network of employment practitioners and key strategic partners, to ensure that good practice is shared and that there is equal access of services to residents wherever they live in the borough. The VCS hubs will be encouraged to involve and support smaller groups in their areas, forming employment clusters**
- 2. Focus groups should be organised to ensure residents are able to feedback about services offered**
- 3. Councillors should act as ‘mystery shoppers’ and champions of employment services, assessing the quality of provision at the point of entry. This will assist in maintaining and monitoring quality**
- 4. Officers should monitor the take up of services using efficient data capture systems, and agree to sharing this information with partners to ensure that rigorous evaluation and analysis of services and the impact can be assessed**
- 5. A strong communications strategy be developed, working in conjunction with the Council’s communications team and ward partnerships, to ensure that good case studies and information are disseminated, which will help to influence job seekers and encourage employers to follow good practice**

**MEMBERSHIP OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE – 2014/15 and 205/16**

**COUNCILLORS 2014/15**

**Councillors:**

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

**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

**COUNCILLORS 2015/16**

**Councillors:**

Councillor Troy Gallagher (Chair)  
Councillor Una O'Halloran (Vice Chair)  
Councillor Gary Doolan  
Councillor Michael O'Sullivan  
Councillor Martin Klute  
Councillor Kaya Makarau-Schwartz  
Councillor Caroline Russell  
Councillor Rakhia Ismail  
Councillor Jenny Kay  
Councillor Dave Poyser  
Councillor Raphael Andrews  
Councillor Jilani Chowdhury  
Councillor James Court

**Substitutes:**

Councillor Alice Perry  
Councillor Clare Jeapes  
Councillor Nick Wayne  
Councillor Flora Williamson  
Councillor Mouna Hamitouche MBE  
Councillor Theresa Debono  
Councillor Alex Diner  
Councillor Alice Donovan  
Councillor Satnam Gill  
Councillor Robert Khan  
Councillor Paul Smith  
Councillor Nurullah Turan

*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- Lela Kogbara – Assistant Chief Executive Strategy and Partnerships, Nicky Freeling, Business Engagement and Employment Support Manager*

## APPENDIX A – SCRUTINY INITIATION DOCUMENT

<b>SCRUTINY REVIEW INITIATION DOCUMENT (SID)</b>	
Review: <b>Business and Employment Support Team (BEST)</b>	
<i>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.</i>	
<b>Scrutiny Review Committee:</b> Policy and Performance	
Director leading the Review: Lela Kogbara	
<b>Lead Officer:</b> Ellen Ryan and Pete Courtie	
<b>Overall aim:</b>	
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.	
<b>Objectives of the review:</b>	
<ul style="list-style-type: none"> <li>• Identify gaps in BEST provision to unemployed residents</li> <li>• Review plans in place to fill gaps as part of implementing the recommendations of the Islington Employment Commission</li> <li>• Make recommendations to be taken on board by the new Learning, Skills and Employment service</li> <li>• To review the lessons learnt from the BEST team to ensure that a more effective service is provided to residents and to look at social mobility in the borough and how this can be improved</li> </ul>	
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)	
<ol style="list-style-type: none"> <li>1. Documentary submissions:               <ol style="list-style-type: none"> <li>i) Overview of BEST work to date</li> <li>ii) BEST performance data</li> <li>iii) Labour market information</li> </ol> </li> <li>2. It is proposed that witness evidence be taken from:               <ol style="list-style-type: none"> <li>i) BEST managers and officers</li> <li>ii) Apprentices placed with external organisations</li> <li>iii) Young people looking for apprenticeships and/or jobs</li> <li>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</li> </ol> </li> </ol>	

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	02 March 2015
2. Final Report	17 September 2015



<b>SCRUTINY REVIEW INITIATION DOCUMENT (SID)</b>
Review: Youth crime – youth violence, mobile phone theft, and crime hotspots
Scrutiny Review Committee: Policy and Performance Review Committee
Assistant Director leading the Review: Alva Bailey
Lead Officers: Catherine Briody
<p>Overall aims:</p> <ul style="list-style-type: none"> <li>• To better understand the issues and causes of knife crime and what we can do to reduce knife crime in the borough.</li> <li>• In parallel with the above, to review and improve what the Council and its partners can do to reduce mobile phone theft by thieves on bikes within the borough.</li> </ul>
<p>Objectives of the review:</p> <ul style="list-style-type: none"> <li>○ A review of Islington’s current performance on moped/mobile phone theft, bench marked with other areas with a focus on knife crime, moped theft and mobile phone theft and mapping of main crime hotspots</li> <li>○ Review current approach by comparing and contrasting the work of Islington with other areas and identifying best practice</li> <li>○ Consider the borough’s approach to youth crime as set out in the new Youth Crime Strategy and the actions required to achieve the necessary improvements.</li> <li>• To review and compare how the council is working with and providing support to families to prevent crime among children and young people and the effectiveness of such work.</li> <li>• To review the use of the full range of enforcement available to the partnership to encourage positive changes in behaviour as well as holding offenders to account.</li> <li>• To review the role of schools/young people in tackling knife crime and how they can contribute towards shaping solutions.</li> <li>• To review policing around knife crime and knife possession including the use of NFAs and impact of stop and search tactics.</li> <li>• To review policing of moped enabled crime.</li> <li>• To consider how we use the intelligence on crime hotspots to reduce theft in those areas and how local communities can assist with solutions.</li> <li>• To consider the role of the council in addressing the sale of stolen goods including mobile phones and bikes etc.</li> <li>• To increase the relationship with the key statutory partners in delivering a more robust collaborative approach to youth crime: YOS, police, National Probation Service, Community Rehabilitation Company, courts, secure estate</li> <li>• To consider the impact of mental health on knife crime and review the work around health in the YOS and 18 – 24 team (Forensic Psychologist)</li> <li>• To look at communication between neighbourhood police and the community, and how to improve public confidence</li> <li>• To explore the links between mobile phone theft and drug dealing and how we can use tenancy law and other civil powers to address these</li> <li>• To explore the role that local businesses can play in reducing thefts.</li> </ul>

- To explore new methods of community engagement, and a young people friendly approach including using social media, virtual panels and other modern technology to tackle youth crime.

### **How is the review to be carried out:**

This review is undertaken at a time when the borough has experienced a disturbing rise in youth crime, especially violence, which has caused widespread anxiety to residents, particularly families with children. The council is committed to stopping this rise in crime as a matter of urgency, and recognises that we all need to do more if we are to achieve the improvements required to turn the tide and prevent further harm to young people and community. This review will therefore be undertaken over a relatively short period so that the findings can inform improvements to the council's approach and the delivery of the new Youth Crime Strategy.

The review will look at various aspects of the council's work with young people and their families to prevent crime and keep young people safe, including the extent to which the community believe the council is tackling the issues that concern them most. It will examine opportunities to improve the effectiveness of the council's approach in delivering services to prevent and engage/divert young people at risk of being involved in crime, and the use of enforcement powers where young people continue to offend.

The review will involve a deep dive on to the causes and impact of knife crime and will include a focus on mobile phone theft and crime hotspot areas.

It will explore the extent and nature of youth crime and anti-social behaviour in Islington and the impact of current services and initiatives and consider good practice from other areas that can be replicated in Islington. It will explore with young people their experience and perception of youth crime and views on the police, and their thoughts on how we can reduce crime and improve the safety of young people.

It will specifically consider the proposed model for the new Integrated Gangs Unit in Islington which will involve a collaborative approach and in some cases co-location of council staff (YOS, 18 – 24 team), police, probation and JCP etc.

### **Scope of the Review:**

Types of evidence will be assessed by the review:

#### 1. Documentary submissions:

- Crime statistics
- Young people as victims
- Strategic Assessment
- Islington Youth Crime Strategy
- London Mayors Gang Strategy

2. It is proposed that witness evidence be taken from:

- Metropolitan Police (Gangs / IOM / YOS teams)
- MET Police Borough Commander?
- Community Safety Partnerships Unit
- Anti-social Behaviour Team, including MAGPI officers
- Youth Offending Service
- Children's Services Safeguarding
- Legal Department
- Public Protection
- Local residents
- Local businesses
- Safer Neighbourhood Panel chairs and members
- Victim's families
- Youth workers and young people
- Ex-offenders/ ex-gang members
- Ward Panel members
- Voluntary and community sector representatives
- Islington Community Safety Board
- Mayor's Office for Policing and Crime
- Probation: NPS/CRC
- Victim Support
- Knife Crime charity
- Rep from Secure estate (Pentonville?)
- Two local MPs

3. Visits

- LB Lambeth
- Schools and head teachers
- Some scrutiny sessions to be held in community settings

Additional Information:

Programme

Key output:

1. Scrutiny Initiation Document

2. Final report

To be submitted to Committee on:

17th September 2015

14<sup>th</sup> March 2016

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**Report of: Assistant Director Governance and Human Resources**

Meeting of	Date	Agenda Item	Ward(s)
<b>Policy and Performance Scrutiny Committee</b>	17 September 2015	G1	All

<b>Delete as appropriate</b>	<b>Exempt</b>	<b>Non-exempt</b>
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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

Report Author: Peter Moore  
Tel: 020 7527 3252  
E-mail: peter.moore@islington.gov.uk

# FORWARD PLAN OF KEY DECISIONS



# ISLINGTON

## **KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 22 OCTOBER 2015 AND BEYOND**

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**Lesley Seary  
Chief Executive  
Islington Council  
Town Hall  
Upper Street  
London N1 2UD**

Contact Officer: Mary Green  
Democratic Services  
E-Mail: [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk)  
Telephone: 020 7527 3005  
Website: <http://democracy.islington.gov.uk/>

Published on 1 September 2015

# FORWARD PLAN OF KEY DECISIONS

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

### FOR THE PERIOD TO THE EXECUTIVE MEETING ON 22 OCTOBER 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](mailto: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.**

**A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or**

**2. a decision to be made by the Chief Executive, Corporate Directors or Assistant Chief Executives to award contracts where the value of the contract is up to £2million revenue expenditure or £5million capital expenditure**



# 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.	Contract award of Bunhill Phase 2	Bunhill	Corporate Director Environment and Regeneration	2 September 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth <a href="mailto:bram.kainth@islington.gov.uk">bram.kainth@islington.gov.uk</a>
2. Page 69	Canal-sourced heat for the Bunhill Heat network	Bunhill	Corporate Director Environment and Regeneration	2 September 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth <a href="mailto:bram.kainth@islington.gov.uk">bram.kainth@islington.gov.uk</a>
3.	Contract award - domestic boiler installation programme with back-up service for responsive and out of hours emergency repairs and servicing	All Wards in the north of the Borough	Corporate Director of Housing and Adult Social Services	3 September 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
4.	Contract award - extra care sheltered housing	All Wards	Executive	24 September 2015	None	Open	Jess McGregor <a href="mailto:Jess.mcgregor@islington.gov.uk">Jess.mcgregor@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health and Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

# 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.	Camden and Islington ICT Shared Service Programme	All Wards	Executive	24 September 2015	None	Open	Mike Curtis <a href="mailto:Mike.curtis@islington.gov.uk">Mike.curtis@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance & Performance <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
6.	Procurement strategy for sexual health promotion and HIV prevention	All Wards	Director of Public Health	24 September 2015	None	Open	Julie Billett <a href="mailto:julie.billett@islington.gov.uk">julie.billett@islington.gov.uk</a>
7.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	24 September 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
8.	Procurement strategy for fire damage reinstatement works to Rollit House	Highbury West	Corporate Director of Housing and Adult Social Services	25 September 2015	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

2. a decision to be made by the Chief Executive, Corporate Directors or Assistant Chief Executives to award contracts where the value of the contract is up to £2million revenue expenditure or £5million capital expenditure

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
	9. Procurement strategy for for Anson Road and Tollington Way supported accommodation	St George's/ Finsbury Park	Corporate Director of Housing and Adult Social Services	25 September 2015	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
	10. Procurement strategy for refurbishment of passenger lifts at Spa Green Estate, and Margery Street Estate	Clerkenwell	Corporate Director of Housing and Adult Social Services	29 September 2015	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
Page 71	Contract award - housing repairs scaffolding (North & South) and roofing and scaffolding repairs and maintenance works	All Wards	Corporate Director of Housing and Adult Social Services	30 September 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
	12 Decision to make Article 4 Direction to remove office to residential permitted development rights	All Wards	Corporate Director Environment and Regeneration	1 October 2015	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>

**A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or**

**2. a decision to be made by the Chief Executive, Corporate Directors or Assistant Chief Executives to award contracts where the value of the contract is up to £2million revenue expenditure or £5million capital expenditure**

# 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)
13.	Richard Cloudesley School site development update	Bunhill	Executive	22 October 2015	None	Open	Eleanor Schooling <a href="mailto:eleanor.schooling@islington.gov.uk">eleanor.schooling@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>
14.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	22 October 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
15.	Islington property Company - recommended company structure and project update	n/a	Executive	22 October 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor James Murray, Executive Member for Housing & Development <a href="mailto:james.murray@islington.gov.uk">james.murray@islington.gov.uk</a>

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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)
16	North London Waste Authority menu pricing and Inter Authority Agreement	All Wards	Executive	22 October 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Bram Kainth <a href="mailto:bram.kainth@islington.gov.uk">bram.kainth@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance & Performance <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
17	Procurement strategy for mental health housing support services	All Wards	Executive	22 October 2015	None	Open	Jess McGregor <a href="mailto:Jess.mcgregor@islington.gov.uk">Jess.mcgregor@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health and Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
18	Contract award for alcohol misuse residential care service for older men	All	Executive	22 October 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health and Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

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19	Adoption of Location and Concentration of Uses Supplementary Planning Document	All Wards	Executive	22 October 2015	None	Open	Karen Sullivan <a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>  Councillor James Murray, Executive Member for Housing & Development <a href="mailto:james.murray@islington.gov.uk">james.murray@islington.gov.uk</a>
20	Contract award - housing repairs IT Solution	All Wards	Corporate Director of Housing and Adult Social Services	17 November 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
21	Contracts award - general build and electrical contracts	All Wards	Corporate Director of Housing and Adult Social Services	18 November 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

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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)
22	Procurement of business critical software support maintenance	n/a	Executive	26 November 2015	None	Open	Mike Curtis <a href="mailto:Mike.curtis@islington.gov.uk">Mike.curtis@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance & Performance <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
23	Procurement strategy for community based enablement service for adults	All Wards	Executive	26 November 2015	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health and Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
24	Procurement strategy for mental health intermediate care pathway	All	Executive	26 November 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health and Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

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25	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	26 November 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
26	Contract award for the construction of 47 new homes and associated improvements for the King Square Estate, Goswell Rd EC1V 7PB	Bunhill	Executive	26 November 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor James Murray, Executive Member for Housing & Development <a href="mailto:james.murray@islington.gov.uk">james.murray@islington.gov.uk</a>
27	Proposals in relation to services for children with severe and complex needs at Lough Road	All Wards	Executive	26 November 2015	None	Open	Cathy Blair <a href="mailto:cathy.blair@islington.gov.uk">cathy.blair@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>

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28	Procurement strategy for a parent carers support service	All	Corporate Director Children's Services	7 December 2015	None	Open	Eleanor Schooling <a href="mailto:eleanor.schooling@islington.gov.uk">eleanor.schooling@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>
29	Contract award for fire damage reinstatement works to Rollit House	Highbury West	Corporate Director of Housing and Adult Social Services	14 December 2015	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
30	Contract award for mental health supported accommodation	All Wards	Executive	14 January 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	George Howard <a href="mailto:george.howard@nhs.net">george.howard@nhs.net</a>  Councillor Janet Burgess MBE, Executive Member for Health and Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

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31	Contract award for the construction of 23 new homes and re-provision of the Goodinge Community Centre, N7 9GQ	Holloway	Executive	14 January 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor James Murray, Executive Member for Housing & Development <a href="mailto:james.murray@islington.gov.uk">james.murray@islington.gov.uk</a>
32	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	14 January 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
33	Contract award for adult social care advocacy services	All Wards	Executive	14 January 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Galczynski <a href="mailto:simon.Galczynski@islington.gov.uk">simon.Galczynski@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health and Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

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34	Controlled Parking Zone review	All Wards	Executive	14 January 2016	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>
35	School admission arrangements 2016-17	All Wards	Executive	4 February 2016	None	Open	Eleanor Schooling <a href="mailto:eleanor.schooling@islington.gov.uk">eleanor.schooling@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>
36	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	4 February 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

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37	Contract award for the construction of 27 new homes and a community centre on the site of Charles Simmons House, WC1X 0HP	Clerkenwell	Executive	4 February 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor James Murray, Executive Member for Housing & Development <a href="mailto:james.murray@islington.gov.uk">james.murray@islington.gov.uk</a>
38	Procurement strategy for domiciliary care	All Wards	Executive	4 February 2016	None	Open	Jess McGregor <a href="mailto:Jess.mcgregor@islington.gov.uk">Jess.mcgregor@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health and Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
39	Contract award for refurbishment of passenger lifts at Spa Green Estate, and Margery Street Estate	Clerkenwell	Corporate Director of Housing and Adult Social Services	5 February 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

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40	Contract award for mental health intermediate care pathway	All Wards	Executive	19 May 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	George Howard <a href="mailto:george.howard@nhs.net">george.howard@nhs.net</a>  Councillor Janet Burgess MBE, Executive Member for Health and Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

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## Membership of the Executive 2015/2016:

### Councillors:

Richard Watts  
Janet Burgess  
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 MAY 2015**

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
<b>2012/13:</b>						
GP Appointment Systems	Health Scrutiny	JB 2 Dec & Exec 15 Jan	Jan 2014 – Mar 2014	JB 19 May 2015 & Exec 18 June 2015	TBC	Julie Billett
Air Quality	Regeneration & Employment Review	21 May 2013	June 2013 – Sept 2013	4 Dec 2013 JB 14 Jan 2014 Exec	May 2015	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	12 Feb 2015	Karen Sullivan
<b>2013/14:</b>						
Business Start Up	Regeneration and Employment Review	3 April 2014 Exec	May 2014 - July 2014	17 July 2014 JB ✓ 18 Sept 2014 Exec	N/A	Lela Kogbara
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	2 March 2015	Andy Nutter
Blacklisting	Policy and Performance Scrutiny	16 Dec 2013 Leadership 14 Jan 2014 Exec	Jan 2014 -April 2014	6 March 2014 Exec	11 May 2015	Andy Nutter
Private Rented sector	Communities Review	6 March 2014 Exec	N/A	6 March 2014 Exec	March 2015	Jan Hart & Maxine Holdsworth

**NEW SCRUTINY REVIEWS 2014/15:**

<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Income Generation	Policy and Performance	JB 21 April 2015 Exec 21 May 2015	June – Sept 2015			Kevin O’Leary
Best Team	Policy and Performance	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015			Lela Kogbara
Estate Services Management	Housing	JB 1 Sept 2015 Exec 24 Sept 2015	Sept – Dec 2015			David Salenius
Scaffolding / Work Platforms	Housing	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015			Simon Kwong
Impact of Early Interventions in preventing escalation to statutory services	Children’s	JB 1 Sept 2015 Exec 24 Sept 2015	Sept – Dec 2015			Nicky Ralph
Community Energy	Environment and Regeneration	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015			Garrett McEntee
Fuel Poverty	Environment and Regeneration	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015			John Kolm Murray
Communal Heating (presentation only)	Environment and Regeneration	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015			Lucy Padfield
Patient Feedback mini scrutiny	Health	JB 1 Sept 2015 Exec 24 Sept 2015	Sept – Dec 2015			Julie Billett



**POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2015/16****11 MAY 2015**

1. Scrutiny Review – BEST team – Witness evidence
2. Revenue Outturn report 2014/15 - Update
3. Progress report back – Scrutiny Review Blacklisting
4. Report of Executive Member Employment
5. Termination Payments
6. Call ins – if any
7. Monitoring report
8. Report of Health and Care Scrutiny Committee Chair

**1 JUNE 2015**

1. Scrutiny topics 2015/16
2. Terms of Reference, Membership etc.
3. Scrutiny Review – BEST team – witness evidence
4. Use of agency staff
5. Monitoring report
6. Revenue Outturn 2014/15
7. Call ins – if any

**29 JUNE 2015**

1. Approval of Scrutiny topics 2015/16
2. New scrutiny topic(1) – Tax Avoidance - Presentation and SID
3. Quarter 4 Performance report
4. Presentation from Leader on Executive priorities for 2015/16- Key Decisions/Forward Plan
5. Welfare Reforms update
6. Chief Officers upgrades
7. Call ins (if any)
8. Monitoring report

**17 SEPTEMBER 2015**

1. Scrutiny Review – BEST team– Final report

2. Report of Procurement Board
3. Financial update
4. Performance report – Quarter 1/Sickness absence
5. New scrutiny topic – Tax Avoidance - witness evidence
6. New scrutiny topic – Crime – Presentation and SID
7. Call ins (if any)
8. Monitoring report

#### **5 OCTOBER 2015**

1. New topic Scrutiny Review (1) – Tax Avoidance - Witness evidence
2. Report of Executive Member Finance and Performance
3. Recruiting agency/temporary staff policy
4. New scrutiny topic (2) – Crime – witness evidence
5. Call ins (if any)
6. Monitoring report

#### **2 NOVEMBER 2015**

1. Annual Crime and Disorder report/Presentation Executive Member Community Safety
2. Licensing Policy effectiveness
3. Scrutiny Review – Crime – witness evidence
4. Call ins – if any
5. Monitoring report

#### **7 DECEMBER 2015**

1. New scrutiny topic 1) – Tax Avoidance - Draft recommendations
2. New scrutiny topic (2) – Crime - Witness evidence
3. Financial update
4. Quarter 2 Performance report
5. Use of agency staff/Report back from Directorates (from 01/06/2015)
6. Call ins – if any
7. Monitoring report
8. Equal Opportunities Review – Progress (from 01/06/2015)

#### **21 JANUARY 2016**

1. New scrutiny topic (1) – Tax Avoidance - Final report
2. New scrutiny topic (2) – Crime –Witness evidence
3. Report of Procurement Board
4. Welfare Reforms update
5. 6 Month review of Crime Strategy

6. Call ins – if any
7. Monitoring report

#### **11 FEBRUARY 2016**

1. Budget 2016/17
2. VCS Annual report
3. Reports of Review Chair
4. Scrutiny Review Crime – Draft recommendations
5. Call ins – if any

#### **14 MARCH 2015**

1. Quarter 3 Performance report
2. Use of agency staff
3. Financial update
4. Scrutiny Review 12 month progress report – Income Generation
5. Call ins – if any
6. Monitoring report
7. Scrutiny Review – Crime –Final report

#### **03 MAY 2016**

1. Scrutiny topics – 2016/17
2. Call ins – if any
3. Monitoring report

#### **JUNE 2016**

**Quarter 4 Performance report**

**Income Generation Scrutiny Review – 12 month report back**

#### **JULY 2016**

**Revenue outturn 2015/16**

**Welfare Reforms update**

#### **DECEMBER 2016**

**BEST Scrutiny Review – 12 month report back**

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